STATE OF THE DEPARTMENT OF MEDICINE 2011

Talmadge E. King, Jr., MD
Professor & Chair

November 3, 12-1 pm  PARNASSUS, HSW 300
November 8, 12-1 pm  SF VAMC, Main Auditorium, Bldg 7
November 18, 12-1 pm  SFGH, Carr Auditorium

Maye Chrisman | Associate Chair for Finance and Administration
Michael Chen | Chief Financial Officer
GOALS OF PRESENTATION

I. DOM in the larger context of UCSF and UCSF SOM
II. Current state of the DOM
III. Progress on our Strategic Plan
IV. The next 3 years
V. Hear your thoughts
UCSF’s MISSION
advancing health worldwide™

Vision
To be the world’s preeminent health sciences innovator.
DOM’s MISSION

To advance health, the DOM develops and supports innovators in patient-centered care, scientific discovery, medical education and public policy.

VISION

Transforming medicine through innovation and collaboration.
CHANCELLOR’S 3-YEAR GOALS

• Provide unparalleled patient care
• Improve health through innovative science
• Attract and support talented and diverse trainees
• Be workplace of choice
• Create a financially sustainable enterprise-wide business model

… more details to come

http://lecture.ucsf.edu/special-events/state2011/
Active role in institution-wide and SOM-wide thinking and planning

Clarity on long-term challenges and focus on long-term sustainability

Continue efforts to increase transparency

Initiatives
  - Long-term planning and resource allocation
  - Space planning and utilization
  - Faculty compensation guidelines and principles
  - UCSF Medical Center funds flow
STATE OF THE DEPARTMENT 2011

“Excellent”

UCSF Department of Medicine
Thank you!

GREAT PEOPLE
LARGEST DEPARTMENT AT UCSF

Total faculty, staff and trainees = 2,703

- 611 faculty members
- 119 non-faculty academic
- 53 MSP physicians
- 530 volunteer clinical faculty
- 107 Emeritus and recall faculty
- 472 Residents/Fellows/Post-docs
- 811 Staff

1,420

2011
U.S. News & World Report
#3
ACCOMPLISHMENTS
(MANY MORE)
DEPARTMENT OF MEDICINE
2011-2012 SPECIALTY RANKINGS

DOM Ranked in Top 15 in 7 of 8 medicine subspecialties ranked by U.S. News

#4 Diabetes & Endocrinology
#8 Cancer
#8 Kidney Disorders
#9 Rheumatology
#12 Geriatrics
#12 Pulmonology
#14 Gastroenterology

* DOM was ranked in the top 50 of all 8 medicine subspecialties ranked.

** UCSF Medical is only one of 143 facilities – fewer than 3% of the 4,825 analyzed for the Best Hospitals rankings – to be ranked in even one of the 16 specialties examined.
2010-2011 master clinicians

Recognizing Clinical Excellence

Harry Lampiris, MD
Professor of Clinical Medicine
Acting Chief, Infectious Diseases Section,
San Francisco Veterans Affairs Medical Center

Henry (Chip) Chambers, MD
Professor
Chief, Division of Infectious Diseases,
San Francisco General Hospital

John Imboden, MD
Professor of Medicine and Alice Bell Endowed Chair for Research in Arthritis
Chief, Division of Rheumatology,
San Francisco General Hospital

UCSF Department of Medicine
OSHER CENTER

Margaret A. Chesney, PhD
Director, UCSF Osher Center

DGIM Has Moved To Mt. Zion

Eliseo Perez-Stable, MD
CARDIOVASCULAR CARE AND PREVENTION CENTER AT MISSION BAY
QUALITY & SAFETY

- Launched 1st Quality & Safety Innovation Challenge
- Hosted 1st Quality & Safety Symposium (with 24 projects presented representing 4 of our clinical campuses)
- Established a Quality Improvement Portfolio as part of the DOM promotions process
- VA is funding a QI Chief Resident
- Developed new DOM student and resident electives in QI/Patient Safety
- Created a new DOM Quality & Safety Website
NINA IRELAND BEQUESTS ~$50M TO UCSF IN SUPPORT OF PULMONARY MEDICINE

Largest Estate Gift in UCSF History

John Rubenstein, MD, PhD; Jeff Golden, MD; Nina Ireland
Get the right people on the bus....

Get the right people in the right seats....

Figure out the best path to greatness....

First who... Then what...
FINANCIAL OVERVIEW
ANNUAL OPERATING BUDGET

$404M

Parn/ Mt. Zion
$230M (57%)

SFGH
$113M (28%)

VAMC
$61M (15%)
FY12 FUNDING SOURCES
($404M)

Research intensive department (47%)
FY12 FUNDING SOURCES ENTIRE ($404M)

Heavily dependent on support from our Medical Centers (20%)
FY12 FUNDING SOURCES ENTIRE ($404M)

- Profees 17%
- Med Center Support 8%
- State 19900 & ICR 3%
- Gifts & Endowments 5%
- Reserves 2%
- Other 4%
- Sponsored Research 43%
- CCSF 6%
- VA FTE 6%
- NCIRE FTE 1%
- VA Housestaff 1%
- NCIRE Sponsored Research 2%
- VA Sponsored Research 1%
- CME 1%
FY12 FUNDING SOURCES @ PARNASSUS/MT. ZION ($230M)

- Professors 26%
- Med Center Support 13%
- State 19900 & ICR 3%
- Gifts & Endowments 8%
- Reserves 3%
- Other 6%
- Sponsored research 40%
FY12 Funding Sources @ SFGH ($113M)

- Sponsored research: 63%
- CCSF: 21%
- Profees: 7%
- State 19900 & ICR: 4%
- Gifts & Endowments: 3%
- Reserves: 0%
- Other: 2%

Neil Powe, MD, MPH, MBA
Vice Chair
Chief of Medical Service, SFGH
FY12 Funding Sources @ VAMC ($61M)

- Sponsored Research 48%
- VA FTE 40%
- VA Sponsored Research 15%
- NCIRE Sponsored Research 15%
- VA Housestaff 10%
- NCIRE FTE 8%
- Sponsored research 18%
- Gifts & Endowments 1%
- Reserves 0%
- Other 0%
- CME 0%
- State 19900 & ICR 1%

Paul Volberding, MD
Vice Chair
Chief of Medical Service, VAMC
## CHANGE IN FUNDING SOURCES  
(INCLUDES ALL SITES)

<table>
<thead>
<tr>
<th>Funding source</th>
<th>FY11</th>
<th>FY12</th>
<th>% increase / (decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsored research</td>
<td>$188M</td>
<td>$191M</td>
<td>1.5%</td>
</tr>
<tr>
<td>Medical Centers / Profess</td>
<td>$137M</td>
<td>$152M</td>
<td>10.8%</td>
</tr>
<tr>
<td>Discretionary / Reserves</td>
<td>$28M</td>
<td>$32M</td>
<td>14.4%</td>
</tr>
<tr>
<td>State / ICR</td>
<td>$13M</td>
<td>$13M</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Other*</td>
<td>$11M</td>
<td>$16M</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$378M</td>
<td>$404M</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

*Other includes non-Medicine funds, recharges, sales and service, clinical trial residuals
RESEARCH PROGRAMS
RESEARCH FUNDING

2007 NIH Funding #1
2008 NIH Funding #1
2009 NIH Funding #1
2010 NIH Funding #1
2011 NIH Funding #1
## 2010 NIH RANKINGS

Departments of Internal Medicine/Medicine in NIH Funding Percent Share of SOM Grants

<table>
<thead>
<tr>
<th>RANK</th>
<th>INSTITUTION</th>
<th>DOM</th>
<th>SOM</th>
<th>% of TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UNIVERSITY OF CALIFORNIA SAN FRANCISCO</td>
<td>$162,045,611</td>
<td>$422,075,871</td>
<td>38%</td>
</tr>
<tr>
<td>2</td>
<td>JOHN Hopkins UNIVERSITY</td>
<td>$149,851,696</td>
<td>$438,777,365</td>
<td>34%</td>
</tr>
<tr>
<td>3</td>
<td>DUKE UNIVERSITY</td>
<td>$139,718,720</td>
<td>$305,653,535</td>
<td>46%</td>
</tr>
<tr>
<td>4</td>
<td>UNIVERSITY OF MICHIGAN AT ANN ARBOR</td>
<td>$133,133,017</td>
<td>$332,503,441</td>
<td>40%</td>
</tr>
<tr>
<td>5</td>
<td>UNIVERSITY OF PENNSYLVANIA</td>
<td>$118,560,280</td>
<td>$402,857,076</td>
<td>29%</td>
</tr>
<tr>
<td>6</td>
<td>VANDERBILT UNIVERSITY</td>
<td>$114,505,900</td>
<td>$296,277,355</td>
<td>39%</td>
</tr>
<tr>
<td>7</td>
<td>UNIVERSITY OF WASHINGTON</td>
<td>$110,547,053</td>
<td>$300,387,633</td>
<td>37%</td>
</tr>
<tr>
<td>8</td>
<td>UNIVERSITY OF CALIFORNIA SAN DIEGO</td>
<td>$103,709,223</td>
<td>$302,658,871</td>
<td>34%</td>
</tr>
<tr>
<td>9</td>
<td>UNIVERSITY OF PITTSBURGH AT PITTSBURGH</td>
<td>$103,120,303</td>
<td>$325,623,858</td>
<td>32%</td>
</tr>
<tr>
<td>10</td>
<td>UNIVERSITY OF NORTH CAROLINA CHAPEL HILL</td>
<td>$96,289,655</td>
<td>$238,601,335</td>
<td>40%</td>
</tr>
</tbody>
</table>

Average Top 10: 37%
UCSF DOM Rank: 1/10
DOM Sponsored Research Funding Has Grown At Faster Rate Than For SOM

Annual growth rate (8 years)

- Other SOM - 1.9%
- DOM-ORU - 3.1%
- DOM - 2.6%
MEDICINE RESIDENCY PROGRAM

FY12

• 181 (and growing) residents rotating across three main clinical sites, and 8 chief residents

• We had the best match in recent history!

• FY12 budget = $16.5 million
  • $11.8 million in resident S&B
  • $4.7 million in administrative expenses

• Three main hospitals fund most funding for resident S&B, but ~$2.1M (45%) of administrative costs are funded by Department
THANK YOU
2010-11 CHIEF RESIDENTS

Soraya Azari, MD
Bonnie Chen, MD
Leslie Cockerham, MD
Denise Connor, MD
Christina Lee, MD
Jenny Siegel, MD
Adam Templeton, MD
2011-12 CHIEF RESIDENTS

UCSF Medical Center

Vasantha Jotwani, MD
Lisa Bebell, MD

VA

Brett Ley, MD
Varun Saxena, MD

SFGH

Jennie Wei, MD
Mia Lozada, MD

Ambulatory Care

Ryan Laponis, MD

Quality & Safety

Krishan Soni, MD, MBA
CURRENT CHALLENGES

- Budget cuts
  - State (up to ~$22M unbudgeted cuts to UCSF)
  - Proposed cuts to GME
  - Cuts to NIH
- Health care reform
  - Reduced reimbursement
- Operational Excellence (OE)
- Duty hour changes
- APeX rollout at UCSF Medical Center
OE: THE REALITY

• OE was designed to:
  • Improve operational efficiency
  • To mitigate the impact of rising retirement and health care benefits costs
  • Overall need to identify up to $50 million in savings across the campus

• DOM is expecting only modest savings through OE, so we will need to find other revenue and/or expense opportunities to bridge the gap.

• Faculty and staff need to be anticipating and planning for change, not resisting change.
OE: THANKS!

- DOM interests have been very well represented on all OE Committees
- Divisions have worked together to overcome disruptions that have occurred, especially the pre-award RSA vacancies in some of our research-intensive divisions (CAPS and Hem/Onc (MZ))
  - Nephrology (Parn/MZ)
  - Experimental Medicine (SFGH)
  - Hospital Medicine (Parn/MZ)
  - Rheumatology (Parn/MZ)
  - Recall staff
- DOM has helped employees prepare for the changes. We provided resources to our HR staff and Research administration – resume reviews, mock interviews, advocacy
• **Phase IB** will launch 1/17/12: DOM, Dermatology, Diabetes Ctr, Lab Medicine, Microbio & Immunology, Pathology

• DOM will be supported by **two teams**, one at SFGH (E), one at Laurel Heights (F)

• Ultimately, DOM teams **will also support**: Osher Center, SFGH Dean’s Office, Radiation Oncology, Emergency Medicine

• **Recruitment** is underway for all pre-award teams
  - For DOM, one of two team manager positions has been filled – Eunice Chang
  - Research Services Coordinator (RSC) positions are being offered this week to internal candidates
  - Recruitment for remaining RSC positions and associate RSC positions is ongoing

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*Phase IA* launched on 8/15/11, including: Cell/Tissue Biology, Clin Pharm, Community Health Systems, Emergency Medicine, Family Health Care Nursing, Cancer Center, Global Health, Physiological Nursing, Preventative & Restorative Dental Services, Proctor Foundation, Radiation Oncology, Urology
OE PRE-AWARD: FINANCIAL IMPACT

• OE teams will provide pre-award services for all sponsored research except city/state contracts
• OE pre-award will take 52% of indirects passed to departments
• We believe that OE pre-award could save DOM ~ $310K (SFGH will cost more)
• Savings will be achieved only if we reduce staff whose pre-award job duties shift to the OE pre-award team
• Divisions will continue to pay directly for post-award
OE: HUMAN RESOURCES

• Cluster A implementation delayed from November 2011 to January 2012 (Psychiatry, Pediatrics, Neurology)

• **Cluster B** will launch in March 2012 (DOM, SFGH Dean’s Office, Emergency Med, Rad Onc, Osher, Fresno)

• **Strong continuity** with existing team
  - Cluster B management team: Jenny Schreiber, Katy Rau, Jane Ta, Robert Gilmore
  - All DOM/SFGH HR staff have been placed in clusters, though not all in Cluster B
OE HR: FINANCIAL IMPACT

• Annual fee per headcount
  • Funding model was modified based on feedback from faculty/staff (20% weighting for emeritus and volunteer faculty)

• Overall, we expect this to save the DOM ~ $58,000.

SFGH has been lean and will cost them more!
PLANS FOR NEXT 3 YEARS
Robust Strategy for Challenging Times

Letter from the Chair

In our past work, the UCSF Department of Medicine has been engaged in a variety of exciting projects. To continue with similar success, we are very much committed to strategic planning and implementation. Our ambition is to make the UCSF Department of Medicine the best in the country. We want to be recognized as leaders in our community and as innovators in our field. We will continue to build on our existing strengths and develop new initiatives. Our plan focuses on five key areas: Research, Education, Clinical Activities, Public Policy, and Recruitment & Retention. Each area will be led by a dedicated team of experts. Our goal is to ensure that our department remains at the forefront of medical excellence.

Our Ambition
Best DOM in the country

Unified DOM
Seth Landefeld, MD
Tracy Schaefer
Margaret Wheeler, MD
Erik Wieland

Recruitment & Retention
Elyse Foster, MD
Katy Rau
Jenny Schreiber

Economic Model
Michael Chen
Maye Chrisman

Research
David Gardner, MD
Jackie Maher, MD
Suzanne Sutton

Education
Pat Cornett, MD
Beth Harleman, MD
Sue Sheehan

Public Policy
Andy Bindman, MD
Bonnie Johnson

Clinical Activities
Alice Chen, MD
Kevin McLaren
Niraj Sehgal, MD

Seth Landefeld, MD
Associate Chair
Strategic Planning and Implementation

Suzanne Kawahara
Project Manager
• Morning session: Chair’s Council and senior management team
  • Role of Chair’s Council
  • Alignment of leadership to strategic priorities
  • Pilot of leadership development program through 360 reviews and MBTI

• Afternoon session: DOM strategic plan
  • 65 participants, faculty and staff, from all sites
  • Review of progress since 2009 DOM strategic planning retreat and discussion of plans for 2011-12
  • Breakout sessions suggested 2011-12 goals for 5 strategic priorities
STRATEGIC PRIORITIES FOR 2012

UCSF Department of Medicine

FALL 2011 STRATEGIC PLANNING RETREAT

Progress Together for Excellence

FROM THE CHAIR — On September 14, 2011, 64 leaders in the Department gathered at Fort Mason for a half-day retreat to advance the Department’s Strategic Plan. Since the Strategic Plan’s inaugural retreat in 2009, much has been accomplished. And not surprisingly, new challenges have changed the financial and operational landscape for the Department. The purpose of the 2011 retreat was to review our progress and to discuss our plans for 2011-2012.

To open the retreat, I highlighted both the Department’s recent accomplishments and the expectations for 2011-2012. The Department is in good shape today, but there are significant challenges ahead. We face university budget cuts and complexities resulting from Operational Excellence. We are formulating ways to address the charges resulting from health care reform, implementation of new duty hours requirements for residents, and the need to operate our clinical services in a more integrated and coordinated manner, supported by significant projects like the APEx rollout (the electronic medical record system) at UCSF Medical Center.

Self Landefeld reviewed the achievements of the Strategic Plan, thinking in particular the Champions who worked so hard to lead efforts in Research, Clinical Activities, the Economic Model, Education, Recruitment and Retention, Public Policy and Unified DOM. Five key priorities were chosen for Breakout Group sessions. Retreat participants chose two out of five breakout group sessions to attend. They were asked to develop ideas that the Department could implement in the next 1-2 years. Their input was invaluable as we determine the strategic priorities for 2011-2012.

Talmadge E. King, Jr., MD
Professor and Chair, Department of Medicine

INSIDE
Developing Leaders Across the DOM...page 2
Improving Primary Care—Specialty Care Coordination...page 2
Research Roundtable Discussions...page 3
Growing Our Financial Resources...page 4
An Ideal Ambulatory Education...page 4
PLANS FOR FY12

- Develop and pilot a Leadership Training Initiative for Division Chiefs
- Convene an Ambulatory Care Executive Committee to coordinate outpatient care at Parnassus
- Create a Research Council to shape efforts to support research across the DOM
- Take the first steps in building the ideal ambulatory educational experience
DIVISION HEAD JOB DESCRIPTION

• Clear and consistent expectations

• Major responsibilities
  o Leadership & citizenship
  o Academic development, mentorship and management
  o Professional & staff development & management
  o Financial management
  o Hospital and clinical management

• Training/coaching/support/feedback for division chiefs?
As a **steward**, I am charged with using our resources wisely to achieve excellence and to define a path that ensures that the Department is poised to continue to excel well into the future.

As a **custodian** of a shared vision, my focus is to work with faculty members in the Department to help develop the resources and to foster a work environment in which patient care, teaching, and research can thrive.

- Provide frequent communication and updates of any changes in plan or budget
- Be sensitive to personal impact on faculty and staff
AS CHAIR OF THE DOM

• Advocate for our Department
• Ensure that our goals are aligned with those of the Campus, SOM and the medical centers.
• Recognized by our partners as important stakeholders and participate in major decisions (Campus-Chancellor’s Office, SOM, UCSF Medical Center, VAMC, City and County of SF, outside funding agencies).
• Work collaboratively with and foster partnerships with other departments that are dynamic and facilitate the academic and clinical enterprises.
THANK YOU!