State of the Department

• Mission and Overview

• Welcomes and transitions

• Recognitions

• Focus on Health System Transformation
  – Department of FCM Exemplifying Attributes Necessary for System Transformation

• One word: ____________
DFCM Mission Statement

• To educate students and residents in family medicine with an emphasis on meeting the needs of the economically disadvantaged and the medically underserved;

• To advance knowledge in family and community medicine; and

• To develop methods of primary care that are effective, efficient, and accessible to all people.
Overview of DFCM

• ~$34.3 million budget 2013-14
  – ~$19.3M in extramural grants for research and other programs

• ~400 Faculty members
  – 55 core faculty in SF
  – 50+ additional part-time faculty, joint appts, non-faculty academics
  – >300 volunteer and affiliated residency faculty

• 45 Residents + 3 Chief Residents at SFGH

• 6 Affiliated Community-Based FM Residency Programs
Overview of DFCM

- ~80 UCSF staff
- ~100 clinic staff who are SFDPH or UCSF Medical Center employees
FCM Executive Council

- Kevin Grumbach (Chair)
- Ron Goldschmidt (Vice-Chair for Academic Affairs)
- Teresa Villela (Vice-Chair, SFGH Chief of Service)
- Connie Yu (Dept Manager)
- Dave Thom (Research Director)
- Margo Vener (Medical Student Education Director)
- Diana Coffa (Residency Director)
- Katherine Strelkoff (Lakeshore Medical Director)
- Margot Hughes-Lopez (SFGH Unit Manager)
- Ron Labuguen (FHC Interim Medical Director)
- Paula Braveman (Senior Research Faculty)
- Elisabeth Wilson (Director of Education)
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<th>School</th>
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<th>Specialty Rank</th>
<th>Research Rank</th>
<th>Full-Time Enrollment</th>
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Best Doctors in America

- Ron Goldschmidt
- Kevin Grumbach
- Clarissa Kripke
- Mike Potter
- Katherine Strelkoff
- Teresa Villela
- Albert Yu
Gallup Staff Engagement Survey 2014

Overall mean: FCM 4.01, UCSF 3.81
Learn & Grow: FCM 4.16, UCSF 3.78
Employees Committed to Quality: FCM 4.42, UCSF 4.03
Mission/Purpose: FCM 4.46, UCSF 4.05
Cares About Me As a Person: FCM 4.42, UCSF 3.98
Awards and Recognitions
• UCSF Clinical and Translational Science Award for Collaboration
  – Paula Fleisher

• UCSF Great People Award
  – Rachel Grace-Willard

• UC 15 year service milestone
  – Alberto Marquez
  – Vangie DeGuzman
• UCSF School of Medicine Class of 2014 Resident Teaching Award  
  – Rebecca Lindsay  

• SFGH Krevan’s Award for Outstanding First Year Resident (FCM)  
  – Ignacio Becerra-Licha  

• Sadie E. Berkove Fellowship  
  – Leah Rorvig
• UCSF Academy of Medical Educators Excellence in Teaching Awards
  – Jack Chase
  – Diana Coffa
  – Laura Hill-Sakurai

• Chancellor’s Award for Disability Service
  – Clarissa Kripke

• Chancellor’s Advisory Committee on Sustainability Faculty Award
  – Dan Ciccarone
• UCSF Association of Clinical Faculty
  – Charlotte C. Baer Memorial Award: Jon Rapp
  – Special Recognition Award: Gary Birnbaum

• UCSF Academy of Medical Educators Cooke Award for the Scholarship of Teaching and Learning
  – Ivan Gomez, Alex Sherriffs, Susan Hughes, Rebecca Lopez (UCSF FCM Fresno)
Nwando Olayiwola

- Emerging Public Health Professional Award, Harvard School of Public Health
- Marshall Memorial Fellowship, German Marshall Fund
- UCSF Hellman Family Award for Early-Career Faculty
• SF Bay Area Leather Alliance Community Service Award
  – Jess Waldura and The Alternative Sexualities Health Research Alliance
S.F. General following 'Toyota Way' to efficiency

Victoria Colliver
Updated 8:02 pm, Thursday, October 10, 2013

Dr. Ron Labuguen (right), an S.F. General Hospital continuous-improvement team leader, records observations. Photo: Liz Hafalia, The Chronicle
SFGH Family Health Center

- SF Health Plan Excellence in Patient Centered Care Award
- SF Health Plan Excellence in Leadership Award
  – The Behavioral Health Team
FCM Heroes 2014
FCM HIV Programs

Josephine Finda Sellu, Deputy Nurse Matron, Sierra Leone
Welcome New Faculty!
Faculty Additions

- Christine Pecci (SFGH)
- Gaetan Habekoss (UCSF Primary Care Laurel Village)
- Tenessa MacKenzie (UCSF Lakeshore)
- Sarah GaleWyrick (UCSF Lakeshore)
- Benjamin Smith (UCSF Lakeshore)
Faculty Additions

- Claudia Diaz-Mooney (SFGH)
- Elizabeth Uy-Smith (SFGH)
- Monica Hahn (SFGH)
New Department Director of Administration and Finance

• Connie Yu
Hali Hammer
SF Health Network Director of Primary Care
Celebrating Teresa’s 15 Year Tenure as Residency Director
And Diana’s Appointment as Our New Residency Director
Transitions

• Emeritus professors on recall
  – Bill Shore
  – Larry Fisher
  – Tom Bodenheimer
  – Jessica Muller
FCM Productivity: Babies!

**Faculty**
- Quynh Bui
- Christine Dehlendorf
- Kohar Der Simonian
- Jessica Evert
- Danielle Hessler Jones
- Andres Marin
- Payam Sazegar
- Miriam Sheinbein

**SFGH Partners**
- Claire Bautista
- Nam Do

**Staff**
- Krystle Badua (Lakeshore)
- Martina Mooney (Lakeshore)
- Zohra Saiyed (SFGH)
- Connie Yu (Parnassus)
- Dominika Seidman (CCC)

**Residents**
- Renée Betancourt
- Anna Huang
- Fernando Maldonado
- Christina Palmer
- Ariel Zodhiates
Focus on the Ongoing Journey of Health System Transformation
Department of Family & Community Medicine

Figure: Triple Aim Model

- Better Health
- Better Care
- Lower Costs
UCSF Health System Strategic Plan: 2014-2019

Overview

July 2014

CONFIDENTIAL – DO NOT COPY
UCSF Must Continue to Evolve

UCSF Medical Center → UCSF Health System


Service Line Growth
Bridge to Mission Bay
Advancing the Health System
The UCSF Health System will provide innovative, high-quality, cost-competitive clinical services, and deliver an unparalleled patient experience across the entire care continuum.
Strategic Priorities:
1. Creating a culture of continuous process improvement (CPI)
2. Developing world class destination programs
3. Establishing a high-value system of care (ACO)
Excerpts from UCSF Health System Strategic Plan

• “We will assume greater accountability for delivering a full continuum of affordable, integrated care—from primary to specialty care—for those patients who look to UCSF as a provider of comprehensive health care services “

• “This will require us to make important new commitments to primary care services”

• “Highlights the importance of highly accessible primary care medical homes, coordination of services between primary and specialty care and across hospital, ambulatory, and rehabilitative settings, interdisciplinary team-care approaches”
Why Are We Changing?
Impact of Health Reform on DPH

**Timely Access**
Right to care within a reasonable time

**Capitation**
One rate of payment per member per month

**Competition**
More providers interested in the same patients
Why Are We Changing?
Impact of Health Reform on DPH

- Overall Strategy
  - Increase proportion of insured patients to uninsured patients

- Building on our system strengths
  - Developing an integrated delivery system
  - Transforming primary care to patient-centered medical home
  - Leveraging expertise in public health

- Investing in our system
  - Creating of a managed care infrastructure
  - Improving access to care
  - Enhancing patient experience
  - Promoting better health outcomes
“Our Way Forward”
Increasing the Value of Services to:
Our Patients - Our Workforce - The Residents of SF

By July 1, 2015 we will:

1. Achieve a Primary Care Panel Size = 1,350
2. Achieve Primary Care Support Staff to Provider Ratio = 4.5 FTE
3. Improve Patient Placement at the appropriate setting and level of care in Acute and Skilled Nursing Facility Operations by 5%
4. Meet or exceed budgeted performance in revenues and expenses
5. Improve Workforce Experience/Satisfaction Scores by 5%
6. Improve Civil Service Hiring, From Form 3 submission to start work date = 90 days or less
7. Improve Patient Experience/Satisfaction Scores by 5%
8. 50% of Staff should know the “Way Forward Plan”: Increasing the Value of Services Provided to our Patients, Workforce and SF Residents
9. Achieve a 75% mammogram screening rate for eligible primary care clients
10. Increase the number of clients seen in a Behavioral Health Center who have established care with a Primary Care Provider by 25%
Key Ingredients to Transform Health Systems to Achieve the Triple Aim

- Leadership
- Teamwork
- Adequate primary care workforce
- Alignment of personal care and population health
- Coaching and technical assistance
- A learning health system
  - Integration of patient care, research, and education
UCSF Health System Governance Structure by 7/1/14
CONFIDENTIAL DRAFT
Version 8/22/14

UCSF Health System Executive Council
External advisory council of senior leaders providing advice and counsel on Health System strategic direction

UCSF Health System Leadership Council
Health System’s de facto Board, shaping System policies, aligning strategic priorities with System goals and objectives, and maintaining fiduciary responsibility of the System
(Includes approx. 35 members, including all Clinical Chairs, many C-Level Officers, etc.)

UCSF Health System Leadership Executive Committee
Subset of LC to address immediate issues that arise between LC meetings
(11 members, incl. Clinical Chairs, Officers)

Policy Committees
Advisory and decision making bodies focused on developing Health System policies and performance targets for the committees’ defined domain, co-chaired by Clinical Chair

- Finance
- Quality & Clinical Strategy
- Payer Partnerships
- Etc.

Strategic Initiatives Work Groups
Existing ad hoc advisory bodies focused on developing strategies and operational plans for key Health System priorities, co-chaired by clinician

- Destination Programs
- ACO System of Care
- CPI
- Access & Network Development
- Children’s Services & CHO Implementation
- Funds Flow
- Etc.
A Team-Based Approach to Primary Care

Department of Family & Community Medicine
Teamwork at Lakeshore

- Huddles
- Teamlets
- Co-location of MA/LVN and PCP
- Complex care management
SFGH Family Medicine
Inpatient Service Team

Avg Length of Stay Reduced by ~ 2 days
"People are realizing how important (primary care) is in a way that's kind of novel," Johnson said.

"It's increasingly clear that the cutting edge in medicine is primary care," Vener said.
“It used to be that most of us had a family doctor; you would consult with that family doctor; they knew your history, they knew your family, they knew your children, they helped deliver babies. How do we get more primary physicians, number one; and number two, how do we give them more power so that they are the hub around which a patient-centered medical system exists, right?” June 8, 2010, Town Hall with Seniors
Meeting with State Senator Mark Leno
Medical Student Pipeline to FM

• UCSF students matching in family medicine
  – 2010: 10
  – 2011: 14
  – 2012: 14
  – 2013: 12
  – 2014: 24
UCSF Primary Care Leadership Academy

• To inspire and support more UCSF students and residents to pursue careers in primary care, especially family medicine

• Inaugural gift
  – $500,000 from family doctors Patricia and Richard Gibbs, Jewish Community Federation

• September 8th Event - Primary Care Transformation: Educating Leaders Today!
Alignment of Personal Care and Population Health
Basic food rules are the best ones

Diana Coffa
Updated 1:37 pm, Wednesday, April 10, 2013

A Spoonful of Tax (Makes Obesity Go Down)

Posted: 04/24/2013 12:15 pm
TU NO TE COMERÍAS 22 PAQUETES DE AZÚCAR. ¿POR QUÉ TE LOS TOMAS?

El beber tan sólo una bebida azucarada al día puede resultar en caries dentales, obesidad y diabetes.

ElijeBebidasSaludables.org

Shape Up to Stop
Coaching and Technical Assistance

- Center for Social Medicine
- Center for Excellence in Primary Care
- Family Health Outcomes Project
- PAETC & ITECH
- CCC
- CTSI Community Engagement & Health Policy Program
- Pipeline programs
- Others
Alameda County pairs chronic patients, young health coaches
Alameda County pairs coaches with diabetes, hypertension patients

Victoria Colliver | August 27, 2014
A learning health system

- Integration of patient care, research, and education
Scholarship for a Learning Health System

• Student and Resident scholarship in implementation science
  – QI projects

• Many FCM research projects focusing on system transformation
DFCM Synergy

- Education
- Clinical Practice
- Community Engagement
- Research
The One Word

Integration!
Thank you!

You all are the Department of Family and Community Medicine