UCSF Department of Family and Community Medicine

State of the Department Update

Kevin Grumbach, MD
June 3, 2010
Overview

• Recognitions
• Department mission
• Update on Department strategic plan
Awards and Recognition

- UCSF Academy of Medical Educators Excellence in Teaching Awards
  - Hali Hammer
  - Ron Labuguen
  - Beth Wilson

- UCSF Great People Award
  - Aisha Esperanza Queen-Johnson
  - “It’s not that she just gets things done but it’s that she exudes a sense of hope that I find refreshing. She is both inspired and inspiring.”
• Outstanding Lecture, UCSF Class of 2012 Essential Core Teaching Awards
  – Beth Wilson

• Nominee for SFGH Dept of Medicine Robert Lull, MD Award for Best Consultant
  – Shieva Khayam-Bashi

• UCSF Alpha Omega Alpha Inductees (elected by UCSF Class of 2010)
  – Beth Wilson
  – Albert Yu
• Alfredo Armendariz Award, Stop AIDS Project
  – Ellen Goldstein

• UCSF CTSI Consultant Impact Award
  – Paula Fleisher

• Christopher Krogh Award for Integration of International and Domestic Health Care, Global Health Education Consortium
  – Jessica Evert
• UCSF Kaiser Award for Excellence in Teaching by Volunteer Clinical Faculty
  – Roger Pitzen (Santa Rosa)

• UCSF University Community Partnerships Council Achievement Award for Excellence in University-Community Partnership
  – Roberto Vargas
  – Naomi Wortis
• UCSF Irene Perstein Award for Outstanding Junior Women Clinician Scientists
  – Christine Dehlendorf

• UCSF Hellman Family Awards for Early-Career Faculty
  – Megan Mahoney
  – Shira Shavit
Best Doctors in America 2010

- Ron Goldschmidt
- Kevin Grumbach
- Clarissa Kripke
- Mike Potter
- Katherine Strelkoff
- Teresa Villela
- Albert Yu
• San Francisco Health Commission Employee Recognition Award
  – SFGH Urgent Care Leadership Team
    • Hali Hammer, Ron Labuguen, Sheila Hawthorne, Grace Lopez, Omar Carvallo, La Phengrasamy

• National Association of Public Hospitals Safety Net Award - Improving the Patient Experience
  – Healthy San Francisco Chronic Care Redesign Projects
    • Hali Hammer, David Ofman, Claire Horton (GMC)
Blue Ribbon, UCSF Laurel Heights Halloween Door Decorating Contest
Faculty Additions

• 2009/10
  – Steve Bromer
  – Quynh Bui
  – Amiesha Panchal
  – Ina Park
  – Larissa Duncan
  – Danielle Eigner
  – Jo Marie Munnich

• 2010/11
  – Margaret Stafford
  – Kara Odom Walker
  – Grace Shih
  – Michelle Tinitigan

• Lesley Hutton, Chair’s Executive Assistant
FCM Productivity

- Ebony Labat (Riley)
- Ellen Chen (Sachin)
- Megan Mahoney (Tala)
- Christine Dehlendorf (Lily)
- Autumn Kieber-Emmons (Xavier)
- Sirenia Colado (Natalia)
New Arrival in 2009:
Department Executive Council

• Kevin Grumbach (Dept Chair)
• Ron Goldschmidt (Dept Vice-Chair)
• Teresa Villela (Dept Vice-Chair & Residency Director)
• Judi Mozesson (Dept Manager)
• Dave Thom (Research Director)
• Margo Vener (Medical Student Education Director)
• Katherine Strelkoff (Lakeshore Medical Director)
• Margot Hughes-Lopez (SFGH Unit Manager)
• Bill Shore (Mentorship Director)
• Hali Hammer (FHC Medical Director)
• Larry Fisher
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

• Ranked #6 among US depts of family medicine by US News & World Reports

• ~$26 million budget 2009/10

• ~500 Faculty members
  – 52 core faculty in SF
  – 50+ additional part-time faculty, joint appts, non-faculty academics
  – >400 volunteer and affiliated residency faculty

• 41 Residents

• ~90 UCSF staff

• ~100 clinic staff who are SFDPH or UCSF Medical Center employees
Scope of DFCM: Education

- Extensive medical student education programs
  - Preclinical, clerkships, electives, PRIME, PISCES, Model SFGH, etc
- Core residency at SFGH
- 3 affiliated residencies (Fresno, Salinas, Santa Rosa)
- Research fellowship with Gen Int Medicine
- Faculty development program with Santa Rosa
- NP, Pharm D education
- Health career pipeline programs
Scope of DFCM:
Clinical

- **SFGH**
  - FHC ~47,000 visits
  - UCC ~26,000 visits
  - FM Inpatient Service 1,200 admissions
  - SNF, Prenatal Partnership Program, others

- **UCSF Medical Center**
  - Lakeshore ~22,000 visits
  - Lakeside Senior Medical Center ~6,000 visits

- **Correctional Medicine Consultation Network**
Scope of DFCM: Research and Scholarship

- Diverse portfolio of research programs and projects
- $15 million annually in extramurally funded and research and project grants
- Prolific and influential peer-reviewed publications
  - >100 journal articles 2004-2007
Scope of DFCM: Community Service

- Chancellor’s Office of University Community Partnerships
- National HIV/AIDS Clinicians’ Consultation Center
- Pacific AIDS Education and Training Center/I-Tech
- Developmental Primary Care Program
- Clinical Translational Science Community Engagement Program
FCM Strategic Planning Priorities

- Lead innovation in the clinical practice of primary care
- Enhance educational programs
- Create deeper and more meaningful programs in community engagement
- Promote diversity
- Build bridges within the department
FCM Strategic Planning Priorities

- Enhance research and scholarly productivity
- Assert more visible leadership at UCSF
- Promote faculty, resident and staff well-being and professional development
- Secure adequate space
- Improve finances
Voices of FCM

• Informal email survey:
  – Most meaningful things that give you pride about our work in the Department of Family and Community Medicine?
  – Things that you think are most important for the department to focus on to improve our work and accomplishments?

• How responses resonate with FCM Mission and strategic planning priorities
Shared Mission

• “What makes me proud? Our shared mission. It’s amazing to see all the different kinds of work we do in our department, and to realize how we are each traveling our own path towards a common goal.”

• “Having the privilege of working with people who share my vision of meaningful and socially responsible work.”
Practicing Family Medicine
Practicing Family Medicine

• “We get to care for all people. In our first centering parenting group, one of the patient's said, ‘You mean I can bring all my children to this clinic and they can have the same doctor as me?’ It was great to be able to say yes to that.”
Practicing Family Medicine Geriatrics at UCSF Lakeside Senior Medical Center
Social Justice

• “I find the focus and value on addressing health disparities and eliminating social justice, particularly in primary care to be a profound inspiration that emanates from all aspects of our department: leadership, clinical work, medical education, research, policy, and community outreach.”
Innovation and Leading Change

• “Innovation ... I feel like our Department is continually thinking, searching, testing, trying various methods to better deliver primary care to our patients and our community. …our Department is leading change in how primary care is delivered - and it's so exciting to be a part of that change.”

• “It is a real privilege to be surrounded by people full of vision, hope, and determination to make what we do better and better. There is no limit.”
FHC Innovations

- Teamlet
- Treat to Target
- Team up for Health
- PHASE
- Centering Parenting
- Takin’ Charge Program for Teens and Young Adults
- Group Medical Visits for Spanish speaking patients with diabetes

- Patient Advisory Councils
- PDSA Teams
- NP Led Chronic Care Programs
FCM Resident CQI Projects

- group visits improve care of Latinos with uncontrolled diabetes
- universal HIV screening improves rates for Asian/Pacific Islander-Americans
- registry-driven cervical cancer screening improves rates for African-American, white, and postmenopausal women
- language concordance between patients and clerks significantly affect patients’ telephone access
- updating patient contact information improves no-show rate at the FHC
- changing EMR platform for birth center provider notes improves availability of information for prenatal visits
Patient Centered Care at Lakeshore

• Advanced Access
  – Open scheduling
  – Same day appointments

• Patient Portal
  – Electronic communication between clinicians and patients
  – Lab results released to patients online

• Patient Advisory Council

• Lakeshore Newsletter
The Lakeshore Newsletter

Eva-Marie Turner, Lakeshore Administrative Director

January 31, 2010
Volume 2, Issue 1

Lakeview Medical Center

Family Medicine Center at Lakeshore

1691 Polk Street, Suite 195, San Francisco, California 94115

Lakeshore Expands Role of the MyHealth Patient Portal

By Eva Turner, Administrative Director

In February 2010 Lakeshore will include lab results as part of the services provided by the MyHealth patient portal. Online patients will be able to receive their results via the portal once the physician has reviewed and released the info instead of waiting for the US Mail. This will also help reduce the risk of a confidentiality breach if results are accidentally delivered to the wrong address. There are certain exclusions such as cytology and pathology results that will be part of future upgrades. The MyHealth patient portal allows for direct communication between the patient and the practice that is faster than email and helps protect your confidential information. It also allows for patients to request an appointment, prescription renewals, referrals, and provides a means of asking providers non-urgent clinical questions in a safe environment. If you are interested in communicating with Lakeshore via MyHealth please do one of the following:

1. Provide your email address to the front desk staff when you check in for your appointment. When you do so you should also make sure you update the name of your Primary Care Physician (PCP). Your PCP should be an active physician at Lakeshore.

2. You can also go to http://myhealth.ucsfhealth.org and follow the easy steps to enroll as a new user. Be sure to complete the registration by initiating the wizard that will ask you to select the provider you would like to be linked to. Please select your provider at Lakeshore and Lakeshore will send a message with your request. You should receive a response from the provider within 48 hours. At this time, Lakeshore is unable to accept patients under the age of 18 or individuals requesting portal access on behalf of another patient. Please direct any questions you have about the portal to one of the supervisors.

"Our mission is to provide extraordinary primary care. We are the medical home for all ages to age for patients of all walks of life and diverse cultural backgrounds. We aim to create a healing and healing environment with our partners, students, and colleagues and to reside innovative, caring, high-quality care."
FCM Leadership:
School, Campus, University

- School of Medicine
  - Beth Wilson, Director of UCSF Program in Medical Education for the Urban Underserved

- UCSF Campus
  - Naomi Wortis, Faculty Co-Director, University Community Partnerships Office
  - Bill Shore, Academic Senate Committee on Academic Personnel
  - Michael Reyes, Co-Chair Chancellor’s LGBT Advisory Committee

- University Systemwide
  - Kevin Grumbach, UC Commission on the Future
FCM Leadership: SFGH

- Todd May, Chief of Staff
- Katie Murphy, every possible SFGH hospital committee
Primary Care and Accountable Care — Two Essential Elements of Delivery-System Reform

Clinic Works to Include Ex-Inmates in Health Care’s Embrace

By APRIL DEMBOSKY

The inadequacy of prison health care in California was one reason for the federal court decisions that will reduce the prison population by 40,000 inmates, starting this year. As the former prisoners, and their illnesses, move back into communities, they will struggle to overcome a new set of obstacles and find a way to better care. …Some counties are looking to the Transitions Clinic in San Francisco as a possible model for ensuring that this group gets health care.

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A new study detailing the uncompensated work burden on family doctors points to the need to change how they are paid, medical experts say — particularly as the new health care law promises to add millions more patients to the system.

“There is already enormous pressure on primary care, and more is coming,” said Dr. Thomas Bodenheimer, a professor of family medicine at the University of California, San Francisco.
Primary Care MDs: Endangered Species?

Thomas Bodenheimer & Hoangmai H. Pham
Teaching is Meaningful
Teaching is Meaningful

• “I am surrounded by so many great teachers, and I teach really smart learners. It is a joy.”

• “Attracting phenomenal residents who are committed to going out and providing care to underserved people.”

• “The most meaningful thing is working with the residents. That’s what happens when you get old; you get more and more interested in the new leaders.”
Great People: The Key to a Supportive Work Environment

• “The sense of camaraderie and shared values that I feel with my colleagues. It is a work environment that supports innovative thinking and fosters morale and personal growth. Even in these tough economic times, with no staff salary raises, I continue to be grateful to be able to work with the great people at my site and in the department.”

• “Working with DFCM is like working with a real family.”
FCM: All in the Family
“FCM is a family that I’m happy to be part of. It’s not often in life that one gets to choose one’s family!”
FCM Family: Got Back

• “We have a culture in which we can talk with each other and have each others’ backs.”

• “We live in interesting times but it’s not an excuse or reason to stand on the sideline and let opportunities go by. In the words of my hoops brethren, ‘I got your back (even in my own small way!), because I came to PLAY’. Lead the way, Mr. Chairman.”
Areas for Improvement
Attracting Medical Students Into Family Medicine

• “Finding strategic ways to help medical students understand the value of family medicine.”
Number of UCSF Graduates Matching in Family Medicine
The Return of the Gold Headed Cane to Its Rightful Home: FCM
The Economic Crisis
Financial Challenges

- “Gaining stable, long-term, financial footing.”
- “Secure funding for medical student teaching on an ongoing basis.”
- “Money, money, and money.”
Decreasing Funds

• State UC Funds to FCM ("19900 Funds")
  – FY09/10: -17.8%
  – FY10/11: -9.7%
  – Total decrease to FCM ~$400,000

• UCSF Endowment income
  – Down

• Compounded by diminishing resources at Dean’s Office for strategic support for departments
  – ~$400,000 loss to FCM

• CCSF Budget Crisis threatening SFGH funding

• And increasing expenses (e.g., UCSF Retirement Fund)
Critical Strategic Role of UC State Funds for FCM

- Pay for core departmental administrative and business services staffing
- Support key staff and faculty in educational programs
Coping Valiantly in Tough Economic Times

• “Faculty and staff continue to provide good service to patients even in the face of external challenges such as furloughs, layoffs, and budget cuts.”

• “Making the work environment less stressful by setting realistic expectations about what can be accomplished.”
State Terminating FCM Correctional Medicine Consultation Contract
“Improving and reducing the cost of doing business must become a part of what UCSF does every day.”

Operational Excellence Report to the Campus

Susan Desmond-Hellmann, M.D., M.P.H.
 Chancellor, UCSF

April 2010
Emphasis on Generating More Revenue

• Patient care revenue
  – Have increased visits and/or billable RVUs in all FCM clinical services

• Grant revenue
  – New dept guideline for budgeting of FCM personnel on grants and contracts

• Negotiating for educational funds
  – School of Medicine student teaching support
  – Resident position funds
  – Residency program administration funds

• Philanthropy
Family Health Center: Annual Encounters

Annual Visits

09-10 projected total

2004/05 2005/06 2006/07 2007/08 2008/09 2009/10

20000 25000 30000 35000 40000 45000 50000

34945 39391 38193 38849 43774 47036
Community Engagement

• “Expanding our visibility and efforts with community based engagement projects (education, health, clinical care, etc).”

<table>
<thead>
<tr>
<th>Rank</th>
<th>Underlying Cause of Death</th>
<th>Years of Life Lost</th>
<th>Average Years of LifeLost</th>
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<tbody>
<tr>
<td>1</td>
<td>Violence/assault, all mechanisms</td>
<td>2879.9</td>
<td>25.0</td>
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<tr>
<td>2</td>
<td>Drug overdose, unintentional</td>
<td>2908.1</td>
<td>21.7</td>
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<tr>
<td>3</td>
<td>HIV/AIDS</td>
<td>6464.6</td>
<td>20.3</td>
</tr>
<tr>
<td>4</td>
<td>Self-inflicted injuries, all mechanisms</td>
<td>3026.2</td>
<td>19.9</td>
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<tr>
<td>5</td>
<td>Alcohol use disorders</td>
<td>2228.5</td>
<td>17.4</td>
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<tr>
<td>6</td>
<td>Cirrhosis of the liver</td>
<td>1586.9</td>
<td>16.4</td>
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<tr>
<td>7</td>
<td>Liver cancer</td>
<td>2035.6</td>
<td>13.2</td>
</tr>
<tr>
<td>8</td>
<td>Hypertensive heart disease</td>
<td>3379.0</td>
<td>11.8</td>
</tr>
<tr>
<td>9</td>
<td>Diabetes mellitus</td>
<td>1656.5</td>
<td>11.3</td>
</tr>
<tr>
<td>10</td>
<td>Lung, bronchus and trachea cancers</td>
<td>4134.3</td>
<td>10.7</td>
</tr>
</tbody>
</table>

T. Aragon. BMC Public Health 2008, 8: 116
UCSF Clinical and Translational Science Institute: Huge NIH Funded UCSF Program

What is the measure of success of translational research?
A Cross Cutting New Aim for the UCSF CTSI

• “The CTSI will challenge, encourage, and support UCSF researchers to take our research capital—the great wealth of clinical research discoveries, knowledge, and know-how at UCSF—and link it with our community partners’ expertise and priorities to effectively translate this research capital into interventions that can be scaled to make a measurable impact on the health of our local community.”
SF Bay Health Improvement Program
(SF Bay HIP)
Promoting Diversity

• “faculty diversity along with continued diversity in our learners”
SFGH FCM Resident Diversity, Entering Classes 2010-2013

- Underrepresented Minority: 27%
- Bilingual: 83%
FCM Core Faculty

- Female: 60%
- Male: 40%

Gender
Promoting Diversity

• “Never miss an opportunity to name the diversity—be it at staff appreciation events, holiday parties, state of the Dept speeches, faculty meeting, etc.”
The out UCSF LGBT faculty, students, staff, residents, postdocs, and fellows listed under the five tabs below also signed the October 2009 ad in *Synapse* (UCSF’s student newspaper) celebrating National Coming Out Day.
Discover your baggage

https://implicit.harvard.edu/implicit/demo/
Percent of web respondents with each score

- Strong automatic preference for White people compared to Black people: 27%
- Moderate automatic preference for White people compared to Black people: 27%
- Slight automatic preference for White people compared to Black people: 16%
- Little to no automatic preference between Black and White people: 17%
- Slight automatic preference for Black people compared to White people: 6%
- Moderate automatic preference for Black people compared to White people: 4%
- Strong automatic preference for Black people compared to White people: 2%

Click for detailed summary
Percent of web respondents with each score

- Strong automatic preference for straight people compared to gay people: 28%
- Moderate automatic preference for straight people compared to gay people: 25%
- Slight automatic preference for straight people compared to gay people: 15%
- Little to no automatic preference between straight and gay people: 17%
- Slight automatic preference for gay people compared to straight people: 7%
- Moderate automatic preference for gay people compared to straight people: 6%
- Strong automatic preference for gay people compared to straight people: 3%

Click for detailed summary
“Transformation”
“Transformative Change”
What is the meaning of “transformation?”

- Big bang change? Metamorphosis? Total redesign?
- Many small steps? A series of PDSA cycles?
- Is it about behavior, mind-set?
- Personal, professional?
- A destination, or a journey?
- What remains our core identity in an era of change?
Definition

• Transform: (verb) to change in form, appearance, or structure.