UCSF Department of Family and Community Medicine

State of the Department Update

Kevin Grumbach, MD

September 22, 2011
Overview

- Recognitions
- Department mission
- Update on Department strategic plan
- Focus on
  - Teams
  - Patient-centeredness
  - Leading and following
Awards and Recognition

- UCSF Academy of Medical Educators, elected to membership
  - Beth Wilson

- UCSF Academy of Medical Educators Excellence in Teaching Awards
  - Amiesha Panchal
  - Jonathan Rapp
  - Albert Yu
• Outstanding Foundations of Patient Care Instruction, UCSF Class of 2013 Essential Core Teaching Awards
  – Katie Murphy

• UCSF Clinical and Translational Science Institute Award for Excellence in Teaching
  – Jess Waldura
• SF Health Plan Award for Excellence in Chronic Care Innovation – Team-Based Chronic Care
  – Hali Hammer, Nancy Parker, Ellen Chen, and Family Health Center Team

• UCSF Medical Center Team PRIDE Award
  – Daniel Pound, Eva Marie Turner, and Lakeside Senior Medical
UCSF Chancellor’s Award for Gay, Lesbian, Bisexual and/or Transgender Leadership
• UCSF University Community Partnerships Office Recognition Award for Excellence in University-Community Partnership
  – Clarissa Kripke, Pat Mejia and Office of Developmental Primary Care
• Kaiser Permanente HIV/AIDS Diversity Award
  – Joanne Keatley
• Honorary Fellow of the American Academy of Nursing
  – Joanne Spetz
• UCSF Hellman Family Award for Early-Career Faculty
  – Quynh Bui

• NIH Research Career Development Awards
  – Christine Dehlendorf (K23)
  – Jess Waldura (KL2)
**End of an era at Apple as Jobs steps down**

Apple Inc.'s Steve Jobs, who transformed the company he started at age 21 from a personal-computer also-ran into the world's largest technology company, resigned as chief executive officer on Wednesday, Jobs, who was named chairman, had been on medical leave since Jan. 17 after battling a rare form of cancer since 2004 and surviving a liver transplant in 2009. He is succeeded by Chief Operating Officer Tim Cook, who has been running day-to-day operations. "I have always said if there ever came a day when I could no longer meet my duties and expectations as Apple's CEO, I would be the first to let you know," Jobs said in a statement. "Unfortunately, that day has come."

**AMD names new CEO after 7-month search**

Advanced Micro Devices Inc. named Leonv Group Ltd. Chief Executive Officer Remy Read to replace ousted CEO Dick Mobay. The appointment concludes a seven-month search. "Remy is a proven leader from leading technology companies who has spent the past 20 years as an executive at IBM," said Brian Krzanich, AMD's chief operating officer. "Remy has demonstrated strong leadership as well as driving profitable growth, and we are excited to welcome him to AMD." AMD is Intel Corp.'s largest rival in the computer processor market.

**MOVERS AND SHAKERS**

- **San Mateo**
  - **Chen**
  - **Krug**
  - **May**
  - **Thyane**
  - **Hedges**
  - **Romo**
  - **Carr**
  - **Melino**

- **San Francisco**
  - **Movers and Shakers Wire Group LLC in San Francisco, has been elected chairman of the board of Mannix, an association of more than 1,000 California companies headquartered in San Francisco.**
  - **Movers and Shakers The San Francisco Chronicle has appointed Nick Hedges vice president for philanthropic services and "Tribute". Hedges president for the arts and culture.**

**Facebook changing privacy control setup**

Facebook Inc., under pressure to improve its privacy policies, will introduce features to make it easier for users to control who views personal information and who can access their news feeds. The Palo Alto company will place many privacy controls next to content that can be shared, instead of in a separate section of its website that is harder to find, said Chris Cox, a vice president in charge of products at Facebook.

**Google settles drug ad case for $500 million**

Google Inc. agreed to pay $500 million to settle U.S. allegations that its subsidiary, a Canadian pharmacies on its website allowed illegal imports of prescription drugs. Google was aware as early as 2003 that the shipment of prescription medicines to the United States from outside the country is illegal, the Department of Justice said. The payment represents a victory for Google's competitors who argued the company was able to gather much of its revenue from advertising on the Internet that was stolen from online drug sales to U.S. customers, the department said.
Best Doctors in America 2011

- Ron Goldschmidt
- Kevin Grumbach
- Clarissa Kripke
- Mike Potter
- Katherine Strelkoff
- Teresa Villela
- Albert Yu
Lakeshore Family Medicine Practice
APeX EMR Wave 1 Pioneers
HRSA awards $5.1 million to bolster HIV/AIDS training and technical assistance programs

$2.4M to FCM Programs
$1.7M to NCCC
$0.7M to PAETC

Transgender COE
Faculty Additions

- Margaret Stafford (SFGH)
- Diana Coffa (SFGH)
- Kara Odom Walker (SFGH)
- Grace Shih (SFGH)
- Michelle Tinitigan (Lakeshore)
- Karen Jackson (Lakeshore)
- Mina Matin (SFGH/NCCC)
- Mary Martin (UCSF Primary Care)
- Dipesh Bhakta (UCSF Primary Care)
- Janet Coffman (IHPS)
- Joanne Spetz (IHPS)
FCM Productivity: New Family Additions

- Katie Murphy
- Mina Matin
- Margo Vener
- Maggie Edmunds
- Miriam Scheinbein
- Tammy Pittayathikhun
- Audrey Tang
- Cristina Bautista
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
- ~$25 million budget 2010/11
- ~500 Faculty members
  - 51 core faculty in SF
  - 50+ additional part-time faculty, joint appts, non-faculty academics
  - >400 volunteer and affiliated residency faculty
- 41 Residents + 2 Chief Residents
- ~90 UCSF staff
- ~100 clinic staff who are SFDPH or UCSF Medical Center employees

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

- Extensive medical student education programs
  - Preclinical, clerkships, electives, PRIME, PISCES, Model SFGH, Health and Society Pathway, 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
Residents From Groups Underrepresented in Medicine

- FCM residents: 49%
- All UCSF residents: 10%
Residency Program Enhancements

- Increased entering PGY1 class from 13 to 15
  - Federal HRSA 5 year residency expansion grant
- Implemented new ACGME work hours regulations
  - Major reform in FM inpatient service schedule
- “Intern month” curriculum
- Integrative Medicine for the Underserved (IM4U)
- New HRSA Residency Training Grant funded: “From QI to Systems Change”
Cutting Edge Curricula
Social Activism

Photo: Four individuals holding signs that read:
- "No cuts for kids"
- "Doctors for kids"
- "Save Medicaid"
Community Engagement

Vamos a Noches Rockeras!
Number of UCSF Medical School Graduates Matching in Family Medicine
More Focused Medical Student Track/Theme/Concentration in Primary Care

- Planning process underway
Promoting Diversity
Diversity

- Chancellor’s Committee on Campus Culture, Climate and Inclusion
  - Paula Braveman - Clarissa Kripke
  - Michael Reyes - Kevin Grumbach

- Department of FCM Diversity Committee appointed Jan 2011
  - Beth Wilson, chair
  - Dept survey completed and being analyzed
Diverse Diversity Related Activities Reported in FCM Survey

- serve on the Board of Directors for the Central American Resource Center (CARECEN)
- provide community tours for UCSF residents and students to learn about SF's diverse communities
- tutor at-risk high school students
- play in SF Lesbian-Gay Freedom Band
- work for an international project "Women in the Winners Circle" that seeks to increase gender diversity in motor sports
One of Our Ongoing Challenges

• Increasing FCM faculty diversity
“Improving and reducing the cost of doing business must become a part of what UCSF does every day.”
Operational Excellence

• Move several key administrative functions from departments and consolidate in centralized campus clusters
  – Human Resources
  – Grants management (pre-award)
  – Finance
  – IT

• Departments will be charged for centralized cluster activities
Transition to Operational Excellence

- Human toll on UCSF administrative staff of employment uncertainty and change
- HR first area to be implemented
  - Starting Jan 2012
  - FCM participating in first cluster
Appreciation for our FCM HR team

Sandy Nakamura
Bea Bucholz
Mary Wong
Alberto Marquez
Well-Being and Professional Development
Gallup Survey of UCSF Staff

Scale range 1 (strongly disagree) to 5 (strongly agree)

Mission or purpose of my organization makes me feel my job is important

Employee Engagement

- UCSF Overall: 3.62
- FCM: 3.93

Mission or purpose of my organization makes me feel my job is important

- UCSF Overall: 3.92
- FCM: 4.33
Lead innovation in the clinical practice of primary care

• Continued national leadership
• Walking the walk in our own clinics and health systems
  – California Medi-Cal Waiver and Delivery System Reform Incentive Pool
  – FHC and Lakeshore Patient Advisory Councils
Physician Trust in the Patient: Development and Validation of a New Measure

ABSTRACT

PURPOSE Mutual trust is an important aspect of the patient-physician relationship with positive consequences for both parties. Previous measures have been limited to patient trust in the physician. We set out to develop and validate a measure of physician trust in the patient.

METHODS We identified candidate items for the scale by content analysis of a previous qualitative study of patient-physician trust and developed and validated a scale among 61 primary care clinicians (50 physicians and 11 nonphysicians) with respect to 168 patients as part of a community-based study of prescription opioid use for chronic, nonmalignant pain in HIV-positive adults. Polychoric factor struc
Innovation Profile:

Community-Based Clinic Enhances Access to Medical Care and Reduces Emergency Department Visits for Chronically Ill Recently Released Prisoners

Innovation Profile:

Language Concordant Health Coaches Team with Residents to Help Improve Patients' Self Care Skills, Leading to Better Diabetes Management
Medi-Cal Waiver Delivery System Reform Incentive Pool (DSRIP)

- Federal funds to incentivize redesign of care delivery as “Bridge to Reform” for ACA
- FY 2011-2015, $3.3B total
- Only public hospitals and clinics are eligible (counties and UC)
- Based on care redesign for all patients, not just Medi-Cal and Medicare
- Strong emphasis on patient-centered medical homes and integrated care
SFDPH DSRIP and Primary Care

• Primary care DSRIP Components:
  – Increase and Enhance Training of Primary Care Physicians (Residency Expansion)
  – Increase Primary Care Capacity
  – Transform Primary Care Clinics into Patient-Centered Medical Homes
  – Integrate Behavioral Health into Primary Care Medical Homes
  – Population-Focused Improvement Reporting
SF DPH DSRIP Primary Care Coordinating Committee

DSRIP Primary Care Coordinating Committee
(Keven Grumbach & Lisa Johnson)

- Increase and Enhance Training of Primary Care Physicians
  (Hali Hammer & Claire Horton)
- Increase Primary Care Capacity
  (Michael Drennan & Gloria Garcia-Orme)
- Transform Primary Care Clinics into PCMH
  (Lisa Golden & Hali Hammer)
- Integrate Behavioral Health into PCMH
  (Irene Sung & Susan Scheidt)
- Population-Focused Improvement Reporting
  (Iman Nazeeri-Simmons & Sue Schwartz)
UCSF Medical Center Wakes Up to Need to Invest in Primary Care

  - Need for greater primary care capacity
UCSF DSRIP and Primary Care

- UCSF Primary Care Components
  - Expand Primary Care Capacity
  - Implement and Utilize Disease Management Registry Functionality
  - Expand Medical Homes
  - Increase Specialty Care Access/Redesign Referral Process

- Dean and Medical Center CEO appointed Primary Care Strategies Committee
UCSF Primary Care Strategy Committee

- Kevin Grumbach, Chair
- Josh Adler
- Lee Atkinson-McEvoy
- Bobby Baron
- Tom Bodenheimer
- Dave Buchholz
- Michael Cabana
- Anne Chang
- Ralph Gonzales
- Jay Harris
- Margaret Martin
- Nancy Milliken
- Dave Morgan
- Dan Null
- Rita Ogden
- Eliseo Perez-Stable
- Ellen Scarr
- Katherine Strelkoff
- Ning Tang
Critical Value of DSRIP Resources: FCM at SFGH

• Institutionalizes funding of residency program directors and coordinator positions

• Additional faculty FTEs to support expansion of residency positions
  – Move to new FHC team model structure with Attending Physician + NP/PA “captains” of each team
  – Focus on team-level patient panels
Critical Value of DSRIP Resources: FCM at SFGH and UCSF

• Systematic approach to panel management
  – All workers in the practice/clinic “own” the delivery of patient-centered, high quality care
  – Many routine preventive and chronic care tasks can be delegated to non-clinicians under protocol and standing orders
  – Hiring and training of MEAs/health workers/LVNs in panel management
    • Inreach
    • Outreach
It Takes a Team to Make Primary Care Work
Colon Cancer Screening Rates at UCSF Medical Center

National Average HEDIS (2009)

- 90th %tile
- 75th %tile
- 50th %tile
- 25th %tile

GIM: 64%
Women's Health (WHAZ): 58%
Lakeshore (GML): 67%
Lakeside: 64%
Average of 4 Primary Care Sites: 63%
FHC Diabetes Care Improvement

Percent of all FHC diabetic patients (1300 in 2010)
Flu Shot-FOBT Program

• http://www.youtube.com/watch?v=73EwGwCwn1g
SFGH Urgent Care Center
QI Project

• Nancy Parker, RN, Catherine Weiser, RN, Grace Weiser, RN
• Using the Ottawa Ankle Trauma rules at nursing intake to order ankle x-rays prior to provider assessment
• Reduced cycle time by 70 minutes
Where are the patients in the Patient-Centered Medical Home?

- Patients as part of the care and improvement team
FHC Patient Advisory Councils

- http://vimeo.com/20424822
- http://vimeo.com/28686278 sfhealth
Lakeshore Patient Advisory Council

• Eva Marie-Turner and Quynh Bui, facilitators
• A radical culture change at UCSF Med Ctr
• Council project areas:
  – Patient portal on APeX EMR
  – Specialty and dx-ic referral access
  – Patient late show policy
  – Call center processes
New Initiative: Family Medicine Residency Training Partnership with Aga Kahn University, East Africa
A Humbling Example of Patient-Centeredness and Team Care

Gatundu District Hospital, Kenya
Annual Kenya per capita health expenditures: ~$35
Citizen’s Service Charter

GATUNDU DISTRICT HOSPITAL

CITIZEN’S SERVICE CHARTER FOR MATERNITY

<table>
<thead>
<tr>
<th>Service Rendered</th>
<th>Requirements</th>
<th>Time Frame</th>
<th>User Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission of patients</td>
<td>Patient file</td>
<td>30 minutes</td>
<td>Ksh. 150.00</td>
</tr>
<tr>
<td>Examination</td>
<td>Patient file</td>
<td>10 minutes</td>
<td>FREE</td>
</tr>
<tr>
<td>Observations</td>
<td>Patient file</td>
<td>15 minutes</td>
<td>FREE</td>
</tr>
<tr>
<td>Partograph</td>
<td>Patient file</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigations:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Urinalysis</td>
<td>Lab register form</td>
<td>20 minutes</td>
<td>Ksh. 100.00</td>
</tr>
<tr>
<td>✓ GXM</td>
<td>Lab register form</td>
<td>20 minutes</td>
<td>Ksh. 250.00</td>
</tr>
<tr>
<td>✓ FHM</td>
<td>Lab register form</td>
<td>30 minutes</td>
<td>Ksh. 250.00</td>
</tr>
<tr>
<td>✓ FHM+ ESR</td>
<td>Lab register form</td>
<td>10 minutes</td>
<td>Ksh. 350.00</td>
</tr>
<tr>
<td>✓ Blood Sugar</td>
<td>Lab register form</td>
<td></td>
<td>Ksh. 200.00</td>
</tr>
<tr>
<td>Delivery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Normal</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ksh.
## Citizen's Service Charter for Pharmacy Department

<table>
<thead>
<tr>
<th>Service Rendered</th>
<th>Requirements</th>
<th>Time Frame</th>
<th>User Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dispensing of Drugs Out-Patient</strong></td>
<td>Patient card, Prescription, Payment receipt, Laboratory results, Physical presence of patient/Guardian</td>
<td>3 Minutes</td>
<td>Ksh 20.00</td>
</tr>
<tr>
<td>Ordinary drugs</td>
<td>As above</td>
<td>3 Minutes</td>
<td>Ksh 50.00</td>
</tr>
<tr>
<td>General antibiotics</td>
<td>As above</td>
<td>3 Minutes</td>
<td>Ksh 50.00</td>
</tr>
<tr>
<td>Skin creams &amp; pessaries</td>
<td>As above</td>
<td>3 Minutes</td>
<td>Ksh 50.00</td>
</tr>
<tr>
<td>Eye/Ear drops</td>
<td>As above</td>
<td>3 Minutes</td>
<td>Ksh 50.00</td>
</tr>
<tr>
<td>Special drugs</td>
<td>As above</td>
<td>3 Minutes</td>
<td>Ksh 200.00</td>
</tr>
<tr>
<td>Insulin</td>
<td>As above</td>
<td>3 Minutes</td>
<td>Ksh 500.00</td>
</tr>
<tr>
<td>ARVs</td>
<td>As above</td>
<td>10 Minutes</td>
<td>FREE</td>
</tr>
<tr>
<td>Anti malarials</td>
<td>As above</td>
<td>3 Minutes</td>
<td>FREE</td>
</tr>
<tr>
<td>Children under 5 years</td>
<td>As above</td>
<td>3 Minutes</td>
<td>FREE</td>
</tr>
<tr>
<td><strong>Dispensing to Wards, Out-Patients, Department and MCH</strong></td>
<td>Duly signed order form (S11) presented to the Pharmacy by 9.30 a.m. on</td>
<td>1 hour</td>
<td></td>
</tr>
</tbody>
</table>
Berwick and Finkelstein: A Core Competency for Health Professionals

• “Leading, following, and making changes in health care: Understanding how to function in, and to lead, teams, and to organize and participate in intentional change.”

– Don Berwick and Jonathan Finkelstein. Preparing Medical Students for the Continual Improvement of Health and Health Care: Abraham Flexner and the New “Public Interest.” Academic Medicine 2010
Derek Siver’s Ted Talk on the First Follower

- http://www.youtube.com/watch?v=hO8MwBZl-Vc&feature=related

- http://www.youtube.com/watch?v=fW8amMCVAJQ