Advancing Health Worldwide

Campus Two-Year Goals Progress Report

University of California, San Francisco

A report to UC President Yudof  October 2009
Campus Two-Year Goals: Progress Report

A Report to UC President Mark Yudof

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OVERVIEW

UCSF developed a Campus Two-Year Goals Statement in December 2008. The six principal long-range goals articulated in this statement are:

- Develop the world’s future leaders in health care delivery, research and education.
- Be a world leader in scientific discovery and its translation into exemplary health.
- Provide high-quality, patient-centered care leading to optimal outcomes and patient satisfaction.
- Educate, train and employ a diverse faculty, staff and student body.
- Provide a supportive and effective work environment to attract and retain the best people and position UCSF for the future.
- Serve our local, regional and global communities and eliminate health disparities.

These goals stem from a highly inclusive two-year strategic planning process which resulted UCSF’s first-ever campus-wide strategic plan, which charts the University’s course as a global leader in health sciences over the next two decades. “Advancing Health Worldwide: A Strategic Plan for UCSF was published June 2007 and can be viewed at www.strategy.ucsf.edu.

In developing the goals statement, the Chancellor’s Executive Committee identified the following five near-term (two-year) priorities for the campus:

- Maintain competitiveness in recruiting the best students by fostering inter-disciplinary educational programs, enhancing student life, increasing student financial support, and improving educational facilities and infrastructure.
- Recruit, develop and retain the highest-caliber faculty and staff by addressing climate issues.
- Optimize the quality of clinical services with a patient-centered focus and expand clinical capacity to address immediate and long-term capacity needs.
- Create a more diverse community, and ensure that UCSF continues to attract the best and most diverse candidates for faculty, staff, and students-trainees in all educational programs.
- Enhance resource management practices, and provide facilities and infrastructure (administrative and technological) necessary to accommodate academic strategic priorities.

For each priority, a set of indicators was established to measure annual progress. This report summarizes the progress made achieving these priorities during the academic year 2008-2009.
**PRIORITY:** Maintain competitiveness in recruiting the best students by fostering interdisciplinary educational programs, enhancing student life, increasing student financial support, and improving educational facilities and infrastructure.

**SIGNIFICANCE**

UCSF’s continued academic excellence is linked to our success in recruiting and adequately supporting the best students from throughout the country and world. Implementation of this priority will contribute to the campus’ achievement of three long-range goals: (1) Develop the world’s future leaders in health care delivery, research and education and (2) Educate, train and employ a diverse faculty, staff and student body and (3) Be a world leader in scientific discovery and its translation into improved health.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009**

**Continued success in recruiting and retaining talented and diverse students**
- Increased the proportion of underrepresented students enrolled at UCSF from 19% in Fall 2007 to 22% in Fall 2008.
- Maintained the retention rate of UCSF students of over 96% in 2008.
- Maintained the ratings for professional and graduate programs. Ratings according to U.S. News and World Report (USNWR) are: Medicine (5th); Nursing (2nd); Pharmacy (1st). Many graduate programs are ranked in the top 10 nationally. Dentistry programs are not ranked by USNWR.

**Development and enhancement of educational facilities and infrastructure**
- Upgraded technology and furniture in 40 classrooms at Parnassus and Mission Bay; installed new robust wireless system at Parnassus, Mission Bay, and Laurel Heights.
- Established first-ever endowment to sustain classroom improvements.
- Approved and funded new Center for Teaching and Learning at Parnassus (scheduled to open in 2011).
- Opened new classrooms at Mission Bay and Laurel Heights.
- Implemented new on-line learning platform.

**Growth in graduate and professional student enrollment (pending additional resources)**
- Enrollment growth has been delayed due to the state’s budget crisis.

**Increased student financial support (and decrease in loan debt)**
- Increased student financial support from $96 million in 2007-08 to $115 million (20%) in 2008-09. Grant/fellowship funds increased from $46 million to $53 million (16%). The average loan debt for students in the School of Dentistry decreased between 2007-08 and 2008-09 (from $139,000 to $138,000). However, the average loan debt increased for other students – medicine (from $99,000 to $108,000), nursing ($27,000 to $30,000), pharmacy ($87,000 to $97,000) and Graduate Division ($19,000 to $20,000) during this period.
- Established student aid as a priority for the campus’ next development campaign.
**PRIORITY:** Maintain competitiveness in recruiting the best students by fostering interdisciplinary educational programs, enhancing student life, increasing student financial support, and improving educational facilities and infrastructure.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 - continued**

**Continued access to quality student wellness and mental health services**
- Enhanced student wellness and mental health services and maintained wait period for mental health counseling services at one week or less.

**Reaffirmation of Western Association of Schools and Colleges (WASC) accreditation in 2010**
**PRIORITIZE:** Recruit, develop, and retain the highest caliber faculty and staff by addressing climate issues.

**SIGNIFICANCE**

Faculty are the core of the University because they are responsible for teaching, generating and disseminating new knowledge, and clinical care. In recognition of the current budget situation, our emphasis will be on improving the climate for faculty rather than increasing compensation. We believe faculty are willing to accept somewhat lower compensation for the opportunity to work with senior investigators who are leaders in their field and are committed to helping junior colleagues succeed. Needs identified in the 2001 climate survey included: increased welcoming activities, increased mentoring, increased leadership opportunities and training, increased faculty development activities and improvements in the work-life balance. Without the highest caliber faculty, UCSF will not attract and educate the best students and graduates, maintain our research profile, and provide innovative clinical care. Improving the climate for staff also is essential to supporting the academic community.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009**

**Delineate reasons for leaving UCSF by implementing a faculty exit survey and collecting staff data**
- Completed survey and plans to submit an RFP for its conduct. However, the faculty exit survey has been delayed in order to capture data required. The survey will be conducted by an outside company to maximize faculty participation.
- Collected data over the last 18 months from 842 staff respondents (34.5% of those who have voluntarily left UCSF during that period) cite five key reasons why individuals leave UCSF. Details have been shared with the Executive Committee and Staff Worklife Committee to address as appropriate.

**Attendance at and evaluations of programs designed to improve faculty or staff life**

Chancellor’s Council on Faculty Life programs are so designed in response to faculty climate survey.
- Faculty Information and Welcoming Week 2009
  Attendance:  Plenary session: 80; workshop average 74; luncheon programs: VAMC: 35; LHTS: 120; SFGH: 40
  Evaluations under analysis
- Faculty Mentoring Program 2008-09: 748 pairs of 853 eligible mentees
  Lifetime Achievement in Mentoring Award given for 3rd time; 21 nominations; keynote speaker Eric Liu, author of *Guiding Lights: How to Mentor - and Find Life’s Purpose*, the Official Book of National Mentoring Month; Attendance: 150-200
- UCSF-Coro Faculty Leadership Collaborative. This program is offered at no cost to departments or participants and serves twin goals of faculty recruitment/retention and development of faculty leaders.
  → 16 participants in Fall 2008, total of 94 program graduates, Spring 2010 program for up to 16 faculty in application phase. Evaluations of 2008 program: 100% of participants rated the program as highly or somewhat effective for all 3 outcomes; 73% of participants rated the program has highly effective for enhancing their leadership abilities
PRIORITY: Recruit, develop, and retain the highest caliber faculty and staff by addressing climate issues.

INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 – continued

- Faculty Development Program. Two workshops were held during 2008-09:
  - An Insider’s Guide to Advancement and Promotion at UCSF - VPAA and Vice/Associate Deans for Academic Affairs (attendance 85 at Parnassus, 15 at Fresno) – Evaluation: 84% rated the overall value of the session as a 6 or 7 on a scale of 1 to 7.
  - “That’s Not What I Meant” Managing Conflict Effectively - Edward O’Neil, Professor, UCSF; Ellen Beilock, UCSF Campus Mediation Officer (attendance ~55)
- Wellness Grand Rounds - quarterly series on work-life balance/wellness issues. Five lectures were held, two of which introduced a related course for faculty. All lectures were videotaped & were or are being posted on the Academic Affairs web.
  - Why Zebras Don’t Get Ulcers and Faculty Do: Stress and Health - Robert M. Sapolsky, John A. and Cynthia Fry Gunn Professor, Dept. of Biological Sciences, Stanford University Depts. of Neurology & Neurological Sciences & of Neurosurgery
    Attendance: 236 including Mission Bay and Fresno via simulcast
    Evaluations: 72% of responders rated the lecture as valuable or somewhat valuable
  - Retraining the Brain for Resiliency and Joy - Laurel Mellin
    Attendance: ~120, plus related course of 6 sessions (attendance 8)
    Evaluations: 68% of responders rated the lecture as valuable or somewhat valuable
  - Mindfulness and Well-Being - Kevin Barrows, HS Asst. Clin. Prof of Family & Community Medicine & Director of Mindfulness Programs for the Osher Center for Integrative Medicine
    Attendance: ~50, plus related course of 9 sessions (19 participants)
    Evaluations: 100% of responders rated the lecture as valuable or somewhat valuable - Course Evaluations: 100% of responders rated the course between 8 and 10 on a 10 point scale (10 being most valuable); 64% rated the course as a 10.
  - Healthy Aging for the Health Professional - Donald Abrams, Professor of Clinical Medicine and Osher Foundation Endowed Chair in Clinical Programs in Integrative Medicine
    Attendance: ~50 - Evaluations: 92.3% of responders rated the lecture as valuable
  - Positive Emotion in the Midst of Stress - Judith Moskowitz, Associate Adjunct Professor, Osher Center for Integrative Medicine
    Attendance: ~50 Evaluations: 100% of responders rated the lecture as valuable.
- New Faculty Biography Program – biographies of new faculty posted on UCSF Today website.
  2008-09: 41 new faculty our of 98 (42%) posted their biographies
INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 – continued

- The Chancellor’s Council on Staff Worklife continues to meet monthly to lead efforts to address feedback from staff opinion survey and to advice leadership on other staff programs (e.g., Voluntary Separation Program, Everyday Errands – employee concierge service, etc.)
- There are at least 12 Chancellor’s Committees that continue to meet regularly to address and advise on programs to improve faculty and staff life.

Faculty satisfaction as indicated in the 2009 UCSF Faculty Climate survey
- Survey has been postponed. Given the current UC budget issues, we are concerned that conducting a survey now would result in comments primarily about the budget rather than about other faculty climate issues. This would preclude us from obtaining data that accurately reflects changes to faculty climate since the original survey was conducted. The survey instrument has been updated and is ready; we intend to conduct the survey in Spring 2011.

Staff satisfaction as indicated in on-going staff climate surveys
- In Spring 2008 UCSF conducted its fourth biennial staff opinion survey, key findings from the survey are available.

Implementation of projects that improve the daily life of faculty and staff at UCSF (e.g. child care expansion, improved support to research and teaching activities through automation and process improvement)
- UCSF is opening its fourth child care center in November 2009, which will serve about 72 children at the Parnassus campus.
- New Leadership Development Program created for staff to improve our leaders’ skills and competencies in order to respond to advancement opportunities and growth.
- For several years the UCSF Medical Center has provided employee concierge services. Beginning in September 2009 the program “Everyday Errands” was expanded to the campus as well as patients and families.
- The campus is implementing a time and attendance program beginning in November 2009 (the UCSF Medical Center implemented the same program several years ago) to streamline and automate the process of approving employee time off, to document leave accruals and to position the campus to implement vacation leave accrual in November 2010.
- Online human subjects approval process will be rolled out later this calendar year.
- New Workforce Planning program developed: a systematic program to gather data on our current workforce and to help us understand future staffing needs within an organization. The faculty exit survey has been delayed in order to capture data required by UCOP which will reflect the impact of the furlough program.
**SIGNIFICANCE**

UCSF’s continued clinical excellence is linked to continuous improvement in the quality, safety, and effectiveness of our care and of our patients’ rating of access, service, and amenities. In addition it is important we develop the capacity to provide service to all who can benefit from medical, dental, pharmacy, and nursing care at UCSF.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009**

**Quality, patient safety and patient satisfaction metrics**

- **Central Line Infection Rates:** Central Line-related bloodstream infections (CRBSI) were reduced from 4.88 to 2.3 (50%) during FY09, and to 1.9 in the first 2 months of FY10. Efforts to continue reducing CRBSI include physician and nurse training, including 1:1 clinician observation and feedback, and dressing material and IV line product conversions.

- **Medication Reconciliation:** One national priority for improving medication safety is the institution of accurate medication reconciliation when a patient moves from one care setting to another. In short, this entails a detailed review of a patient’s past, present, and new proposed medications to be sure all information is accurate and that the combination of medications is appropriate and safe. During FY08-09, UCSF medical center developed, piloted, and fully implemented a reliable electronic tool to assist physicians in completing medication reconciliation when a patient transfers units within the hospital. For FY09-10, we will pilot similar systems to assure accurate medication reconciliation on admission to and discharge from the hospital.

- **Patient Portal:** In March 2009, UCSF Medical Center launched its patient portal, UCSF MyHealth. The portal offers patients services in: secure messaging with their physician; appointment requests; lab results review; e-Visits; electronic pharmacy refills; and creation of a personal health record. Currently 56 physicians and 26,000 patients can access the system. The plan is to rollout MyHealth to another 60 physicians by Spring 2010. MyHealth can be found at: [http://www.ucsfhealth.org/adult/contact/myhealth/index.html](http://www.ucsfhealth.org/adult/contact/myhealth/index.html)

- **Staff Training/Patient Communication:** UCSF’s Everyday PRIDE for Everyone Series addresses staff training in the fundamentals of patient communication. Courses provide employees with tools and appropriate techniques. During December 2008 through September 2009, 28 classes were offered with 272 attendees.
**PRIORITY:** Optimize the quality of clinical services with a patient-centered focus and expand clinical capacity to address immediate and long-term capacity needs.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 – continued**

- **School of Dentistry:** The conversion to digital radiography began in 2008. The conversion in the predoctoral clinics was completed prior to the end of the 2008-09 academic year. Digital radiography results in approximately 70% less radiation per exposure, making it far safer for our patients. Patient care is more efficient since digital images are instantly available. Additionally, digital radiography is better for the environment since it eliminates the use of harmful chemicals and materials. Images are automatically labeled and archived in the electronic patient record so there is no problem with loose x-rays, containing protected patient information, falling out of patient charts. Another advantage of digital images is that you can alter the contrast to help discern hard and soft tissue structures.

- There has been an emphasis on customer service and patient communication. Patient Satisfaction Surveys are distributed throughout the year. During the period December 2008 through September of 2009, the Patient Satisfaction Surveys indicated greater than 90% satisfaction in the following categories.
  - Positive Overall Impression of the School of Dentistry
  - Will Tell Friends They Had Positive Experience at School
  - Oral Health Has Improved After Treatment in School
  - Satisfaction With Dental School Experience
  - Dental Procedures Were Performed to Patient’s Satisfaction
  - Overall Satisfaction With Clinicians

**Deployment of an inpatient electronic medical record system ("UCare")**

- In August 2009, UCSF Medical Center management terminated the UCare Project development partnership with GE Healthcare due to longstanding product development delays and increasing financial expenditures. The Project terminated for an indefinite period of time into the future. Notwithstanding this setback, we remain committed to the development of an integrated (inpatient and outpatient), comprehensive EMR. We have initiated the process to secure a reliable and comprehensive system with all deliberate speed. In the meantime, the portions of UCare that are currently being operated will remain in service while the new system is procured and implemented.
**Near Term (two year) Priorities and Progress**

**PRIORITY:** Optimize the quality of clinical services with a patient-centered focus and expand clinical capacity to address immediate and long-term capacity needs.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 - continued**

**Increase our capacity**
- In October 2008, Moffitt-Long Hospital opened the 13ICU with 16 beds.
- The Orthopaedic Institute at Mission Bay opens on October 1, 2009. Through the Orthopaedic Institute, the Department of Orthopaedic Surgery will bring the first patient-care and research combined facility to Mission Bay. The newly constructed building will house many of our state-of-the-art programs and advanced patient services in conjunction with ancillary services to simplify and accentuate our patients’ visits.
- Opening of one new OR on October 5, 2009. We anticipate opening the second new OR in March 2010.
- To date (Sept 2009), funds raised equal $225M and we are on track for $470M by November 2010.
- In July 2008, the School of Dentistry increased the clinical hours of operation by one hour each day, without any change in the operational hours (8am-5pm). This was accompanied by a marketing campaign and an overhaul of the following systems.
  - Appointment system (and scheduling guidelines)
  - Accounts receivables management and revision of financial policies
  - Phone systems
  - Re-design of School’s web site
- The net result was an increase in capacity and patient care. For the period December 2008 through September of 2009, a year-to-date comparison with the prior year shows the following increases.
  - 47% Increase in Number of Dental Procedures
  - 19% Increase in number of Patients Seen
  - 17% Increase in Patient Visits
  - 20% Increase in Production
  - 23% Increase in Patient Revenue
**PRIORITY:** Create a more diverse community, and ensure that UCSF continues to attract the best and most diverse candidates for faculty, staff, students and trainees in all educational programs.

**SIGNIFICANCE**

If UCSF is to attract and retain the best faculty, students, and staff, we must build upon our commitment to diversity and establish a climate and culture that welcomes, celebrates and promotes respect for the contributions of all faculty, staff, students and trainees. Diversity is a defining feature of California’s past, present and future and refers to the variety of personal experiences, values and worldviews that arise from differences in culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status and geographic region, among others.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009**

**Participation in outreach programs tailored for potential students/trainees***

- “Inside UCSF” Program: 135 participants in two programs in 2008-09, including many from outside the Bay Area. The majority of participants were African American/Black and Hispanic, over 50% were female and many were first generation college students. Another event is planned for Spring 2010.
- Traveling Ambassador Program: Ambassadors traveled to six professional meetings across the country to make contact with potential candidates committed to diversity. Information on these contacts will be entered in a database to be matched to faculty vacancies. The program has expanded to include student outreach at historically minority-serving colleges, and to supplement advertisement costs of certain positions.
- Outreach Taskforce Recommendations: Continue to implement recommendations by the Outreach Taskforce:
  - Provide sustainable funding for programs that enhance recruitment/retention of diverse populations. Since the last report, financial support for maintaining and improving the Academic Demographic System was provided, and campus-wide personnel were trained to use the system.
  - Foster a supportive campus climate that values, recognizes, and rewards individuals who promote recruitment and retention of diverse populations. All program activities support this recommendation.
  - Enhance the academic success and increase the retention of diverse students by providing new support services for study and learning skills. A support group for first-generation college students was initiated. The Office of Student life hired a full-time learning specialist to enhance study and learning skills.

* House staff, postdoctoral scholars, and clinical fellows.
**PRIORITY:** Create a more diverse community, and ensure that UCSF continues to attract the best and most diverse candidates for faculty, staff, students and trainees in all educational programs.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 - continued**

**Percentage of low and middle-income students admitted and offered scholarships to our professional schools and graduate programs**
- Grant/fellowship funds to students increased 16%.

**Diversity of senior leaders (defined as Chancellor, Executive Vice Chancellor and Provost, Vice Provosts, Vice Chancellors, Associate Vice Chancellors, Deans) and applicants for such positions**
- The current senior leader population of 21 at UCSF includes 10 males, 8 females; 2 Hispanics, 2 Asians and 1 African-American. There are 3 vacancies.
- Over the past year the representation of women has increased by 2 with the hiring of a Chancellor and Vice Chancellor-Development. The ethnic diversity has remained unchanged.
- Over the past year several senior leader recruitments took place and each included conducting good faith efforts to seek a diverse pool of candidates.

**Diversity of applicants for faculty positions as shown in responses to demographic survey in Academic Demographic System matching available pool data**
- Response rate to applicant demographic survey increased from 2% to 70%. Increase attributed to replacing paper response system with electronic system.
- There are 155 vacancies in the system and 30 have been closed with hires. Monitoring of applicant pool demographics prior to search closing will continue. To date, most of the applicant pools have been diverse compared with the availability pool. The Director plans to continuing meeting with departments that have open searches, focusing on those with no underrepresented minority faculty and other appropriate groups.

**Reasons for leaving UCSF in exit surveys**
- See *Recruit, develop, and retain the highest-caliber faculty and staff by addressing climate issues* section of progress report.
PRIORITY: Create a more diverse community, and ensure that UCSF continues to attract the best and most diverse candidates for faculty, staff, students and trainees in all educational programs.

INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009 - continued

Underutilization goals for staff positions from Equal Opportunity Affirmative Action (EOAA) and UCSF Affirmative Action Plan (AAP)

- UCSF continues to conduct good faith efforts in our recruitments when an underutilization goal exists. In February 2009 Campus Human Resources launched an on-line Good Faith Efforts Affirmative Action Tool. For each new job that is posted, Campus Human Resources informs hiring managers if AAP goals exist and then provides resources to conduct, document and report “good faith efforts.”
- Additional efforts to improve diversity include:
  - Training program is in pilot stage that will provide training for supervisors and managers on diversity awareness best practices in diverse outreach, recruitment and retention.
  - A proposal is being developed to create and budget financial and other incentives for departments engaging in good faith efforts to augment Chancellor’s best practices awards.
  - The AAEOD unit will train and certify departmental human resources specialists in diversity values and expectations, including when to call for assistance.
  - Campus Human Resources currently assists departments that continuously fail to meet affirmative action goals by advising them on how to strengthen recruitments and good faith efforts.
**PRIORITY:** Enhance resource management practices, and provide facilities and infrastructure (administrative and technological) necessary to accommodate academic strategic priorities.

**SIGNIFICANCE**

One of the major concerns identified in interviews of key stakeholders at UCSF was inadequate accountability and transparency, particularly financial. Insufficient accountability and transparency make it difficult for stewards of resources to fulfill their responsibilities, lead to concerns about fairness and openness, and result in a silo approach to deployment of resources. Performance-based resource allocation is a standard business practice that has successfully been established at other leading academic medical centers and is already in place at UCSF Medical Center. This approach would greatly benefit UCSF.

**INDICATORS AND PROGRESS IN ACADEMIC YEAR 2008-2009**

Resources are allocated to facility and infrastructure priorities that are aligned with long-term strategic goals and near-term priorities identified in the UCSF Strategic Plan

- Developed a new resource management model for UCSF and will begin testing it this fall with rollout scheduled for FY11. A suite of tools and analyses to support the new model was also developed.
- Used principles consistent with the strategic plan in the FY09-10 resource allocation process. The few new allocations that were made were consistent with the plan's priorities. The UC general fund budget crisis severely hampered efforts to fund the plan's priorities.
- Opened a new cancer research building and are constructing a new cardiovascular building and stem cell research building and are in the design stage of a new mission bay hospital.
- Made available a secure Integrated Data Repository to provide secure, automated access to clinical information for research purposes.
- Released the first phase of an automated system for managing faculty promotion and advancement and phase II is underway.
- Opened a new, LEED-certified data center for UCSF on March 2009.
- Continued to expand a more capable and secure infrastructure for wireless access across campus sites.
- Expanded and upgraded email and calendaring services to the campus.
UCSF is a leading university dedicated to promoting health worldwide through advanced biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care.