2012 State of the Health System

A healthier world through bold innovation
You and Strategic Planning

Development of Strategic Plan

Evaluation and Review

Implementation

- All-employee survey with over 2,200 respondents
- Teams of over 100 people met to develop strategies and tactics

112 interviews
Collaboration with 30-member steering committee
Our Mission

**Improving lives and transforming health care**

Our Vision

**A healthier world through bold innovation**
Health as the central focus
Values guide decisions

GUIDING PRINCIPLES

- Excellence
- Diversity
- Social Responsibility
- Compassion
- Leadership
- Teamwork/Collaboration
“A genuine leader is not a search for consensus, but a molder of consensus.”

— Rev. Martin Luther King Jr. (1929-1968)
American civil rights leader
Creating thriving health system campuses

- **Growth on Davis, Sacramento campuses**
  - New PICU on Davis 10
  - Research II upgrades

- **Projects under way**
  - Parking Structure 3 (early spring)
  - Telehealth Resource Center (summer)
  - Cancer Center expansion (summer)
  - Rancho Cordova medical office (spring)
  - Tupper Hall Vision Science program renovations (summer)

- **Selected planned projects**
  - Research II basement renovations
  - Renovations on additional Broadway Building
  - Tupper Hall Cell Biology and Human Anatomy Department renovations
Solid fiscal management

- $1.7 billion organization
- All net revenues reinvested
  - Support medical center and academic facilities; programs; recruitment and retention; debt repayment
- Challenges
  - Retirement contributions, UCOP tax methodology
  - Health-care reform impact on clinical revenues
  - Declining state funding
  - Changes in NIH funding, lower salary cap
  - Low “days cash on hand” at medical center
- Importance of creative partnerships, philanthropy
Creating a culture of philanthropy

- Focus on student scholarships, faculty endowments, building projects
- Campaign for UC Davis
  - More than 6,000 donors contributed $20 million in FY 2010-2011
  - $13 million donated in first six months of FY 2011-2012
Recruiting and retaining the best!

- Our community by the numbers
  - 1,478 faculty, other academic personnel
  - 867 residents, fellows
  - 864 students
  - 8,771 staff

- 1,500 community members volunteer nearly 200,000 hours at 115 health system sites

- 63 new faculty members, 880 new staff hired in 2011
New university, health system leaders

- New UC Davis leadership
  - Ralph Hexter, Provost
  - Harris Lewin, VC, Research
  - Shaun Keister, VC, Development
  - Michael Lairmore, VetMed dean
  - James Hildreth, BioSci dean

- New health system leaders
  - School of Medicine chairs Diana Farmer, Mitchell Creinin, Richard Marder
  - Jill Joseph, associate dean for research in School of Nursing
  - Len Abbeduto, MIND Institute director
  - Ken Kizer, founding director of Institute for Population Health Improvement
Unique contributions of an AHC

- Rare larynx transplant restores woman’s voice
- PBS Newshour story on cancer highlights two UC Davis Cancer Center programs
- 8-year-old girl only third to survive rabies without vaccination
- HBO documentary, “Gun Fight,” features UC Davis expert on prevention of firearm violence
Embracing, celebrating diversity

- Developed, implementing Framework for Diversity
- Expanded diversity of student bodies in both schools
- Recognized nationally for LGBT-inclusive policies
- Hosted major conferences for Latino Medical Student Association, Student National Medical Association
Nationally recognized expertise

- Prestigious honors for faculty, students, staff
  - Searchable website highlights major honors, awards

- Institutional recognition
  - UC Davis School of Medicine among *US News & World Report*’s top graduate schools for primary care, research
  - Among *US News & World Report*’s top hospitals, children’s hospitals
  - Most wired in *US News, Hospital & Health Networks* magazine rankings
  - Consumer Choice award 13 years in a row
  - HealthGrades kidney transplant excellence award 3 consecutive years
School of Medicine

- 5,188 applications for Class of 2016, up from 4,792 last year
  - 488 invited for interviews; 69 applicants accepted spots in new class as of Jan. 17

- Named Lee Jones associate dean for student affairs; Andreea Seritan assistant dean for student wellness; Darin Latimore assistant dean for student and resident diversity

- Holistic admissions process
  - Multiple mini interview approach used to assess strengths in problem-solving, communication, ethics, compassion

- Expanded interprofessional curriculum

- Strong Public Health, Health Informatics master’s programs
School of Medicine

- School of Medicine preparing for 2014 LCME accreditation review
- Student interest groups augment learning
- Students garner distinction with national awards
- PRIME programs aim to increase physician population in underserved areas
  - First class graduates from 5-year-old Rural-PRIME program
  - New San Joaquin Valley PRIME program accepts first five students
Betty Irene Moore School of Nursing

- Expanded interprofessional curriculum in growing School of Nursing program
  - Now total of 9 faculty, more than 60 students
- School of Nursing praised in first accreditation visit from Commission for Collegiate Nursing Education
- Dean Heather M. Young receiving state award next month for best-practice education
Lifelong learning

- GME program reaccredited for 4 years
  - 59 residency and fellowship programs
  - 6 individual programs reaccredited
  - 2 new programs accredited: Vascular Surgery Fellowship and Vascular Surgery Residency
  - Affiliations with more than 140 other institutions

- Continuing health-professions education opportunities
  - More than 40,000 participants annually
  - More than 120 live courses and grand rounds
  - More than 300 videos, “point-of-care” trainings online
Challenges

- **School of Medicine**
  - Creating positive learning environment – “Everyone is a teacher”
  - Reducing student debt
  - Threats to cross-subsidization of academic mission
  - Need for curriculum reform
  - For-profit medical school in Sacramento

- **School of Nursing**
  - Need for state funding
  - Space for growing faculty, student learning
Accelerating research impact

- School of Medicine now ranks 35th in NIH research funding
  - Up from 48th in 2009 and 62nd 10 years ago
- Increasing recognition for UC Davis research
  - 3 MIND studies among Autism Speaks top 10 for 2011
  - 3 NIH Director’s awards
- School of Nursing researchers published 27 articles; obtained $4 million in grants
Prestigious funding success

- Success in renewing 3 major NIH programs
  - Clinical and Translational Science Center
  - NCI designation for Cancer Center
  - Alzheimer’s Disease Center

- Foundation funding expands
  - 2 Gates Foundation awards – Thomas Jue and Shirley Luckhart
  - Keck Foundation – David Segal
  - Robert Wood Johnson Foundation – Elena Siegel
  - Gordon and Betty Moore Foundation – UC Davis Medical Center
An emphasis on collaboration

- Enhanced collaborative research
  - PETNET partnership advances molecular imaging research, production
  - Partnership with Jackson Laboratories to develop mouse model of cancer
  - Agreement with BGI supports genomic studies
  - NSF grant to CBST to develop Ecosystem for Biophotonics Innovation (Matthews, Athanasiou)
Challenges

- Lack of research space, especially wet labs
- Uncertainties in NIH, NSF funding
- Changing ability to cross-subsidize academic mission
Patient care by the numbers

- 31,025 admissions
- 58,023 ER visits
- 20,800 surgeries
- 893,788 clinic visits
- Improved case mix
Quality and patient satisfaction

- Record-high patient satisfaction scores in inpatient, outpatient surveys
- Participant in AAMC/UHC sponsored “Best Practices for Better Care”
- Participant in AAMC Joint Initiatives Program
- “Creating a Culture of Service Excellence” team redesigning outpatient service culture
Quality and patient satisfaction

- Multiple initiatives to ensure safety of patients
  - Sepsis, pressure ulcer, VAP prevention
  - Reduction in central-line-associated blood infections
  - Transition of patient care
- Annual symposium on Integrating Quality: Linking Clinical and Education Excellence set for March 6
- UC Center for Health Quality and Innovation
  - 2011 Fellow awards to John Grubbs, Joanne Natale
Innovative technology to advance health

- Extending application of electronic health records
  - Care Everywhere facilitated exchange of more than 5,000 records between Sutter, UC Davis; linking Catholic Healthcare West this year
  - More than 51,000 patients accessing EHR’s personal health records; more than 1,700 community physicians access their patients’ UC Davis records

- Enhancements to EHR enriches research through aggregated data in meta registries
  - Databases support research into populations, disease management, comparative effectiveness
  - Development of research registries for cancer, radiation dose, burn injuries, others
Challenges

- Impact of health-care reform on reimbursement for services
- Increasing competition in Sacramento market
- Need to establish regional referral patterns
- Need to shift to preventive, ambulatory care focus under health-care reform
Advancing health in our communities

- Established 15 e-health communities
  - Extends use of telehealth technologies
  - Connects communities to California Telehealth Network

- Leveraged relationships with Shriners, VA, other partners

- Explored new regional partnerships

- Hosted more than 2,000 high school students in nearly 30 outreach events to encourage careers in health care
Advancing health at home, around the globe

- Signed agreements with entities in China, Mexico to advance health globally
- Engaged advisory boards, committees
  - National Board of Advisors
  - Community Advisory Board; Leadership Council
  - CTSC External Research Advisory Committee
The road ahead in 2012

“The greater danger for most of us lies not in setting our aim too high and falling short, but in setting our aim too low, and achieving our mark.”

— Michelangelo Buonarroti (1475-1564)
Italian sculptor, painter, architect and poet
Goals for 2012

- Goal 1: Improve health by placing persons and families at the center of care
  - Pursue community-wide solutions to ensure care to the communities and populations we serve
Goals for 2012

- Goal 2: Address broadly the social determinants of health and equitable delivery of health care
  - Demonstrate, articulate value to communities, populations we serve
  - Develop a regional care network of hospitals, clinics and physician groups through partnerships and affiliations to ensure access to health care
Goal 3: Prepare well-qualified health-care professionals, researchers, educators, staff and leaders who will shape the future

- Develop interdisciplinary and interprofessional models of care
Goal 4: Increase the scope, quality and impact of our innovative research

- Advocate for an outstanding research management infrastructure to optimally and proactively support faculty, staff and students to design, implement and manage research
Goal 5: Attract, retain and mentor excellent and diverse faculty, staff, students, trainees and leaders

- Recognize and reward people who responsibly push boundaries through creativity, passion, risk-taking and achievement
Goals for 2012

Goal 6: Promote a culture that fosters a collaborative, respectful, diverse and effective organization at all levels

- Create environment where individuals from diverse backgrounds feel included, celebrated and respected
- Establish and implement a transparent process through which strategic decisions will be made
Goal 7: Develop sustainable utilization of resources and infrastructure that provides optimal support for all mission areas

- Appropriately allocate resources and demonstrate value for investments made
- Ensure state-of-the-art facilities and infrastructure for all mission areas
- Use evidence-based approaches to evaluate and reduce our impact on the environment and reduce our dependence on non-renewable energy
Goals for 2012

- **Goal 8: Employ strategic use of technology**
  - Expand the strategic use of technology to enhance research, education and clinical care
Teamwork is key to success

- Emphasize excellence, quality in all activities every day
- Celebrate the contributions our academic health center makes to the community, state, nation, and around the globe
- Be UC Davis Health System ambassadors in our neighborhoods, communities

“The secret of joy in work is contained in one word – excellence. To know how to do something well is to enjoy it.”