



SCHOOL OF MEDICINE FACULTY COUNCIL
Patricia Robertson, MD, Chair

ANNUAL REPORT 2003-2004

The School of Medicine Faculty Council enjoyed a productive year during which it met ten times. Issues reviewed and acted on by the Council during 2003-2004 are summarized in this report.

Faculty Wellbeing Focus Groups and Report

In response to the suicide of highly regarded and distinguished faculty member Hugh (Pat) Patterson, in late 2003, the Faculty Council began an examination of factors contributing to stress at UCSF. Six focus groups on faculty wellbeing were conducted by Faculty Council members and Department of Psychiatry faculty throughout January, 2004. Groups were held at different UCSF sites: Parnassus Heights, SFGH, Laurel Heights, and the VA Medical Center. These focus groups provided invaluable feedback on faculty stress and possible mechanisms for decreasing and managing this stress.

The information and feedback gathered at each of the focus groups were synthesized into a report released in June, 2004 ([Appendix 1](#)). The report was also sent for consideration and action to Academic Senate Chair Leonard Zegans, School of Medicine Dean David Kessler, and Vice-Chancellor for Academic Affairs Dorothy Bainton. The report outlined the following recommendations:

1. Establish a "UCSF Faculty Well-Being Program". The staff would consist of a psychiatrist, a psychologist and part-time administrative assistant. The psychiatrist or psychologist would be available 24/7 for faculty members. Although an occasional acute emergency would be anticipated, the majority of their time would be
 - a) to establish visibility through Division and Department Faculty meetings to all faculty as a resource in times of stress (they would each become acquainted with the lists of the mental health therapists available to UCSF faculty from the different health plans, and refer faculty members appropriately)
 - b) to provide seminars for faculty on stress reduction techniques
 - c) to initiate voluntary working peer groups for faculty which would be composed of 8 – 12 faculty members from different departments, which would meet once or twice monthly over the year, continuing on for longer if successful
 - d) to educate Department Chairs and ORU Directors to recognize signs of stress and depression in faculty and be a resource to them.

All individual contact between a member of the faculty and the psychiatrist and/or psychologist would be confidential. Once a year, the psychiatrist and psychologist would issue a general report of their activities to the Deans of the Medical School, Nursing School, Pharmacy School and Dental School, as well as to the Executive Committee of the Academic Senate. The report would also include general descriptions of the academic stresses during the past academic year, so that the program could be continually re-assessed.

2. Provide a counselor to work with the faculty who were working with Dr. Patterson at the time of his suicide.
3. Establish senior faculty ombudspersons with whom other faculty could consult re: academic stress. Provide training to these ombudspersons to recognize symptoms of depression, etc. and make sure they are aware of resources at UCSF for faculty.
4. Provide exercise bicycles and other exercise options (gym or recreational facility if funds allow) for faculty at SFGH and the VA as well as other appropriate sites where there are no exercise options.
5. Develop a pamphlet on Faculty Well-Being, once the program is developed, and distribute it yearly to all faculty.
6. Be sure that mentoring programs are in place for faculty members (junior and senior) in all departments or ORUs.

In August, 2004, the report was presented at a meeting of the Chancellor's Council on Faculty Life. In response, a Task Force was formed to consider the recommendations as a campus-wide issue.

Hospital Replacement Planning

The Faculty Council welcomed new School of Medicine Dean and Vice-Chancellor for Academic Affairs David A. Kessler, MD to the campus, and to the Council, at the meeting of September 15, 2003. In October of 2003, Council Chair Robertson hosted a dinner for Dr. and Mrs. Kessler at her home with other members of the Faculty Council and their spouses. The Council received regular reports from Dean Kessler on a number of issues throughout the year. However, the Council worked most closely with Dean Kessler on the ongoing planning for the replacement of the UCSF Hospital and the Long Range Development Plan Amendment process. The interaction between the Council and the Dean on these issues was augmented by discussion of hospital replacement planning at the School of Medicine Leadership Retreat which took place from January 23 – January 25, 2004. Faculty Council was represented at that retreat by Dr. Robertson, Dr. Smith, and Dr. Warren. In contrast to previous years, not all elected members of Faculty Council were invited to the Leadership Retreat. Interaction was further augmented by a report to the Council by UCSF Medical Center CEO, Mark Laret at the January 26, 2004 meeting, and through ongoing liaison with the Academic Senate Committee on Academic Planning and Budget.

Throughout discussion with Dean Kessler, Council members expressed the hope that the development of clinical research initiatives be cultivated in all planning for a new hospital and that assignable space made available by movement of faculty away from Parnassus heights be reallocated to existing faculty. The Council also supported Dean Kessler's emphasis of programmatic planning.

Information regarding ongoing developments in the hospital replacement planning process is available online at: <http://clinicalresearchplanning.ucsf.edu/>.

Associate Dean for Academic Affairs Recruitment

Vice-Dean for Academic Affairs, Neal Cohen, informed the Council that Associate Dean for Academic Affairs, William Margaretten, MD will retire at the end of June, 2004. Following his retirement the Office

of the Associate Dean for Academic Affairs will be restructured and measures will be taken to streamline the merit and promotion process at UCSF. These measures are likely to include the following:

- Faculty CVs will be electronically formatted; current CVs will be stored electronically and an electronic format for future CVs will be developed.
- Faculty development will be encouraged – particularly, leadership initiatives for faculty will be developed and education regarding the merit and promotion process will be emphasized.

In order to implement these and other measures, the Dean's Office will recruit two or three new Associate Deans. These will be part-time positions and the faculty selected to fill these roles will assist in the support of faculty development in the School of Medicine. The Dean's Office hopes to fill each of these positions prior to July 1, 2004 (at the time of writing these positions had not yet been filled). Sue Carlisle, MD, PhD will chair the selection committee charged with filling the posts.

Electronic Medical Records

At the Council meeting of March 15, 2004, Michael Blum gave an extensive overview of the current state of development of electronic medical records. He highlighted the following points (his complete presentation is attached ([Appendix 2](#)):

- The campus is moving towards the development of an integrated medical record.
- The integrated medical record system will also serve as a data repository, which will allow for an analysis of population data in addition to data on individual patients.
- As part of the ongoing development of electronic medical records, the development of better communication with referring physicians will be of great importance.
- The development of electronic medical records will require significant workflow redesign; this will be a more efficient way of maximizing the efficiency of a system than customizing a system to current workflow conditions,

The Faculty Council expressed enthusiasm for the development of electronic medical records and will offer future advice and input to Dr. Blum as requested/needed.

Work-Force Diversity Issues

At the Council meeting of April 19, 2004, Valerie Margol (UCSF School of Medicine, External Programs) presented an overview of current School of Medicine outreach programs. Council members were impressed by the breadth and success of the range of programs, but were particularly compelled by the Post-Baccalaureate Program. This program is "designed to help individuals increase their chances of gaining admission to medical school by offering intensive MCAT review, assistance with medical school application preparation, science courses, seminars on health care issues in underserved communities, and academic skills workshops" (<http://www.medschool.ucsf.edu/postbac/index.aspx>). The program is especially directed towards individuals from underserved communities or disadvantaged backgrounds from across California. Over the life of the program, 94% of participants have been successful in gaining admission to medical school – the highest success rate among such programs in the State.

The funding for this program comes primarily from State funds, which have been drastically cut in the last year, and will be eliminated in the 2004-2005 State budget. These cuts resulted in a reduction from 16 to 10 admissions into the program in the year 2004-2005. . In light of its success, the Faculty Council believes that this is a program which should be experiencing growth; not cut-backs and that this program is essential to increase the applicant pool to medical school from diverse populations. The Faculty Council strongly supports UCSF's efforts to promote diversity among its faculty, staff and students and believes that the Post-Baccalaureate Program should continue to be fully supported.

Chair Robertson directed a letter to Dean Kessler indicating the concern of the Council that this program should not be subject to damaging cuts and requesting that he consider ways in which the funding may be fully restored to support sixteen students ([Appendix 3](#)). The Council received a response from the Dean's Office ([Appendix 4](#)) indicating that augmented funding would be provided to the program to support 12 students, pending anticipated funding from the California Wellness Foundation.

Clinical Research Initiatives in the School of Medicine

Executive Vice-Chancellor Regis Kelly attended the December 15, 2003 meeting of the Council to discuss current clinical research initiatives at UCSF and future initiatives which will facilitate clinical research.

EVC Kelly noted that until now, clinical research at UCSF has been conducted without an embracing sense of cohesion and that financial support for "dry" clinical research has been limited when compared to the potential revenue related to this type of research. He expressed his enthusiasm for increased support for clinical research and outlined the recent work of his office in investigating how best this support can be provided. He noted that a priority for his office has been the consideration of the synchronization of information technology systems and databases used by clinical researchers at UCSF which currently number in the several hundreds. Many of these systems and databases are unable to communicate with one another and are not always easily accessible except by those groups by which they are created. EVC Kelly's office is currently working with IBM to establish standardized patient data records and will begin testing of a pilot system at the end of February, 2004. It is hoped that this initiative will lead to standardization of further databases and facilitate access to their content by clinical researchers.

During discussion with EVC Kelly, Council members expressed their support for clinical research and emphasized the importance of supporting clinical research as a mechanism for improving the recruitment and retention of outstanding clinical faculty. Members noted that initiatives to support clinical researchers will elevate the importance of clinical research at UCSF and strengthen UCSF's status as a world-class research institution.

The Council will continue discussion of this important issue with incoming Executive Vice-Chancellor Eugene Washington during the year 2004-2005.

Review of Proposed APM Changes

At its meeting of June 21, 2004 the Council reviewed proposed establishment of/changes to APMs 278, 210 - 6, 279 and 133-0 related to the Clinical Professor series and volunteer UC faculty. The proposed changes and new APMS would:

- Replace the Clinical Professor titles now in use for clinicians who volunteer their times in UC facilities with the title *Community Health Professor*. The Clinical Professor series would be reserved for regular University employees (APM - 279).
- Allow each campus to decide whether to require creative activity and university & public service for appointment and advancement at any rank (APM – 278).
- Provide instructions to review committees which advise on actions concerning the Clinical Professor series (APM – 210/6).
- Provide limitations of service with certain academic titles (APM – 133/0).

Council members were particularly concerned with the proposed replacement of the Clinical Professor titles for volunteer faculty with the title *Community Health Professor*. In their communication to Academic Senate Chair Leonard Zegans, dated June 4, 2004 Council members enumerated several concerns, expressed strong opposition to the *Community Health Professor* title and recommended that the proposed evaluation criteria for advancement and promotion detailed in proposed APM 278 be extensively revised and clarified, and specifically that focus groups of Volunteer Clinical Faculty be involved in discussion at each of the campuses so that their direct input can be used for the revisions ([Appendix 5](#)). The preferred option of Council members present at the June meeting is that the full-time academic faculty use general titles and refer to track titles only in the promotion arena. Therefore, the current titles of the volunteer clinical faculty would remain the same as they are now.

Planning for a New Toland Hall / Classroom Space

Ex Officio Member David Irby, PhD – Vice-Dean for Education, discussed the current state of planning for increased classroom space and the planned construction of a new Toland Hall at the Council meeting of February 9, 2004. He highlighted the following:

- Classroom space at Parnassus Heights is currently inadequate to meet demand.
- Recent changes to curriculums in all of the schools have increased small group teaching and thus the need for smaller meeting spaces has arisen.
- Construction of a new Toland Hall is currently under consideration by a sub-committee of the Long Range Planning Development Committee chaired by Bruce Spaulding, Vice-Chancellor for University Advancement and Planning. Proposed space configurations for the new building currently under consideration include:
 - The construction of a four floor building; two floors of which will be dedicated to education and two to research and clinical needs.
 - Proposed housing of Student Affairs, a Clinical Skills Center, and the addition of two new lecture halls.

Council members are concerned with the overall poor condition of classroom facilities on the Parnassus Heights campus. In a communication dated March 12, 2004 ([Appendix 6](#)), Chair Robertson asked that the Committee on Academic Planning and Budget to include as a budget priority, the renovation of classroom spaces. The Council will continue to monitor the condition of classrooms and consider ways in which to support initiatives to improve the poor condition of classroom facilities, which have a negative impact on teaching and faculty and student morale.

Interaction with Committees of the Academic Senate

As part of an ongoing effort to increase effective interaction with other committees of the Academic Senate, Chair Robertson regularly attended meetings of the Coordinating Committee, the Executive Committee, the Committee on Academic Planning and Budget (APB), and divisional meetings of the Senate. Warren Gold, MD, member of both the Faculty Council and APB, gave regular reports to the Council on APB business and fostered unprecedented interaction between the two committees. Chair Robertson also maintained informal communication with Mary Malloy, MD, Chair of the Committee on Clinical Affairs, who attended the September meeting of the Council.

Involvement in the School of Medicine Budget

Jaclyne Boyden – Vice-Dean for Administration and Finance – and Alexis Purcell – Chief Finance Officer – attended a special meeting of the Council on July 14, 2004 to discuss the 2004-2005 School of Medicine budget. Ms. Boyden presented an overview of annual revenues and indicated that most of the School's income is generated by grants and contracts. She noted also that expenses and revenue are almost equally matched.

During 2004-2005, the School will experience a 3.5% reduction in State Funds. The Dean's Office has requested that this cut be taken across departments. Departments are expected to indicate to the Dean's Office by August 15, 2004 how they intend to make these cuts and will then return to the Dean's Office the amount cut. Departments will make a permanent cut of 3.5% to their State budgets (programs/positions) in 2005-2006.

The Council will invite Ms. Boyden to attend several meeting of the Council in 2004-2005 to further discuss the School of Medicine budget and to ensure faculty feedback is provided in the budget process.

Issues for 2004-2005

In July, 2004 Wade Smith, MD, PhD was elected Chair of the Council for a one year term beginning September 1, 2004. The Council will continue to respond to issues brought before it and will address the following ongoing issues:

- Follow up on recommendations to the Academic Senate and Chancellor related to faculty well-being at UCSF
- Development of clinical research initiatives
- Increased interaction with other committees of the Academic Senate – particularly the Committee on Academic Planning and Budget
- Increased involvement in, and input related to, the School of Medicine Budget – (revenues and expenses)
- Review of proposed improvements to Academic Personnel practices in the School

Respectfully Submitted,

Patricia Robertson, MD
Chair, School of Medicine Faculty Council

Members of the Council of the Faculty of the School of Medicine 2003-2004:

Daniel Bikle, MD, PhD
Sue Carlisle, MD *ExOfficio*
Helen Chen, MD
Neal Cohen, MD *Ex Officio*
David Kessler, MD *Ex Officio*
Warren Gold, MD
David Irby, PhD *Ex Officio*
Krysia Lindan, MD, MSc
Dolores Shoback, MD
Wade Smith, MD, PhD
Rebecca Smith-Bindman, MD
Susan Wall, MD *Ex Officio*
Robert Warren, MD

Appendices

- [Appendix 1:](#) *Report on Faculty Focus Groups on Academic Stress*
- [Appendix 2:](#) *Presentation of Michael Blum to Faculty Council – Electronic Medical Records
March 15, 2004*
- [Appendix 3:](#) *Letter from Faculty Council to Dean Kessler – Funding for Outreach Programs
May 4, 2004*
- [Appendix 4:](#) *Letter from Jacqueline Boyden to Patricia Robertson – Funding for Outreach Programs
May 19 2004*
- [Appendix 5:](#) *Letter from Faculty Council to Leonard Zegans – Response to Proposed APM Changes
June 4, 2004*
- [Appendix 6:](#) *Letter from Chair Robertson to Committee on Academic Planning and Budget – Classroom
Support
March 13, 2004*

Prepared by:
Elizabeth Langdon-Gray
Senior Senate Analyst
476-1307
elangdon-gray@senate.ucsf.edu