

**Clinical Affairs Committee**  
**Kathleen Liu, MD, PhD, Chair**

**2020-2021 Annual Report**

The Clinical Affairs Committee (CAC) focused on strengthening the voice of clinical faculty at UCSF and systemwide in 2020-2021. The committee (1) supported efforts to establish a systemwide clinical affairs group, (2) advocated for systemwide Senate representation for faculty in the health science clinical and adjunct series, (3) cooperated with a group of faculty that became the UCSF Health Faculty Representation and Engagement Work Group, (4) reestablished the committee's representation on the UCSF Health Clinical Chairs Committee, and (5) provided the Senate's representative on the UCSF Health CEO Search Committee. CAC also focused on developing its relationship with UCSF Health so that CAC will be a strong partner in selecting and supporting UCSF Health's affiliations with other health care providers. CAC wants to be a resource for clinical faculty at all sites as the faculty grows and changes.

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**2020-2021 Members**

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**Kathleen Liu, MD, PhD, Vice Chair**  
**Steven Polevoi, MD, Vice Chair**

Anne Fabiny, MD  
Patrick Finley, PharmD  
Bilal Hameed, MBBS  
Brent Lin, DMD  
Bradley Sharpe, MD  
Malini Singh, MD, MPH, MBA  
Matt Tierney, MS, NP, FAAN  
Sue Yom, MD, PhD

Number of meetings: 11  
[CAC Senate Homepage](#)

Academic Senate Staff:  
Kristie Tappan  
[kristie.tappan@ucsf.edu](mailto:kristie.tappan@ucsf.edu)

**Permanent Guests**

Sue Carlisle, MD, Vice Dean  
*Zuckerberg San Francisco General*  
Kenneth Feingold, MD  
*Veteran's Affairs Medical Center*  
Gina Intinarelli, PhD, MS  
*UCSF Health*  
Kelley Meade, MD  
Associate Dean of Academic and Clinical  
Affairs, *Benioff Children's Hospital Oakland*

**Additional Guests**

Lawrence Baskin, MD, Member  
*Parnassus Heights Hospital Replacement  
Committee*  
Kirsten Kangelaris, MD, Member  
*Parnassus Heights Hospital Replacement  
Committee*

## Systemwide Business

**Curtailement:** The Clinical Affairs Committee (CAC) began the year by commenting on a proposed systemwide curtailment plan from UC President Michael Drake. CAC advocated for allowing the clinical work of UCSF and other health science campuses to operate with as few limitations as possible notwithstanding financial pressure from the pandemic. CAC explained that UC's clinical work is essential for Californians and it needs as much staffing and support as possible during the COVID-19 crisis. CAC's letter to Division Chair Sharmila Majumdar on the curtailment proposal is in Appendix 1 of this report.

**Strengthening the Voice of Clinical Faculty Systemwide:** Throughout the year, CAC worked to strengthen the voice of clinical faculty across the UC system. CAC Chair Kathleen Liu and Vice Chair Steven Polevoi served on an informal systemwide Clinical Affairs Advisory Group that was re-started in 2019-2020. CAC supported efforts to have this informal group incorporated into the systemwide Academic Senate or UC Health. Academic Council declined to formally bring the committee into the Senate but encouraged the group to seek recognition from UC Health. UC Health welcomed the opportunity to create a systemwide clinical affairs and health sciences committee, and this special committee is being formed with representatives from seven UC campuses. CAC had the opportunity to comment on the draft charter for the special committee, and CAC's suggestions were incorporated into the document. CAC also wrote a letter to Division Chair Majumdar encouraging the Division to continue advocating for systemwide Senate representation for faculty in the health science clinical and adjunct series. That letter is included as Appendix 3.

**End of Life Option Act:** As a final matter of systemwide business, CAC commented on proposed revisions to the *Presidential Policy: UC Health Participation in Activities under the End of Life Option Act* as part of a systemwide review. CAC had no objections to the proposed changes, which did not affect the heart of the policy that allows UC Health providers to prescribe and dispense aid-in-dying drugs under the law. CAC appreciated the opportunity to review the changes and to offer the perspective of clinicians. The committee's letter is in Appendix 5.

## Divisional Business

**Clinical Chairs Committee:** CAC reestablished having its Chair serve on the UC Health Clinical Chairs Committee. In 2019-2020, the CAC Chair was inadvertently not invited to the Clinical Chairs Committee meetings. CAC worked with UC Health to reestablish CAC's representation on the Clinical Chairs Committee, and Chair Liu provided CAC with regular updates from the Clinical Chairs Committee.

**UCSF Health Faculty Representation and Engagement Work Group:** CAC worked with a grassroots group of physicians – the UCSF Health Faculty Representation and Engagement Work Group – to elevate the voice of clinical faculty at UCSF. The Work Group formed in response to proposed cuts and outsourcing of UCSF's medical scribe program. The Group remained organized and began advocating for better engagement between UCSF Health leaders and front-line clinicians so the perspective of those clinicians would be better represented in decision-making. Patricia Robertson joined CAC in September to discuss the Group's goals and progress, and CAC wrote an email giving the Group CAC's qualified endorsement of a proposed Physician Assembly. That email is included as Appendix 2 to this report.

**Advancing Equity:** In October, Health Equity Council Chair Malcolm John joined the committee to discuss how UCSF can make data on equity more available to providers. Dr. John presented on the Health Equity Council's work since it was formed in 2018. The Council aims to embed equity work into existing department infrastructure, and the Council has worked with Health Informatics to build a COVID equity dashboard. CAC was interested in improving clinician access to and understanding of equity data. CAC developed a proposal for the Senate's Chancellor's Fund to create training materials with the Health Equity Council, but the Health Equity Council did not have capacity to pursue the project. CAC will look for future opportunities to collaborate with the Health Equity Council and to connect clinicians with equity data and tools to address disparities.

**Advancement and Promotion:** In November, CAC welcomed Vice Provost of Academic Affairs Brian Alldredge, former Chair of the Committee on Academic Personnel Lundy Campbell, and Senate Associate Director Alison Cleaver to discuss advancement and promotion of clinical faculty. The committee discussed how much teaching of UCSF trainees is required for faculty who teach at off-site campuses like St. Mary's and whether the APMs should be modified to address this question. CAC also discussed how to give clinical faculty better information about the requirements for advancement and promotion and how to demonstrate they have been met. CAC also discussed the impact of COVID on advancement and promotion. CAC offered its support for the new "COVID Impact Statements" that faculty can submit with their advancement and promotion packets, and CAC sent a letter to CAP offering this support. That letter is included as Appendix 4.

**UCSF Health CEO Search Committee:** In January, UCSF Health CEO Mark Laret announced that he will be retiring on December 31, 2021 after 21 years. UCSF Health invited the Academic Senate to provide a representative to the CEO search committee, and the Division selected CAC Chair Liu to be the Senate's representative.

**Affiliation Reviews:** Finally, one of CAC's most significant accomplishments in 2020-2021 was strengthening the committee's relationship with the UCSF Health strategy team and preparing the committee to review affiliations with other health care providers. CAC welcomed UCSF Health Chief Strategy Officer and President of the UCSF Affiliates Network Shelby Decosta and VP Strategy Shay Strachan to its February, June, and August meetings. Principal Counsel Daniel Gerber from the UCOP legal team joined in June and August, and Director of the St. Mary's Medical Service Ari Hoffman also came to the August meeting. At these meetings, CAC worked to better understand how affiliations work, what goes into an affiliation contract, and how affiliations can be improved. In 2021-2022, CAC will focus on giving UCSF meaningful and thoughtful advice on affiliations from the perspective of front-line clinicians.

## Going Forward

The Clinical Affairs Committee will focus on the following issues in 2021-2022:

- Continuing Reviews of UCSF Health's Affiliations with Other Health Care Providers
- Supporting Clinical Faculty at Affiliate Sites
- Improving Systemwide Representation of Clinical Faculty

## Appendices

1. [Letter to Division Chair S. Majumdar regarding Curtailment](#)
2. [Letter to Patricia Robertson regarding a proposed Physician Assembly](#)
3. [Letter to Division Chair S. Majumdar regarding Senate Membership](#)
4. [Letter to Committee on Academic Personnel regarding COVID Statements](#)
5. [Letter to Division Chair S. Majumdar re End-of-Life Option Act](#)