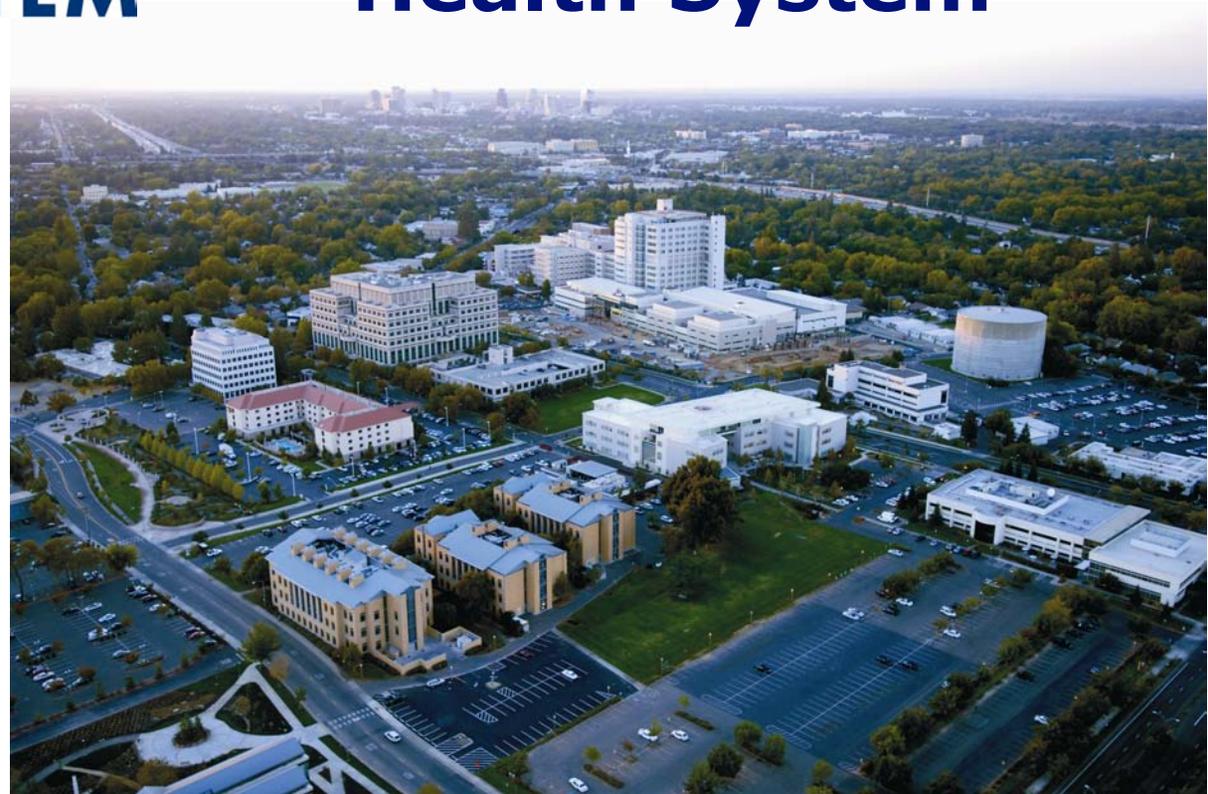


UCDAVIS

HEALTH SYSTEM

2010 State of the Health System



Claire Pomeroy, MD, MBA

Chief Executive Officer, UC Davis Health System

Vice Chancellor, Human Health Sciences

Dean, School of Medicine

University of California, Davis



2010 – Bold Vision, Bright Future

“We are committed to academic excellence combined with a passion for social justice in order to transform health care and improve health for all.”



Core Mission and Values Re-endorsed

■ Mission

- “Discovering and sharing knowledge to advance health”

■ Core Values

- Excellence in scholarship
- Strategic thinking
- Quality, compassion
- Innovation, sense of urgency
- Social justice, equity and diversity





A New Era at UC Davis: Chancellor's Vision

- **Become one of top 5 public research universities**
 - Goal of \$1 billion in research funding
- **Emphasize diversity as a competitive advantage**
- **Strengthen international programs and visibility**
- **\$1 billion philanthropy goal**
- **New provost, VC of research, capital campaign director**





A New Era at UC Davis: Chancellor's Vision

“Our health system exemplifies the attributes – innovation, diversity, multidisciplinary approaches and collaborative engagement – that differentiate UC Davis. The contributions of health system leaders, faculty and staff will be essential to UC Davis' success in realizing our bold vision.”

Chancellor Linda Katehi



The Nature of Excellence

“If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.”

– Gen. Colin Powell



Academic Health Centers as Leaders

- **Integrating education, research, clinical care and community engagement**
- **Looking beyond personal or business agendas to advocate for meaningful change and social justice**





Financial Realities

- **Budget gap for UC continues**
 - State's budget gap widens and reduction in funding for state services deepens
 - State cut UC funding by \$813 million in '09
 - UC Davis '09-10 budget cut \$113 million
 - Result: Health system funding cut of \$8.1 million
- **Health system continues to manage finances wisely**
 - Available dollars for maintaining facilities, building programs continue to shrink



Furloughs, savings plans

- **Significant hardship for faculty, staff**
 - Furloughs and associated pay reductions for schools of medicine and nursing
 - Alternative savings plan – 130 medical center employees took voluntary separations, many open positions frozen, increasing workloads



Education in 2009

- **Diverse medical student population with high academic achievement and commitment to social responsibility**





Education in 2009

- **Expanded success in Rural-PRIME**
 - Prepares students for service as primary-care physicians in underserved rural areas
 - New sites: Tahoe-Forest Hospital in Truckee, Sutter Amador in Jackson, Sierra Kings District Hospital in Reedley, Shasta Community Health Centers in Redding
- **Betty Irene Moore School of Nursing**
 - 27 campus-wide faculty in Nursing Science and Health Care Leadership Graduate Group
 - CCGA site visit completed; goal of March approval
 - Fall enrollment planned for Master's, Ph.D. degrees



Education in 2009

- **Global Health Centers of Excellence**
 - UC-wide opportunity to improve global health
 - UC Davis to manage Migration and Health; One Health
- **Expanded public health offerings**
 - MOU with California Department of Public Health
 - Planning for Public Health Graduate Group





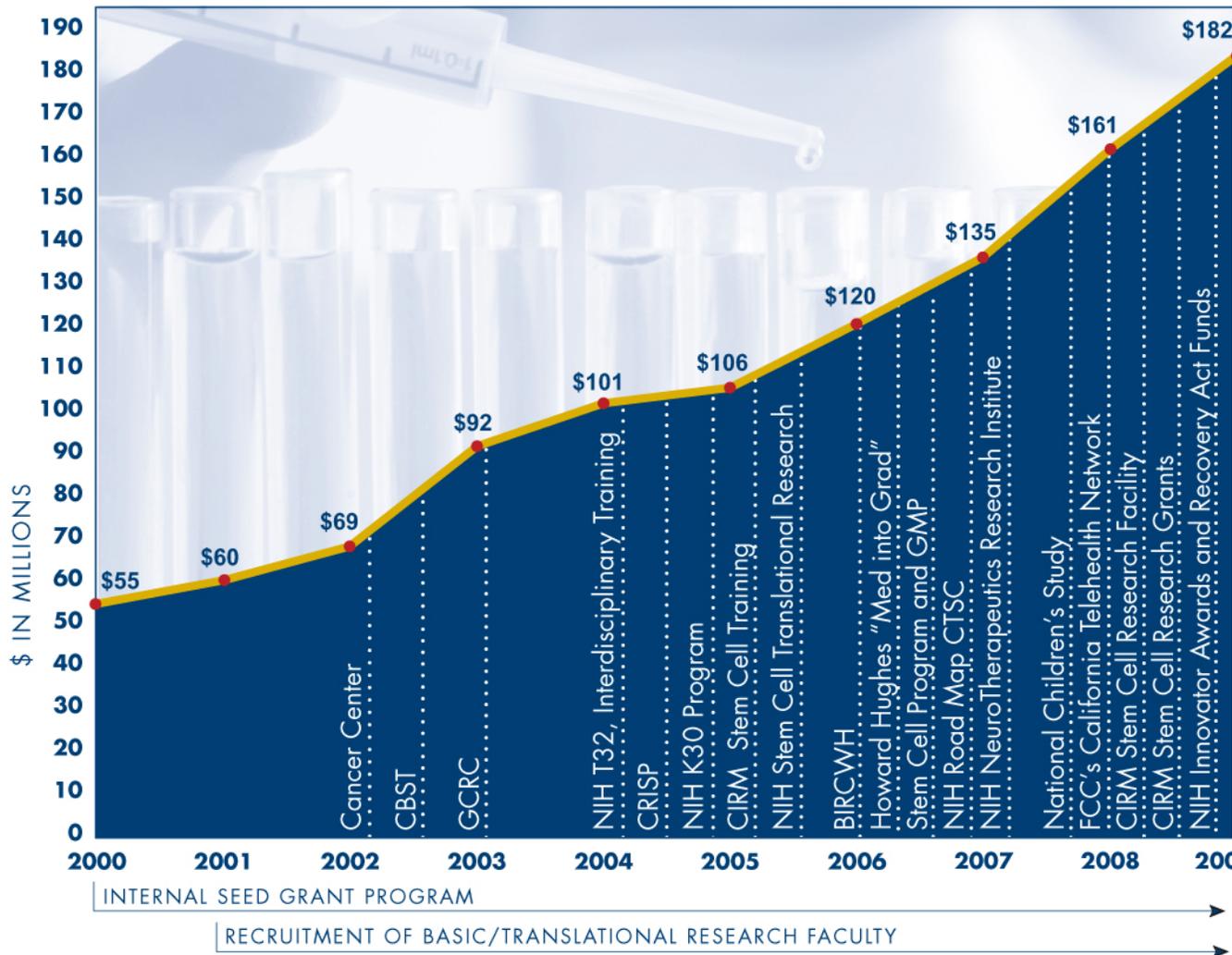
Education in 2009



- **U.S. News ranking: 35th in primary care; 48th in research**
- **Challenges**
 - Increase in student fees
 - Increase in student indebtedness
 - Lack of funding to support faculty teaching
- **Need for scholarships, faculty endowments**



Research in 2009



- **Strategic plan goal exceeded**
- **More than \$182 million secured**



Research in 2009

- **Recovery act funds**

- More than 300 grant proposals submitted
- So far, \$18 million funded including \$12 million for MIND Institute
- Prestigious challenge grants

- **NIH Innovator awards**

- UC Davis receives 2 of 55
- For pediatric brain cancer, tuberculosis





Research in 2009

- **Expansion of community-based participatory research, including CTSC research community advisory board**
- **Strengthening industry partnerships through MEDSTART, others**





Research in 2009

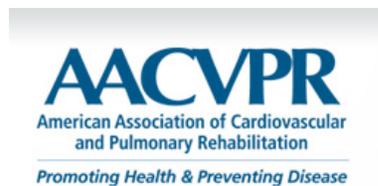
- **Chancellor's Blue Ribbon Committee on Research**
- **Challenges of space**
- **Incentives to encourage more program project and training grants**





Clinical Care in 2009

- **Growing recognition of clinical programs**
 - Leapfrog Group names Medical Center one of Top 45 Hospitals for safety, efficiency
 - Advanced Primary Stroke Center, Cardiac Rehabilitation Center, Get With the Guidelines award, Consumers' Choice





Clinical Care in 2009

- **Leveraging technology to optimize care**
 - EMR rollout, paperless conversion complete
 - Beacon grant: Proposal to connect Sacramento health systems, FQHCs to EMR to facilitate community-wide coordination of care

UC DAVIS MEDICAL CENTER

UC Davis Health System | News | Jobs | Giving | UC Davis

UC Davis for Referring Physicians

For Referring Physicians

- Referral Center Services
- PhysicianConnect
- Clinical Services
- Find a UC Davis Doctor
- Continuing Medical Education
- Clinical Trials
- Patient Information
- News from UC Davis
- UC Davis Medical Center

MAKE A REFERRAL

Physician Referral Center
Outpatient specialty referrals and phone consultations

Monday – Friday
8 a.m. to 5 p.m.
(800) 4-UCDAVIS
1 (800) 482-3284

SECURE LOGIN
PhysicianConnect
A web-based electronic medical record (EMR) system

CLICK HERE TO LOGIN

New user? Click here.

- Frequently asked questions
- Customer service
- Terms and conditions (PDF)

 Log in to view interactive training video and user handbook.

Referral Center Services

- Find a UC Davis doctor
- Outpatient referrals and physician phone consultations
- Patient admission and discharge information
- 24/7 Acute-care transfers and emergency consultations

Welcome to UC Davis:
for Referring Physicians

At [UC Davis Health System](#), referring physicians and their patients have access to a full array of clinical services and educational resources founded on the latest medical knowledge and leading-edge research. Comprised of the [UC Davis School of Medicine](#), its affiliated hospital and outpatient clinics ([UC Davis Medical Center](#)), and its physician group practice ([UC Davis Medical Group](#)), the health system offers comprehensive clinical care, education and medical research in an academic setting.

Physicians can access the vast network of UC Davis health resources through our phone-in [Referral Center](#). The center provides information about the services available through UC Davis Medical Center, the availability of our specialists, and more information about our referral process. Our staff is here to assist you with outpatient specialty referrals and phone consultations.

[PhysicianConnect](#) is a dynamic new tool that offers secure online access to patient medical records, giving you the ability to stay informed at all times and every step of the treatment or referral process.

NEWS

January 11, 2010 — Visiting speaker to highlight the genetics of Tourette syndrome

January 11, 2010 — Serious lung infections in children jump after introduction of pneumococcus vaccine

January 11, 2010 — UC Davis to break ground for new Telehealth Resource Center

MORE NEWS

CLINICAL TRIALS

UC Davis conducts more than 1,000 research studies annually — all with the goal of bringing new, effective and safe treatments to patients more quickly. For information, please call



Clinical Care in 2009

- **Practice Management Board**
 - Oversees faculty practice plan
 - Goal: Optimize group practice
 - Focus on operations, quality, productivity
 - Highlighting access, quality of patient experiences and interactions with referring physicians



Dr. James Goodnight



Dr. Klea Bertakis



Clinical Care in 2009

- **UC Davis provides 59% of all indigent care in Sacramento region**
 - Uncompensated care at \$165 million, compared to \$102 million in '08
 - Bad debt up to \$55 million, compared to \$42 million in '08
- **\$100 million unpaid by Sacramento County**
 - Intense efforts to assist county in meeting legal mandate to provide indigent care, other health services





Community Engagement in 2009

■ California Telehealth Network

- UC Davis plays lead role for state network
- Connecting 860 sites to improve access to medical resources for rural residents
- Telemedicine expertise promoted in November *Parade Magazine* article





Community Engagement in 2009

- **Solidifying connection between science and the community**

- 2 Dean's Lectures, 3 Stem Cell Dialogue events, monthly MIND Institute lectures

- **Emphasis on fundraising**

- Disappointing year for philanthropy; only \$21 million raised for health system
- Plans for interim management; reorganization
- 57 existing endowed chairs, professorships; goal is 100!





Community Engagement in 2009

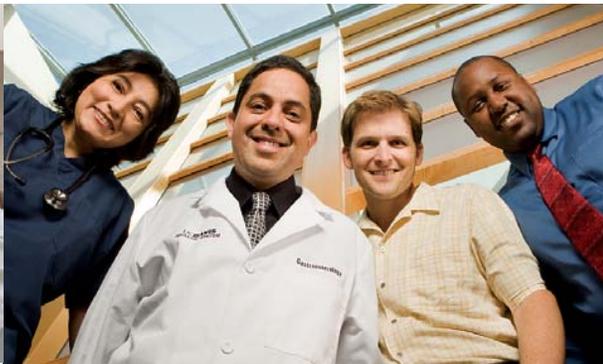
- **Nurturing future health professionals**
 - Saturday Academy, Medical Student Anatomy Lab, Summer Scrubs and Beyond, Native American High School Outreach Day



UC DAVIS
HEALTH SYSTEM



The Power Behind UC Davis Health System





Most Valuable Resource: People

- **Fast Facts**

- 7,677 staff
- 1,176 faculty and academic employees
- 829 residents and fellows
- 760 students

- **“Employer of choice”**

- 51,733 job applications received in 2009
- Less than 2% of the applicants were hired into staff positions in 2009

- **Scholarships for staff in 2009: \$472,931**



Employee Satisfaction

- **Staff satisfaction survey**
 - Unit-specific results led to plans, now being implemented
- **Faculty Forward – Medical School Faculty Job Satisfaction Survey**
 - UC Davis above average response rate over peer programs
- **Annual medical school graduate survey**
 - Improved ratings for student preparation for the clerkships, continued high ratings for clerkships, overall program

UC DAVIS
HEALTH SYSTEM



New Opportunities in 2010...



A New Strategic Plan

- **2004 strategic plan good guide over past 5 years**
- **Effort under way to set path for next 5 years**
 - Consultant – Diane Carmichael, AMC Strategies
 - Steering committee appointed
 - Importance of participation in focus groups
 - Ideas, thoughts wanted



Education Goals for 2010

- **Establish strong interprofessional learning opportunities for medical, nursing, public health, basic science, informatics students**
- **Enhance lifelong learning options, including simulation training: From youth interested in health careers to veterans extending skill and knowledge**



Proposed Graduate Studies Center



Education Goals for 2010



- **Enroll first cohort of nursing students**
- **Explore best approach to expanding public and global health programs**



Research Goals for 2010

- **Expand full range of research from fundamental investigations to community-based studies to implementation research**
- **Enhance researcher-industry partnerships**
- **Leverage information technology to include cohort discovery, develop “meta registries”**
- **Increase research funding to \$300 million by 2015**



Research Goals for 2010

- **Secure “dry lab” space through Garamendi-funded building**





Clinical Care Goals for 2010

- **Emphasize safety, cost-effectiveness, quality, access**
 - Joint Commission readiness
 - Pavilion opening
- **Emphasize patient-centric clinical care and population health**
- **Be leading voice in design of health-care reform**





Clinical Care Goals for 2010

- **Develop innovative, community-wide solutions to indigent, undercompensated care**
- **Drive improvements in population health, especially Central Valley**
- **Create Health Innovation Zone in Sacramento**
- **Respond to reimbursement, other budgetary challenges**
 - Medi-Cal, state budget concerns





Cancer Center, PICU Construction



- **Cancer Center Expansion Status**

- Finalizing bid documents
- Construction start in April/May
- Move in January 2012

- **New PICU Status:**

- \$31.4M total project cost
- 24 Beds
- Bidding in progress



Information Technology Goals for 2010

- **Continually enhance EMR system**
- **Increase reliability of systems through probes and monitoring critical services**
- **Augment and enhance capabilities with network partners**
- **Leverage EMR investment to support academic programs**
- **Attain HMMS Level 7 designation**





California Telehealth Resource Center



- **Groundbreaking this week**
- **Resource for UC telehealth initiatives**



Community Engagement Goals for 2010

- **Engage community leaders, others**
 - Government officials, foundations, donors, others
- **New government affairs recruit**
- **Emphasis on branding, strategic marketing**
- **Proactive communications**



Community Engagement Goals for 2010

- **Fundraising goal of \$66 million**
 - \$21 million base goal, \$35 for Cancer Center expansion and \$10 million for new PICU
 - Goal of at least 6 new endowed chairs, professorships
 - Emphasis on student scholarships



Investing in Our Staff, Faculty

- **Staff development opportunities**
 - 2009: 238 classes, 4,758 attendance
 - School at Work
- **Faculty development opportunities**
 - Mentoring program
 - Junior and mid-career leadership programs
- **Coro Center for Civic Leadership to train next generation of senior managers, faculty chairpersons**



Most Valuable Resource: People

- **National, state faculty and staff accolades**
 - AAMC Nickens Fellowship: Elizabeth Miller
 - National Hispanic Science Network on Drug Abuse Award of Excellence: Sergio Aguilar-Gaxiola
 - California Medical Association Lifetime Achievement: Robert Hales
 - American Heart Associate Distinguished Achievement: Donald Bers
 - American Association of Neuroscience Nurses' Excellence in Clinical Practice: Lori Madden



Health Reform in 2010

- **Health reform will happen!**
 - Really insurance reform, not fundamental delivery reform
 - Will likely increase access but not address provider shortages, education funding, research support
 - Need to understand impact on funding for safety-net hospitals/academic health systems
- **We must develop new approach to health care in our communities, nation**
 - Health system clinicians will advise on innovations we can put forth



Every Employee Is Part of Our Future Success

■ What you can do

- Emphasize excellence and quality every day
- Celebrate contributions our academic health center makes
- Be UC Davis Health System ambassadors in your communities
- Read intranet Insider for news about the health system
- Send me feedback via on my weekly intranet Insider column



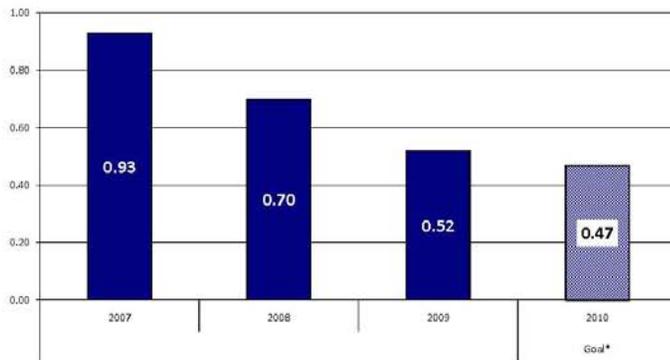


Every Employee Is Part of Our Future Success

- Enhance our local, national reputation

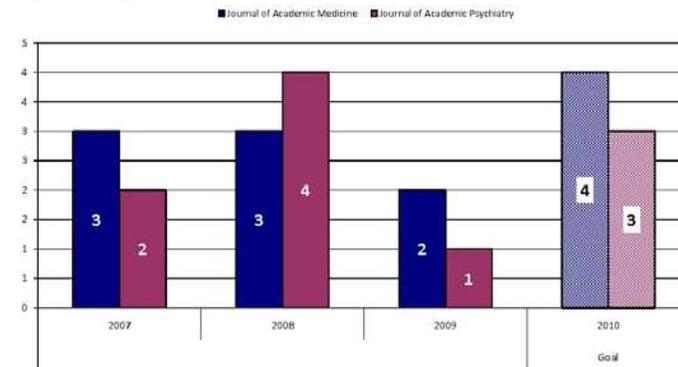
CLINICAL ACCOMPLISHMENT

Patient Mortality Ratio [Observed Mortality (%) / Expected Mortality (%)]¹



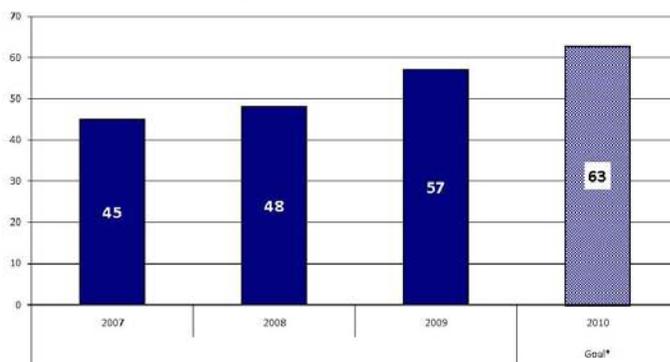
EDUCATION ACCOMPLISHMENT

Education Scholarship²



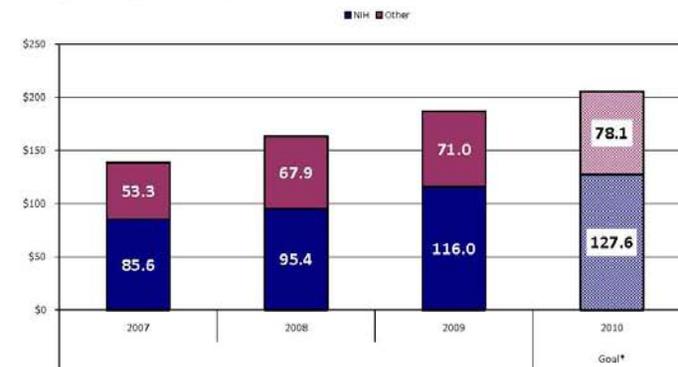
OUTREACH ACCOMPLISHMENT

Number of Endowed Chairs & Professorships³



RESEARCH ACCOMPLISHMENT

Externally Funded Support (in Million's)⁴





***"Never doubt that a small group
of thoughtful, committed
citizens can change the world.
Indeed, it is the only thing
that ever has."***

Margaret Mead,
U.S. anthropologist (1901-1978)

