Core Values:
- Excellence
- Compassion
- Diversity
- Social responsibility
- Leadership
- Teamwork and collaboration

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.”

VISION:
“A healthier world through bold innovation”
Dear Colleagues, Friends and Supporters:

Thanks to our remarkable team of faculty, staff, students and partners, 2010 was a great year for UC Davis Health System. We made significant strides on our “Bold Vision” for a “Bright Future.” All of us at the health system – faculty, staff and students – work diligently every day to advance the health of the people we serve and the communities in which we live.

In this publication, you will find descriptions of how we are improving health through bold innovation in each of our four key missions: education, research, clinical care and community engagement. Here are some highlights of what you will see:

- Research funding reached an all-time high of $200 million annually, and is growing at one of the most rapid rates in the nation.
- Our expanded medical center opened in the fall, and it includes a new emergency department and state-of-the-art operating rooms. In addition, our patient satisfaction is at an all-time high.
- We are recruiting outstanding and diverse medical and nursing students through our new multiple mini-interview process, and they are excelling in academic achievement.
- The health system received an HIMSS Analytics Stage 6 award for its implementation of electronic health records, joining the fewer than 3 percent of hospitals nationwide that have earned this distinction.
- The California Telehealth Network was launched at UC Davis as construction accelerates on the Sacramento campus for the new Telehealth Resource Center.

California’s ongoing budget shortfalls continue to present challenges to the University of California system, UC Davis and UC Davis Health System. At this date, we do not know what the impact will be of Gov. Jerry Brown’s proposal to cut $500 million from the UC system. However, I think it is important to put that proposal into context: Out of our health system’s annual budget of about $1.6 billion, about $35 million comes from state general funds. While that sum is considerable, you can see that it represents only a small fraction of our total budget. However, budget pressures exist on other fronts. The health system is facing steep, proposed cuts to Medi-Cal. In addition, proposals to cut the federal deficit and reduce federal spending could lower the amount of research funding available from the National Institutes of Health, the largest source of funding for medical research in the world.

One key way of addressing our financial challenges is through philanthropy, particularly the Campaign for UC Davis, our university’s first-ever comprehensive campaign to raise $1 billion from 100,000 donors. The health system is raising $330 million as its contribution to the campaign, and I’m happy to report that as of January 2011 we already have generated $216 million toward the campaign goal.

We are ready to face the challenges before us. We have a terrific workforce and I’m confident that together, we will continue to excel in delivering high-quality care and improving health for all.

Sincerely,

Claire Pomeroy,
M.D., M.B.A.
Chief Executive Officer, UC Davis Health System
Vice Chancellor for Human Health Sciences
Dean, School of Medicine
University of California, Davis
Strategic Leadership

EXPANSION OF UC DAVIS HEALTH SYSTEM facilities on both the Sacramento and Davis campuses over the past two decades has created a vibrant, modern academic community that occupies more than 3.4 million square feet. MAJOR EDUCATIONAL, RESEARCH AND CLINICAL-CARE FACILITIES house innovative programs that improve health in Northern California and beyond.
2010 Achievements

FOLLOWING A FRESH ROADMAP TO SUCCESS

UC Davis Health System is in the final stages of creating a new five-year strategic plan that will provide the roadmap to ensure responsible stewardship of the health system for the benefit of the millions of people it serves. The health system concluded the first phase of the plan’s development in May 2010, and the second phase is expected to be completed by March 2011.

The health system has a vision of “a healthier world through bold innovation,” while its mission is “improving lives by creating and sharing knowledge and transforming health care.” As they develop the new strategic plan, health system leaders, faculty and staff are being guided by these principles:

- Excellence
- Compassion
- Diversity
- Social responsibility
- Leadership
- Teamwork and collaboration

Four areas have been identified for development in the strategic plan:

- **Models of health care:** promoting a responsive, person- and family-focused health-care delivery system that meets the needs of individuals and society

- **Discovery and dissemination:** increasing the scope, volume and impact of the health system’s research

- **Workforce development:** recruiting, retaining, and cultivating a diverse and inquisitive workforce of faculty, staff

- **Institutional capacity:** building a collaborative, team-oriented and empowered organization with enhanced visibility at all levels

**DEVELOPING A THRIVING, VIBRANT CAMPUS**

In November 2010, the UC Board of Regents approved the Sacramento campus’ Long Range Development Plan (LRDP), which provides a framework to guide future development over the next 15 years.

- The goals of the new LRDP are to provide a flexible and attractive campus environment, capable of accommodating current and future operations and facilities associated with a world-class, academic health-care institution.

- The plan calls for the size of the Sacramento campus to double in square footage over the next 15 years. Between 1998 and 2009, the campus approximately tripled in size.

- Maintaining a patient-friendly facility with a vibrant campus atmosphere and ensuring sensitivity to neighborhood concerns are emphasized. Good relations with the medical center’s neighbors are promoted through ongoing quarterly meetings that include representatives from the adjacent Elmhurst, Oak Park and Tahoe Park neighborhoods.

**GROWTH IN HEALTH SYSTEM SQUARE FOOTAGE SINCE 1998**

**DISTRIBUTION OF HEALTH SYSTEM SPACE**

- Sacramento Campus: 74.1%
- Leases: 17.9%
- Davis Campus: 8.0%

**Building a collaborative, empowered and diverse workforce is one of the cornerstones of the health system’s five-year strategic plan.**
SOLID FISCAL MANAGEMENT

UC Davis Health System maintains a budget of $1.6 billion, approximately half of the total budget for UC Davis. Of that, UC Davis Health System has generated an operating margin of $50 million to $70 million each year, which is reinvested in programs, people and facilities. For fiscal year 2009-10, $69 million in net revenue was spent on completing the Surgery and Emergency Services Pavilion and academic facilities; repaying outstanding debt; supporting programs; and recruiting and retaining faculty and staff.

The health system currently has 33 days of cash on hand. This figure is below the target of 60 days, largely as a reflection of recent investments in the Pavilion, but reserves are improving.

UC Davis Health System faces uncertainties in this time of change:

- **On a national level**, the as-yet-undefined details of health-care reform leave open questions on how health care will be delivered and financially sustained;
- **On a state level**, numerous facets of the state budget and current economic crisis—such as cuts to Medi-Cal—impact UC revenue;
- **Inadequate reserves for retirement benefits** mean that employees and employers will have to contribute a greater amount to rebuild the account.

### $3.4 BILLION IMPACT

A Center for Strategic Economic Research study released in December 2010 found that UC Davis Health System provides a combined economic impact in Northern California of more than $3.4 billion and more than 20,000 jobs, divided between direct and indirect/induced employment. For every current health system employee, the Northern California economy gains an additional 1.1 jobs. This results in a direct economic output of $1.6 billion; the indirect/induced economic output of an additional $1.8 billion more than doubles the total impact for the region.

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Center for Strategic Economic Research, December 2010  
Data Source IMPLAN, 2008 Coefficients based on CSER estimates
CREATE A CULTURE OF PHILANTHROPY

To achieve excellence and success, UC Davis must create a culture wherein philanthropic donors become community partners.

- The Campaign for UC Davis is the university’s first-ever $1 billion capital campaign, presenting the university with the unprecedented opportunity to further its bold vision – to advance among the nation’s top public research universities and take the lead in identifying and addressing the globe’s most critical challenges. Funds generated through the campaign will enable UC Davis to continue to fulfill its land-grant mission to identify and solve society’s problems.
- UC Davis Health System is committed to raising $330 million of the total goal for a wide range of programs that reflect donor interests in the health system’s mission.
- The health system will create annually at least six new endowed chairs and professorships; emphasize student scholarships; and support advanced infrastructure, such as the expansions of the cancer center and of the Pediatric Intensive Care Unit.

UC DAVIS HEALTH SYSTEM’S PROGRESS IN THE CAMPAIGN FOR UC DAVIS

RECRUITING AND RETAINING THE BEST!

Recruiting, retaining, and cultivating a diverse and inquisitive workforce of faculty, staff and leadership is critical to UC Davis Health System’s ongoing success. The health system received approximately 83,000 job applications in 2010, and hired 780 new employees. The health system benefits from 1,300 volunteer community members.

UC Davis Health System employs:
- 1,259 faculty, other academic personnel
- 871 residents, fellows
- 816 students
- 7,646 staff (FTE)

UC Davis Health System carries out its mission through the individual and collective contributions of its employees. To do their best, staff members need to know that those contributions will be supported, recognized and acknowledged:
- 5,188 employees attended 255 training and development courses to support their career paths and acquire new skills;
- $450,599 in staff scholarships were granted;
- a Staff Incentive Plan rewards staff who display impressive productivity.
Strategic Leadership continued

The new role provides unified leadership in external affairs and diversity activities across all health-system operations, including the schools of medicine and nursing, the medical center and the physician practice group. Under Duruisseau’s leadership, UC Davis Medical Center earned national distinction as “Best in Class” for programs that strengthen diversity among the workforce and the leadership team, and for delivering culturally and linguistically competent care to diverse patient populations.

EMBRACING AND CELEBRATING DIVERSITY

Since the creation of its Principles of Community 20 years ago, UC Davis has emerged as a leader in diversity and inclusion. The long-held institutional philosophy that diversity and inclusion are keys to academic and clinical excellence drives the mission on a daily basis.

- Shelton J. Duruisseau was appointed as associate vice chancellor, diversity and inclusion, and chief external affairs officer at UC Davis Health System.

From left to right: Sergio Aguilar-Gaxiola, director of the Center for Reducing Health Disparities; Edward Callahan, School of Medicine dean for academic personnel; Shelton J. Duruisseau, associate vice chancellor for diversity and inclusion, and Heather M. Young, associate vice chancellor for nursing and dean of the Betty Irene Moore School of Nursing. All are champions of diversity and inclusion at UC Davis Health System where they ensure unified leadership in diversity activities across the entire health system and for faculty, staff and students.

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<tr>
<th>demographic</th>
<th>Health System employees</th>
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<tr>
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<td>10%</td>
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<tr>
<td>American Indian</td>
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<th>Medical Students</th>
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The prestigious award, bestowed by the American Hospital Association’s Institute for Diversity in Health Management, went to only 10 hospitals.

- The recent inclusion of race, ethnicity, preferred language and sexual orientation into the electronic health records (EHR) system helps support and align the health system’s workforce to effectively respond to health-care reform and to deliver culturally competent care.

- UC Davis Health System continues to focus on expanding diversity among faculty, students and staff. The Office of Diversity’s vision and mission is to create an environment where individuals from diverse backgrounds feel included and respected; produce a physician workforce that reflects the diversity of the state of California; and achieve educational and clinical standards of cultural competence that ultimately will reduce health disparities and provide the best care for all patients.

**ENHANCING NATIONAL RECOGNITION**

UC Davis Health System was recognized on a national level:

- The Leapfrog Group, which conducts a national, public comparison of hospital quality, safety and efficiency, ranked UC Davis Medical Center as one of the top 65 U.S. hospitals.

- UC Davis Health System is among an elite group nationwide to have achieved Healthcare Information and Management Systems Society (HIMSS) Stage 6, placing the health system among the top 2.8 percent of institutions in electronic health record (EHR) implementation and positioning it to meet “meaningful-use” requirements regarding the use of EHRs, which will help improve patient health, enhance safety and reduce health-care costs.

- U.S. News & World Report ranks the School of Medicine’s research program 47th among the nation’s medical schools. The medical center also scored among the nation’s top 50 hospitals in U.S. News & World Report’s annual rankings for orthopaedics and cancer.

- The Department of Family and Community Medicine earned a Spirit of Excellence Award from Modern Healthcare for its patient-care medical home concept, designed to improve the patient experience through activities such as implementation of the electronic health record system throughout the physician network.

- UC Davis Medical Center won the Consumer Choice Award for a 12th consecutive year for best overall quality and reputation among all hospitals in the Sacramento region, based on National Research Corp. consumer surveys.

**MEASURING PROGRESS**

The health system has established targets in all of its mission areas – research, outreach, educational and academic accomplishments – that affect national recognition. Sustaining excellence requires continuous monitoring and improvement, and the health system has identified a set of metrics to gauge its progress in the missions. For each of these areas, the health system has selected specific measures to track progress in the missions. The metrics are not meant to reflect all of the goals, but rather are representative areas of focus that can provide guidance in day-to-day prioritizations.
NATIONALLY RECOGNIZED EXPERTISE

Many faculty, staff members and students were recognized on a national level with prestigious honors:

Nathan Kuppermann, professor of emergency medicine and pediatrics and chair of the Department of Emergency Medicine, was elected to the Institute of Medicine. He also received the Excellence in Research Award, a prestigious, competitive award from the Society of Academic Emergency Medicine, and the Emergency Medical Services for Children program’s “EMSC Hero’s Award” for his research on pediatric head trauma.

Frederick Meyers, executive associate dean of UC Davis School of Medicine, was named as a fellow of the Royal College of Physicians, in London. Physicians elected to the college must have made a significant impact within their field of research and in the education of medical students and postgraduates.

Thomas Nesbitt, founding director of UC Davis Center for Health and Technology and associate vice chancellor for strategic technologies and alliances, received the 2010 Leadership Award for the Advancement of Telemedicine from the American Telemedicine Association.

Charles DeCarli, whose groundbreaking neuroimaging investigations are at the forefront of advancing understanding of the relationship between the structure and function of the healthy aging brain and changes in the brain associated with vascular and Alzheimer’s dementias, was awarded the prestigious J. Allyn Taylor International Prize in Medicine by the Robarts Research Institute of the University of Western Ontario, Canada.
NEW UC DAVIS AND UC DAVIS HEALTH SYSTEM KEY RECRUITMENTS

University leadership

Ralph J. Hexter, a university administrator and a scholar in classics and comparative literature, was appointed executive vice chancellor and provost, and serves as the university’s chief academic officer. Hexter is responsible for leading the development of academic priorities and strategies and recruiting and retaining a diverse and talented faculty and, in coordination with the chancellor, will lead the university’s strategic planning process, allocate resources, plan the budget and manage the daily operation of the campus. He holds an academic appointment as a professor of classics and comparative literature.

Harris Lewin, an interdisciplinary researcher, academic leader and UC Davis alumnus, was appointed vice chancellor of research. He came from the University of Illinois, Urbana-Champaign, where he is founding director of the Institute for Genomic Biology. He was part of an international team that sequenced the cow genome in 2009. His research has been directed at understanding how mammalian genomes evolve, and the relationship between chromosome evolution and cancer.

School of Medicine leadership

Raymond Dougherty was appointed chair of the Department of Radiology. Dougherty is a specialist in abdominal imaging utilizing ultrasound, computed tomography and magnetic resonance imaging with expertise in high-risk obstetric and vascular ultrasound and in developing teleradiology systems.

Paul FitzGerald was named chair of the Department of Cell Biology and Human Anatomy. FitzGerald, who had been acting chair of cell biology and human anatomy since 2007, oversees more than 80 faculty, staff, postdoctoral fellows and graduate students conducting groundbreaking research into the underlying cellular and molecular causes of a host of diseases, with the aim of developing more targeted therapies to improve human health.

Lydia Pleotis Howell, an anatomic and clinical pathologist well known for her work to improve protocols for prevention, diagnosis and treatment of breast and cervical cancer, was named chair of the Department of Pathology and Laboratory Medicine.

Kit Lam was appointed chair for the Department of Biochemistry and Molecular Medicine. Lam brings a well-established research program to the department that features numerous successful collaborations in drug development and translational science.

Craig McDonald, a physician with extensive experience in the treatment of neuromuscular diseases and the rehabilitation of pediatric spinal cord dysfunction, was named chair of the Department of Physical Medicine and Rehabilitation.
Education

UC DAVIS HEALTH SYSTEM is at the forefront of providing the health-care workforce of tomorrow with the skills and values needed to tackle tough challenges and improve the health of all our communities. Through its SCHOOL OF MEDICINE, the BETTY IRENE MOORE SCHOOL OF NURSING, A PUBLIC HEALTH PROGRAM and other key teaching programs, UC Davis promotes an educational environment that encourages and supports excellence.
2010 Achievements

TRAINING FUTURE HEALTH PROFESSIONALS

One of UC Davis Health System’s greatest assets is the student body—a group of truly exceptional individuals who demonstrate a sustained commitment to academic excellence and lifelong learning, teamwork, and the highest professional standards.

- Outstanding students were admitted to UC Davis School of Medicine in the Doctor of Medicine, Family Nurse Practitioner/Physician Assistant, Master’s in Public Health, Master’s in Informatics and Master’s in Clinical Research programs.
- The Betty Irene Moore School of Nursing welcomed eight doctoral and 25 master’s degree students to its multidisciplinary nursing science and health-care leadership curricula. All students in the inaugural and upcoming classes receive scholarship support from the Gordon and Betty Moore Foundation’s generous founding grant.
- The Graduate Medical Education, Public Health Sciences and Family Nurse Practitioner/Physician Assistant programs were reaccredited.
- The Continuing Education Program achieved reaccreditation “with commendation.” The elite designation is granted to just 10 percent of programs nationwide for the quality and organization of their educational programs for physicians and other health-care professionals.
- UC Davis medical students consistently outpaced students from other schools in the United States and Canada in their medical licensing examinations, scoring above average.
- The multiple mini-interview process, optimized and implemented by the School of Medicine and the Betty Irene Moore School of Nursing for their 2011 admissions processes, engaged student applicants in team-oriented, interactive, problem-solving interviews to better identify future health-care providers and leaders.
- The schools strove to ensure that nursing and medical students better reflect the demographics of California. For the medical-student class of 2014, 24 percent are underrepresented-in-medicine minorities; 38 percent are from economically disadvantaged backgrounds; and gender is nearly evenly divided.
- Rural-PRIME, part of the University of California’s “Programs In Medical Education” which is designed to produce health-care leaders who are trained in and committed to helping California’s underserved rural communities and resolving economic and geographic health-care disparities, continues to expand:
  - The UC Davis Rural-PRIME program partnered with UC Merced to enhance the development of physicians dedicated to delivering care in the San Joaquin Valley. The first cohort enters the program in fall 2011.

TEAM LEARNING TO CREATE FUTURE WORKFORCE

The newly adopted organizational model of the Schools of Health (see above diagram) will better enable the training of teams of health professionals through close collaboration of UC Davis Health System schools and programs. The Schools of Health concept encourages and enhances coordination and communication, both in strategy and resources, making all programs more efficient and effective.
Research

BREAKTHROUGHS that address the health challenges facing our world are at the core of UC DAVIS HEALTH SYSTEM’S MISSION to discover and share knowledge to advance health. COLLABORATIVE RESEARCH in basic, translational and clinical sciences is a hallmark of UC DAVIS RESEARCH.
UC Davis School of Medicine rose to 37th place among 134 schools of medicine in the United States in an annual ranking based on the amount of National Institutes of Health (NIH) research funds received over the course of a year. The 2010 ranking puts UC Davis School of Medicine 11 places higher than in 2009 and 25 places higher than in 2001, when it ranked 62nd nationwide.

2010 Achievements

IMPROVING HEALTH THROUGH RESEARCH

- Research funding at UC Davis Health System is at an all-time high:
  - External research funding has quadrupled over the past decade, from $166 million in 2009 to surpass the $200 million milestone in fiscal year 2010.
  - The 2010 figure represents 916 active grants and contracts, up from 804 in 2009.
  - UC Davis School of Medicine ranked 37th among the nation’s medical schools in research funding from the National Institutes of Health.

- UC Davis Health System will continue to focus on the impact of its research. Breakthroughs that address local and global health challenges are at the core of the health system’s mission to discover and share knowledge to advance health. The health system conducts a full range of research from basic science research – or foundational/fundamental research – to translational research that brings discoveries “from bench to bedside,” and to implementation research, which disseminates these advances for the benefit of all community members.

- Key research grants – including Building Interdisciplinary Research Careers in Women’s Health, Howard Hughes Integrating Medicine into Basic Science, Stem Cell Training and the Clinical and Translational Science Center – were renewed. Training grants are regularly increasing in number.

- The emphasis on interdisciplinary team science continues to strengthen, with the goal of increasing large program project and infrastructure grants – to create collaborative teams and supply the needed facilities for these advanced projects.

- Stem cell research expanded with the opening of the Institute for Regenerative Cures (IRC), which now supports more than 150 UC Davis scientists working on stem cell investigations in Sacramento and Davis. A Good Manufacturing Practice facility supports the institute as well as stem cell research at other California research universities. The IRC has successfully competed for more than $19 million in funding from the California Institute for Regenerative Medicine over the past 18 months.

- New infrastructure progressed with the Research II building renovation, which will provide wet lab space for the future home of the Vascular Program. The planned Garamendi-funded Research IV building will provide additional dry lab space.

- Information technology is part of the solution in pursuing the next generation of research. New research tools at UC Davis Health System include:
  - Collexis, a technology tool used to locate collaborators for clinical trials;
  - Cohort Discovery, an award-winning computer program developed at UC Davis that enables researchers to more efficiently identify potential individuals for clinical trials, thus advancing clinical-trial recruitment and improving health-care research;
  - A new meta registry to support outcomes and comparative effectiveness research.

UC Davis focuses on high-impact research ranging from basic science research, or foundational/fundamental research, to translational research that brings discoveries “from bench to bedside” and to implementation research.

SCHOOL OF MEDICINE EXTERNAL RESEARCH FUNDING

FISCAL YEARS ENDING JUNE 30

IN MILLIONS
Clinical Care

UC DAVIS HEALTH SYSTEM provides access to the LATEST DISCOVERIES AND BEST TREATMENTS for patients in Northern California and beyond.
ACCESSIBLE CARE FOR A GROWING COMMUNITY
- The opening of the Surgery and Emergency Services Pavilion provided UC Davis Medical Center with a bright new entrance, a state-of-the-art emergency department, operating rooms, cardiovascular suite and robotic-driven pathology lab – meeting the needs of a growing community.
- UC Davis Health System is now completely paperless with the implementation of an electronic health records (EHR) system. The EHR enhances patient safety and improves the quality of care:
  » The EHR barcoding links correct medications to patient, thus enhancing safety;
  » Care Everywhere provides EHR access to other organizations and clinicians for better coordination of patient care, thus ensuring better care for patients;
  » Physician Connect supports and improves relationships and communication with referring physicians.

REPUTATION FOR QUALITY AND SERVICE
- Satisfaction reached all-time high levels among inpatient, outpatient and emergency department patients.

PROVIDING EFFICIENT, COMPASSIONATE CARE
- The Faculty Practice Management Board earned a “Star Performer Award” from the University Health System Consortium. The board focuses on physician efficiency and quality by identifying best practices and implementing performance metrics to enhance clinical operations.
- Recognizing that meeting the needs of a vulnerable population best serves the entire community, UC Davis Health System provided $184 million in uncompensated care in fiscal year 2009-10. Further stressing its importance, the health system continues to engage in task forces that explore community solutions to safety-net care in the form of:
  » Accountable care organizations that ensure a patient has access to a medical home, specialists, long-term care and wellness programs;
  » Health innovation zones that further define the central role of academic health centers like UC Davis Health System;
  » Federally qualified health clinics, which will provide primary care to uninsured patients and those with Medi-Cal.

UC Davis physicians, nurses and staff provide culturally appropriate care to better meet the needs of diverse populations.
Community Engagement

**UC Davis Health System**, a fully engaged partner with the **Diverse Communities It Serves**, is on an accelerating trajectory as one of the nation’s leading academic health centers and is a prominent force for **Providing and Transforming Health Care** in our region, our state and our country.
Events
Through participation in professional organizations, policy debates and advocacy, UC Davis Health System is an influential part of the national dialogue about health and health care.

**LEADERSHIP IN ADVANCING HEALTH**

- The California Telehealth Network (CTN) was launched at UC Davis in August 2010 by then Gov. Arnold Schwarzenegger. The network, which is now a separate nonprofit entity, was initially conceived and guided by UC’s Office of the President and UC Davis Health System. The CTN provides access to specialty health care at more than 800 locations—helping to address the dual crises of the state’s shortage of health-care professionals and the health disparities existing in rural and underserved communities.

- UC Davis Health System’s reputation and influence is advanced through faculty, staff and student memberships in professional organizations. For example:
  - **Ann Madden Rice**, chief executive officer of UC Davis Medical Center, was recently appointed to the California Health Facilities Financing Authority.
  - **Lars Berglund**, associate dean for research at the UC Davis School of Medicine, serves as chair of the AIDS Clinical Studies and Epidemiology Study Section for the U.S. Department of Health and Human Services’ Center for Scientific Review.
  - **Heather M. Young**, associate vice chancellor for nursing and dean of the Betty Irene Moore School of Nursing at UC Davis, serves on the California Regional Action Coalition of the Institute of Medicine’s Initiative on the Future of Nursing.
  - **Marjorie Solomon**, a nationally known autism researcher with the UC Davis MIND Institute, serves on the U.S. Department of Health and Human Services’ Interagency Autism Coordinating Committee.

- **Joy Melnikow**, director of the UC Davis Center for Healthcare Policy and Research, is vice chair for public health of the California Health Benefits Review Program Task Force.

- **Lydia Pleotis Howell**, professor and chair of the Department of Pathology and Laboratory Medicine, is chair of the Hematology and Pathology Devices Panel of the Food and Drug Administration’s Medical Devices Advisory Committee.

- **Claire Pomeroy**, UC Davis vice chancellor for human health sciences and dean of the School of Medicine, serves on the boards of directors of the Association of Academic Health Centers and the Association of American Medical Colleges, and on the National Institutes of Health’s Office of Research on Women’s Health Advisory Committee, and the Board of Governors for the Foundation for Biomedical Research.

**WORKING TOGETHER TO IMPROVE HEALTH**

- The Center for Reducing Health Disparities takes a multidisciplinary, collaborative approach to addressing the inequities in health care access and quality of care, raising awareness and conducting critical research as well as providing necessary assistance to communities in need.

- Health-information forums for consumers, including the Mini Medical School for older adults and Center for Professional Practice of Nursing classes, offer advice on nutrition; pain management and stress reduction for cancer patients; neurodevelopmental disorders; asthma and diabetes management; infant care and breast-feeding; smoking cessation; healthy aging and others.

- UC Davis Health System supports the development of scientific literacy in the local and national community through Stem Cell Dialogues, which educates the public about cutting-edge research and therapies being developed at the Institute for Regenerative Cures; and the Dean’s Lecture Series, which brings nationally recognized voices to Sacramento to illuminate how science, technology and policy can improve health and health care for all.

**ENCOURAGING INNOVATION AND EDUCATION**

- Committed to a vision of the Sacramento region being a leader in medical technology, UC Davis Health System is working with MedStart, a program of the Sacramento Area Regional Technology Alliance, to develop programs that will attract medical technology to the Sacramento region.

- UC Davis Health System reaches out to the next generation of students through educational outreach events that teach high school students how to prepare for health-care careers, and through mentoring opportunities for high school and college students conducted by the UC Davis Cancer Center and the Center for Biophotonics Science and Technology.
Looking Ahead

UC DAVIS HEALTH SYSTEM is committed to discovering and sharing knowledge and providing the highest quality care to our community. OUR ULTIMATE GOAL IS TO ADVANCE HEALTH both in our local community and around the globe.
The health system will ensure a strong operating margin for appropriate and effective reinvestment in people and programs.

The health system will expand its connection to communities through beneficial partnerships, and attract philanthropy that supports its clinical, educational and research missions.

The health system will raise $35 million in 2011, its annual contribution toward the four-year Capital Campaign goal of $330 million.

The health system will celebrate the Campaign at UC Davis with health system donors at an official kick-off event in May.

UC Davis Health System will expand diversity among faculty, students and staff, and be an employer of choice that supports faculty and staff to achieve their full potential.

The health system will provide leadership in developing new models of care that meet the challenges of health-care reform and improve population health.

The health system will take an active role in advocacy and policy development for our local, state and national communities in order to advance health for all.

The health system will enable the success of faculty, staff and students by supplying the space and tools needed to excel.

Planning is under way for a Graduate Studies Building to provide the administrative offices and research programs of the Betty Irene Moore School of Nursing and other health sciences graduate programs.

Additional research space will be identified and developed.

A new parking structure will add 1,200 new spaces.

STRATEGIC LEADERSHIP GOALS FOR 2011

UC Davis Health System will implement and effectively communicate the new five-year strategic plan. The plan aligns with the UC Davis strategic plan, and will develop and assess updated metrics. The new strategic plan builds upon the 2004-05 plan, which helped the health system realize its vision in many areas: from enhancing the national stature of its research enterprise to innovatively updating the medical school curriculum to providing cutting-edge clinical services — and even establishing the nursing school.

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Cardiovascular scientist Donald M. Bers, second from right, leads a multidisciplinary team to study diseases of the heart.
The inaugural class of the Betty Irene Moore School of Nursing is part of an innovative graduate program that draws on the university’s longstanding tradition of interdisciplinary and interprofessional education to transform health through nursing leadership.
UC Davis Health System emphasizes preventive care and wellness, as well as encouraging patients to become active participants in their own health and well-being.

2011 Goals

- The “Building an Inclusive Community” Initiative will launch to proactively engage the entire campus community in educational programs, training and activities designed to confront and stop acts of hate, foster a greater awareness and appreciation for diversity, promote civility and respect in human interactions, and build a more inclusive campus community.

EDUCATION GOALS FOR 2011

- UC Davis Health System will attract and develop excellent nursing, medical, public-health and health-informatics students, and explore the expansion of the public health and the health informatics programs.

- The schools will refine their multiple mini-interview process for identifying the best candidates for their programs.

- The schools will increase the number of student scholarships to reduce student indebtedness. In addition, they will increase the number of faculty endowments to support the teaching mission. Both will facilitate the education of primary-care clinicians, specialty providers, and researchers serving California and beyond. The schools will enhance student wellness programs so that students achieve and maintain optimal physical and emotional health.

- The medical school will establish readiness for an LCME visit.

- The School of Nursing will expand availability of interprofessional educational experiences.

- The health system will establish academies that will celebrate master educators, master mentors, and master clinicians and advocates.

- To better address the health needs of rural communities, the medical school will expand its Rural-PRIME program to include more rural partners, as well as starting PRIME Merced/San Joaquin Valley, in partnership with UC Merced.

RESEARCH GOALS FOR 2011

- The School of Medicine and the Betty Irene Moore School of Nursing will emphasize the impact of a full range of research, from fundamental science to outcomes research.

- The School of Medicine and the Betty Irene Moore School of Nursing will explore and diversify its research funding sources and partners to include industry, state and foundation partners.

- The School of Medicine will incentivize large program and project grants and quality over quantity to strengthen the impact of research at UC Davis.

- School of Medicine researchers, working with the College of Engineering faculty, will develop new interdisciplinary research programs.

- The health system will ensure quality, specialized infrastructure that enhances research.

- UC Davis School of Medicine will pursue a top 40 ranking in research among top medical schools in the nation in the rankings by U.S. News & World Report.

- The School of Nursing will make additional appointments of research-intensive faculty.

Elva Diaz and her research team have identified a new protein – SynDIG1 – that is critical for creating and sustaining synapses in the brain.
CLINICAL CARE GOALS FOR 2011

UC Davis Health System will develop new models of care to advance health for all:

- The health innovation zone (HIZ) planning task force will engage faculty leadership in designing a vision for an HIZ/ACO (accountable care organization) for the Sacramento region. These zones are designed to improve the health status of designated regions by developing systems that coordinate the full continuum of care for an entire community, with an emphasis on preventive care and wellness, and the integration of patients as active participants in their own health and well-being.

- Regional affiliations and partnerships will be developed as a way to provide specialty care to underserved communities across the state.

- The California Telehealth Network will be leveraged to reduce geographic disparities by providing access to specialty health care in rural, low-income and underserved communities.

- The health system will take a leadership role in finding solutions to community safety-net care, especially as Sacramento County’s budget crisis further reduces the county’s provision of services.
2011 Goals

- The health system will strengthen its Practice Management Board, including its commitment to enhance relationships with referring physicians across Northern California.
- UC Davis Health System will attain the highest HIMSS designation – Stage 7, which will place the health system in the top 1 percent nationwide for EHR implementation – and will initiate community-wide connectivity with its EHR system.
- The UC Davis Cancer Care Network will grow and strengthen its unique partnership that unites five hospital-based cancer centers around Northern and Central California to offer their patients first-rate, cutting-edge care close to home.
- UC Davis Health System will enhance its clinical reputation via the launch of a major advertising campaign in the spring.

COMMUNITY ENGAGEMENT GOALS FOR 2011

- UC Davis Health System will enhance its national reputation through awards, professional association participation, and other arenas, thus contributing to and influencing the national dialogue about health and health care.
- Active engagement with the local community will be supported by volunteers from the Staff Offering Services Program, which helps UC Davis employees make contact with their communities and service areas. The health system intends to increase volunteer hours by 10 percent in 2011.

UC Davis employees volunteer their time in a variety of community projects through the Staff Offering Service (SOS) Program.

NAME AWARENESS FOR UC DAVIS HEALTH SYSTEM (2004–2009)

“When You Think Of Health Systems In The Area, What Names Come To Mind?”

- UC Davis Health System will launch the Institute for Population Health Improvement and contribute to the national dialogue on social determinants of health by co-sponsoring a conference with the Association of Academic Health Centers.
- The inaugural Schools of Health Invitational Lecture Series will bring nationally and internationally recognized health experts to the campus, adding to the wide range of lectures already presented for the benefit of a community audience.
- UC Davis Health System will encourage the development and retention of substantial, successful long-term international business collaborations and partnerships in the key industrial areas of pharmaceuticals, medical devices, telehealth, biophotonics, clinical trials and technical evaluation, as well as the pursuit of new opportunities that contribute to fulfilling the health system’s missions.
- One of the important – and fun – ways UC Davis Health System connects with its community will be with its annual free summer concert on the Sacramento campus. The event is co-sponsored by the health system’s Community Advisory Board and the health system, in conjunction with Shriners Hospital for Children Northern California.

0% 20% 40% 60% 80% 100%

 Jul '04 Jul '05 Jul '06 Jul '07 Jul '08 Jul '09

93% 98% 98% 99% 99% 99%

36% 46% 38% 37% 35% 39%

Total UC Davis Health System Name Awareness
Unaided UC Davis Health System Name Awareness

BEGAN AT 88% IN 1995
UC Davis Health System’s exemplary community of leaders, faculty, staff, students and volunteers all contribute their expertise to the regional, national and global discussion about health and health care. Health system community members can continue to elevate the health system’s reputation and influence by:

- emphasizing excellence and quality in all activities, every day;
- celebrating the many contributions of the academic health center to the community, state and nation, and its accomplishments in advancing its missions;
- expanding participation in professional organizations, policy debates and advocacy on a national level; and serving as health system ambassadors in the surrounding neighborhoods, communities and service areas.
“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