

## Meeting of the San Francisco Division Ruth Greenblatt, MD, Chair

Thursday, October 27, 2016

12:00 – 2:00 p.m.

Byers Hall, Mission Bay

[Video Link](#)

The spring meeting of the San Francisco Division was called to order by Academic Senate Chair Ruth Greenblatt on October 27, 2016 at 12:00 p.m. in Byers Hall at Mission Bay. A quorum was present.

### I. Academic Senate Consent Calendar and Special Orders

- A. Consent Calendar: Approval of the Minutes of the October 27, 2016 Division Meeting ([attachment 1](#))
- B. Consent Calendar: Approval of Revisions to [Bylaw 165](#) – [Committee on Library and Scholarly Communication](#) ([attachment 2](#))
- C. Consent Calendar: Approval of Revisions to [Bylaw 122](#) – [Committee on Equal Opportunity](#) ([attachment 3](#))
- D. Consent Calendar: Approval of Establishment of Bylaw 185: Standing Committee on Space Planning ([attachment 4](#))
- E. Consent Calendar: Approval of the Report of the Senate Faculty Academic Renewal Fund, 2015-16 ([attachment 5](#))

**ACTION: Item D was pulled from the consent calendar. With the exception of Item D, all consent calendar items (A-C, E) were approved by the Division.**

### II. Division Updates – Academic Senate Chair Ruth Greenblatt

Chair Greenblatt made the following announcements:

- A. UC Regents Committee on Health Services & Systemwide Senate Clinical Affairs Task Force: UC San Diego Professor Joel Dimsdale has been appointed as the systemwide Senate representative to the UC Regents Committee on Health Services. The systemwide Senate is exploring the establishment of a Clinical Affairs Task Force, which would include members from each Health Sciences UC campus; a representative from the systemwide University Committee on Faculty Welfare's (UCFW) [Health Care Task Force](#); and the Senate Representative to the UC Regents' Health Services Committee.
- B. Chancellor's Fund: The UCSF Senate has submitted its 2015-16 [Report](#) of the Senate Faculty Academic Renewal Fund to Chancellor Hawgood. In fiscal year 2015-16, the Senate funded \$500K in awards with the goal of improving faculty life. This funding improved campus communications to faculty (hiring of a Senate communications specialist to highlight faculty profiles for development work), supported diversity events and resources (e.g., 'Diversity Theater'), improved communications concerning the merit appraisal process, and subsidized open-access publication costs and library resources. The Chancellor Fund also made a number of individual awards in the areas of faculty enrichment, learning and development, education, as well as travel grants.
- C. Website Functionality: The Senate is upgrading its website with new faculty communications and engagement functionalities, which will include enhanced faculty profiles, articles on specific topics, etc. The new website will provide better access to key documents, as well as opportunities to indicate interest in specific topics.

### III. Chancellor's Campus Update – Chancellor Sam Hawgood

In his annual report to the Senate, Chancellor Hawgood reported on a number of diverse topics:

- UCSF Environmental Impact Report: Chancellor Hawgood noted that UCSF is now nearly a \$10B enterprise, and has created 43,000 jobs created. As such, it is one of the key economic drivers in the Bay Area.
- Chan Zuckerberg initiative and the Biohub: As reported in the local media, UCSF, Stanford University and UC Berkeley are collaborating to establish a new biomedical science research center funded by a \$600 million commitment from Facebook CEO and founder Mark Zuckerberg and pediatrician Priscilla Chan. The Biohub will make its first awards in winter 2017.
- UCSF Capital Campaign: Chancellor Hawgood commented that UCSF's last campaign focused on securing the funds to establish the Mission Bay campus. That campaign raised \$2.5B; 85% was dedicated to programs, faculty, etc. 15% went to bricks and mortar. The next campaign will focus on people, student scholarships, and faculty endowments, as well as addressing health disparities. In December, the Board of Overseers will meet to refine themes, content, and appropriate messaging.
- Expansion and UC Health: The health system is growing exponentially. Scale is becoming increasingly important, and small stand-alone boutique clinics won't survive. UC Health is the umbrella that allows the five UC academic medical centers and the related health schools to work together. There are a number of initiatives that are associated with UC Health. One example is supply chain management. The examination of the quality of health delivery systems, best practices, and academic opportunities (e.g., a common data warehouse) are all benefits emerging from UC Health. It will not mean that UCSF loses its own autonomy however.

### IV. Senate Task Force on Clinical Affiliate Agreements and Quality of Care Report & Panel

The Task Force was created following the [announcement](#) of an affiliation agreement with the St. Joseph Health System, which reported the extension of an existing UCSF collaboration with the Catholic Santa Rosa Memorial Hospital (SRMH), which raised issues of quality of care and faculty consultation; the report can be found [here](#). The Panel consisted of the following individuals: Rena Fox, MD, Task Force Chair; Jay Harris, Vice President for Mergers, Acquisitions & Strategic Development; David Nygren, PhD: Principal, Nygren Consulting; George Sawaya, MD, Task Force member (OB/GYN); and Roberta Keller, MD: Task Force member (Pediatrics).

Chair Fox reviewed UCSF's prior affiliation with SRMH, which included a neonatal intensive care unit (NICU), a prenatal diagnosis center (PDC), pediatric subspecialty outpatient clinics, and gynecology-oncology outpatient clinic. One UCSF faculty member has historically worked in the NICU and one UCSF faculty member has worked in the PDC (with no SMSH physicians). In the latter two types of clinics, various UCSF faculty provided specialty outpatient care for SMSH patients in the local Santa Rosa area. In late summer, the Senate was initially concerned about the language of the press release, which 1) announced a 'joint venture'; 2) expanded the availability of UCSF subspecialty care at SMSH facilities; 3) provided opportunities for UCSF medical students and residents to participate in clinical rotations at St. Joseph and SRMH facilities; and 4) introduced obstetrics into the standing agreement with SRMH. Faculty concerns coalesced around prescribing contraception to both adults and teens at SMSH facilities; tubal ligations, including those at the time of cesarean sections; resuscitation efforts for neonates born in a peri-viable period (23-25 weeks); pediatric and neonatal palliative care; end of life options for adults in terminal states; inclusive environment for LGBT patients; and the impact of sharing the 'UCSF' name with a religious institution.

Vice President Harris spoke about the market drivers that led to this new agreement with SMSH, noting that four systems of care are being developed in the Bay Area – Kaiser, Sutter, UCSF/John Muir Health, and Stanford. It is unlikely that individual patients will move between these systems of care. Some recent UCSF affiliations include Children's Oakland, Canopy Health ACO, Bay Health Development Company, Hospice by the Bay, SMSH, Marin General Hospital Clinical Program collaborations, and Washington Hospital clinical program collaborations. In most of these collaborations, UCSF does not have a controlling interest, but participates as part of a partnership relationship. He emphasized that one of the lessons learned is that faculty must be involved early on in the process in order for these partnerships to be ultimately successful.

There is some evidence that the existing relationship with SRMH has not played a significant role in limiting the quality of care to date. That said, the clinicians on the panel provided some examples where conflicts may arise at SRMH in the future. In obstetrics, UCSF faculty members provide such procedures as abortion and sterilization. One of the clearest examples happens when a woman who decides to have a tubal ligation at the same time as a caesarian section. One work-around would be to do the tubal ligation at another facility, but this increases the waste of financial resources and places the burden on the patient. Dr. Nygren responded that there are structural, legal, and architectural work-arounds, or 'carve-outs', in place or are being developed. Carve-outs can be small and contained, or large and/or all-encompassing. What is absolutely not allowed in Catholic hospitals, however, is abortion. Before finalizing the relationship with SRMH, UCSF will clearly state its standard of care that SRMH will need to agree to. Legal protections are also being written into the agreement document. Inclusiveness is another issue inherently problematic with this kind of relationship – how can one make it clear that UCSF remains inclusive despite the fact that it is affiliating with a Catholic hospital? Panelists remarked that this is a tension, but one that simply requires UCSF to be mindful of.

Task Force members concluded by remarking on the importance of involving OB-GYN faculty earlier in the process; this would have reduced the consternation of these faculty members when the expanded relationship with SRMH came to light via the press release. That said, VP Harris remarked that time was of the essence in order to retain SRMH within the UCSF family, which obviously upended parts of the normal process. One of the key recommendations coming from this Task Force is a formal Senate review of Affiliation Agreements Policy 100-10, which should be completed by late spring or early summer.

**V. Space Updates** – *Academic Senate Vice Chair David Teitel and Executive Vice Chancellor and Provost Dan Lowenstein*

Vice Chair Teitel provided brief update on governance, Mission Hall (MH), current and future projects, and the 2012 UCSF Space Policy Guidelines. There has been a major reorganization of the [structure](#) of space governance committees. The previous over-arching 'Space Development Committee' is now called the 'Campus Space Committee,' and is chaired by Chancellor Hawgood. In addition, the previous 'Space Committee' has been renamed the 'Campus Space Management Subcommittee,' which better reflects its charge. Finally, there is a new 'Campus New Space Development Subcommittee,' which address future and ongoing building projects. There is now Senate representation on these committees. There is also a clear governance of the space (e.g., MH) that has been created under the individual building governance committees. The MH building governance committee is meeting regularly, along with the three MH space block subcommittees. There are two phases of Mission Hall improvement – 'Rapid Improvements' and 'Capital Improvements.' \$200K has been allocated to rapid improvements, along with the creation of various survey instruments to assess occupants' needs. \$4.3M has been allocated to the Capital Improvement Fund, which will in part be used to implement building-wide signage and way-finding plan, among other improvements. Current and future projects include Parnassus (Clinical Sciences), along with multiple projects at Mission Bay – Block 23A (Neurosciences labs), Block 33 (Ophthalmology clinics, dry labs, and administrative space), and the Precision Cancer Medicine building (outpatient clinics and administrative space).

EVCP Lowenstein added that a small administrative group is almost finished with a 'walk-through' of all research and related administrative space (devoted to research). He reported that research space in the new buildings is being used appropriately and efficiently; however, in the older buildings (e.g., Medical Sciences, the HSE and HSW Towers), the usage is only about 50%. He added that the current metric of holding Schools to \$125 in indirect costs/sq. foot is not functioning well; creative and collaborative solutions will need to be developed. There are a number of options available to address the unused space – either renovation and/or converting it to administrative space. This will be done on a grand scale, and it will undoubtedly be part of the next capital campaign. A floor-by-floor renovation is not feasible, given building infrastructure needs and improvements.

Senate members were advised to visit [space.ucsf.edu](http://space.ucsf.edu) for current and additional space updates.

**VI. Old Business**

There was not any old business.

VII. **New Business**

There was not sufficient time to address item D from the consent calendar, 'Approval of Establishment of Bylaw 185: Standing Committee on Space Planning.'

Chair Greenblatt adjourned the meeting at 2:10 p.m.

Academic Senate Staff:  
Todd Giedt, Executive Director  
[todd.giedt@ucsf.edu](mailto:todd.giedt@ucsf.edu); 415/476-1307