What Is HSS In The Office Of The President?

- 1 Senior VP, 2 Associate VPs, 12 Staff Members
- Staff (Not Line) Relationship With UC Health
- Responsibilities
  - Systemwide Coordination
  - Strategic Thinking/Planning
  - Develop Policy On Behalf Of UC Health
  - Advocacy
  - Monitor Performance
What Is UC Health?

• 16 Health Professional Schools And 10 Hospitals On 7 Campuses
  – **UCD:** UC Davis Medical Center, SOM, Veterinary, Nursing (Fall 2010)
  – **UCI:** UC Irvine Medical Center, SOM
  – **UCLA:** Ronald Reagan UCLA Medical Center, Resnick Neuropsychiatric Hospital, Santa Monica UCLA Medical Center and Orthopaedic Hospital, SOM, Public Health, Nursing, Dentistry
  – **UCSD:** Hillcrest Medical Center, Thornton Hospital, SOM, Pharmacy
  – **UCR:** Two-Year Biomedical Sciences Program
  – **UCSF:** UCSF Medical Center at Parnassus, UCSF Medical Center at Mount Zion, Langley Porter Psychiatric Institute, SOM, Dentistry, Nursing, Pharmacy
  – **UCB:** Optometry, Public Health

• More Than 13,000 Students, 5,000 Physicians And ~60,000 Full-time Employees
What Is UC Health?

• 3rd - 4th Largest Healthcare Delivery System In CA, With A Commitment To Serve The Underserved
• Performs Half Of All Solid Organ Transplants In CA
• Treats One-Fourth Of Extensive Burn Cases In CA
• Operates Or Staffs 5 Level 1 Trauma Centers
• One Of The Two Largest Medi-Cal Providers In CA
• 40% Of UC Patients Are Uninsured Or Covered By Medi-Cal
What Is UC Health?

Approximately 60% Of Medical School Graduates In CA Are From UC Schools Of Medicine

Top 20 SOM For NIH Dollars

1. John Hopkins
2. UCSF
3. Univ. of Pennsylvania
4. Washington University
5. Yale
6. Duke
7. Univ. of Michigan
8. Univ. of Pittsburgh
9. UCLA
10. Univ. of Washington
11. Vanderbilt University
12. UCSD
13. Stanford
14. Univ. of North Carolina
15. Columbia
16. Baylor
17. Emory
18. Univ. of Chicago
19. Mount Sinai (NYU)
What Is UC Health?

• The Passing Rate Of UC Medical Students For The US Medical Licensing Exam (USMLE) (A Standard Exam Taken By All U.S. Medical Students) Exceeds 97%
  – National Average – 94%
• 97% Of UC Medical School Students Successfully Match For Residency Positions Through NRMP
  – National Average – 93%
• UC Nursing, Pharmacy, Dental, Public Health And Veterinary Schools Rank Highly Compared To Peers
UC Budget: Expenditures = ~$20 B

Total Health = $8.9 B or 44%
Medical Center (Hospital)
Total Operating Revenue

<table>
<thead>
<tr>
<th></th>
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<tr>
<td>TOR</td>
<td>$4,004</td>
<td>$4,272</td>
<td>$4,594</td>
<td>$4,982</td>
<td>$5,565</td>
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</table>

($ in millions)
Medical Center Total Operating Revenue For 2009
(By Medical Center)

- UCSF: $1,653 million
- UCLA: $1,465 million
- UCD: $1,077 million
- UCSD: $784 million
- UCI: $584 million

($ in millions)
Net Hospital Margins
(Net Income – Expenses)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Margin ($ thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2005</td>
<td>$243,914</td>
</tr>
<tr>
<td>June 2006</td>
<td>$371,870</td>
</tr>
<tr>
<td>June 2007</td>
<td>$321,189</td>
</tr>
<tr>
<td>June 2008</td>
<td>$228,173</td>
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<tr>
<td>June 2009</td>
<td>$399,293</td>
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</tbody>
</table>
UC Health: Funds Flow

Revenue Streams

Public
Commercial

State ($333 M)
Research ($1.5 B)
Clinical ($1.3 B)
Student Fees ($84 M)

Hospitals/Clinics

$400 M Hospital Transfer

Schools

Operating Margin ~$200 M

Capital
UCRP
Wage and Price Increases

UCRP Wage and Price Increases
Diversity

• **Diversity In UC Medical Schools**
  – **19.8%** Of UC First-Year Medical Students Are Underrepresented Minorities (2008)
    • UCD: 15.4%
    • UCI: 17.3%
    • UCSD: 11.9%
    • UCSF: 23%
    • UCB/SF Joint Program: 12.5%
    • UCLA: 27%

• **National Average**
  – **14.5%** (2008)
Systemwide Activities

- PRIME
- California Telehealth Network (CTN)
- ATHENA
- Learning Object Repository (LOR)
- Systemwide Payment Optimization
- Systemwide Purchasing
- Systemwide Patient Safety Initiative
- Policy and Advocacy Coordination
- Systemwide Task Force For Pandemic Preparedness
- Systemwide Template For Reporting Conflict Of Interest/Conflict Of Commitment
- Martin Luther King Hospital
UC PRograms In Medical Education (PRIME)

• PRIME Programs Have Been Launched By All UC Medical Schools To Address The Needs Of Underserved Groups And Communities
  – UC Irvine: Latino Community (July 2004)
  – UC Davis: Rural Health & Telemedicine (Fall 2007)
  – UC San Francisco: Urban Underserved (Fall 2007)
  – UC San Diego: Health Equity (Fall 2007)
  – UC Los Angeles: Diverse Disadvantaged (Fall 2008)
Impact On UC Medical Education

• Growth Through PRIME Marks The First Expansion Of Educational Opportunities For UC Medical Students In More Than 30 Years
• Development Of PRIME Programs Has Generated A Renewed Focus On Health Disparities And Cultural Competence
• PRIME Has Produced A Level Of Student Diversity That Is Much Needed (But Rarely Seen) In U.S. Medical Education
# PRIME Enrollments (2009-10)

<table>
<thead>
<tr>
<th>Fall 2009 Race/Ethnicity:</th>
<th>UCD</th>
<th>UCI</th>
<th>UCLA</th>
<th>UCSD</th>
<th>UCSF</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American/Alaskan Native</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Black/African American</td>
<td>0</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>MexicanAmer/Chic/Other Hisp/Lat</td>
<td>6</td>
<td>32</td>
<td>11</td>
<td>6</td>
<td>9</td>
<td>64</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Multiple race/ethnicity (URM)</td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total URM's &amp; Other Hispanic/Latinos</strong></td>
<td><strong>10</strong> (29%)</td>
<td><strong>41</strong> (71%)</td>
<td><strong>22</strong> (63%)</td>
<td><strong>9</strong> (39%)</td>
<td><strong>25</strong> (60%)</td>
<td><strong>107</strong> (55%)</td>
</tr>
<tr>
<td>Asian American</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>19</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>19</td>
<td>16</td>
<td>7</td>
<td>9</td>
<td>12</td>
<td>63</td>
</tr>
<tr>
<td>Other/Non-Reporting</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL ENROLLMENT</strong></td>
<td>35</td>
<td>58</td>
<td>35</td>
<td>23</td>
<td>42</td>
<td>193</td>
</tr>
</tbody>
</table>
California Telehealth Network

- A Statewide Broadband Initiative For Improving Connectivity In Rural And Underserved Communities

- **Telehealth** - Interactive Health Care Over Distance Using Information Or Telecommunications Technology

- 319 Sites Proposed; 863 Sites Certified; 1,000+ Additional Sites Eligible And Interested In Joining The CTN
California Telehealth Network

- Managed By UC At The Request Of The Governor
- $30+ Million In Infrastructure Funding From The FCC And CA Emerging Technology Fund
- $10+ Million In Funding For Related Activities Funded By Prop 1D, United Healthcare, The CA Healthcare Foundation, The National Coalition For Health Integration, And Others
- Construction Begins Winter 2009
- Stimulus (ARRA) Funding Requested
  - $43.3 Million Proposals Submitted To Expand And Enhance The CTN:
    - 1,137 More Sites Could Be Added
  - $12 Million In Matching Funds Committed By The National Coalition For Health Integration, UnitedHealthcare, CETF, And Others
ATHENA

- Breast Cancer Care And Research
- Systemwide Clinical Trials
  - Will Follow 150,000 Women Who Receive Mammograms And 50,000 Women Who Have Symptoms Of Breast Cancer
  - Involvement Of UC Medical Centers At UCD, UCI, UCLA, UCSD, UCSF
- Financial Support
  - $5.3M Grant From UCOP
  - $4.8M Grant From Safeway Foundation
- The UC Medical Centers Screen 80,000 Women A Year For Breast Cancer; Diagnose 2,500
Systemwide Payment Optimization

• **Goal:** Negotiate Higher Systemwide Clinical Payment Rates Over Expected Local Rates As Measured By Contracted Systemwide Rates Weighted For 3%, 4% And 5% Increases Over Expected Base Increases

• **Result:** Systemwide Rate Increases *Exceed 5%* (≈*$100M*) Of Otherwise Expected Base Increases
Systemwide Purchasing

• **Goal:** Achieve Systemwide Savings Related To Pharmaceutical, Medical Supply, Laboratory, And IT Expenses Weighted For Savings Levels Of $2M, $4M And $6M

• **Result:** $7.1M Saved
Systemwide Patient Safety

• **Goal:** Reduce Catheter Associated Blood Stream Infections As Measured By The Reduction In Infections For 3rd And 4th Quarters Of FY 2008-2009 In Adult ICUs (Excluding Burn Units) Compared To A Weighted Average Result For All Five Medical Centers In FY 2007-2008.

• **Result:** Systemwide Reductions For 3rd And 4th Quarters Of FY 2008-2009 Exceeds 20%.

<table>
<thead>
<tr>
<th></th>
<th>Infections</th>
<th>Line Days</th>
<th>Rate / 1000 Line Days</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2008</strong></td>
<td>221</td>
<td>71,195</td>
<td>3.10</td>
</tr>
<tr>
<td><strong>2009</strong></td>
<td>175</td>
<td>78,812</td>
<td>2.22</td>
</tr>
<tr>
<td><strong>Q3 + Q4 2009</strong></td>
<td>76</td>
<td>40,886</td>
<td>1.86</td>
</tr>
</tbody>
</table>
Learning Object Repositories (LORs)

• LORs Are “Digital Multimedia Libraries,” Typically Managed By A University Or Non-profit Entity

• LORs Promote Effective And Efficient Sharing Of High Quality Education Materials (E.g., Slide Sets, Videos, Interactive Animations) Among Health Professions Educators

• LORs Reduce Costs, Promote Collaboration, Recognize Educational Scholarship, And Support Teaching And Learning
Plans For A Health Sciences LOR

• UC Is Currently Developing A Pilot-test Of A UC Sciences Learning Object Repository
• UC’s LOR Will Be Created In Partnership With The Multimedia Educational Resource For Learning And Online Teaching (MERLOT), Originally Developed By The California State University System
• UC Will Develop A Customized Portal To MERLOT, Populated With Learning Resources Created By Faculty From UC’s Sixteen Health Sciences Schools
Academies Of Health Sciences Educators

- Academies Focus On:
  - Recognizing, Advancing And Supporting Educators;
  - Improving Teaching;
  - Advancing Educational Scholarship;
  - Promoting Curriculum Improvement; And
  - Advocating For Educational Issues And Priorities

- Academy Members Are Selected By Peers And Play Specific Roles Within Their Institutions To Advance The Academy’s Goals

- UC Is Currently Planning A UC Academy Of Health Sciences Educators

- The Academy Will Involve Faculty From All UC Health Sciences Schools And Programs
UC Health: Critical Issues

• How Can UC Hospitals Maintain Their Financial Vitality In A Changing Healthcare Environment, Required UCRP Contributions And Large Capital Needs

• How Good Do We Think We Are And How Can We Get Better: The Quality Initiative
UC Health: Critical Issues

• How Can UC Health Professional Schools Address Workforce Issues (Diversity, Quantity) In An Environment Of Increasing Tuition/Fees, Decreasing State Support And An Evolving Delivery System

• How Can There Be More Effective Intra- And Inter-Campus Communications/Cooperation Necessary For Success