

The Regents of the University of California

COMMITTEE ON HEALTH SERVICES

September 15, 2010

The Committee on Health Services met on the above date at UCSF–Mission Bay Community Center, San Francisco.

Members present: Regents De La Peña, Island, Johnson, Lansing, Pattiz, Ruiz, Schilling, and Zettel; Ex officio members Gould and Yudof; Advisory members Anderson and Mireles; Staff Advisors Herbert and Martinez

In attendance: Regents Blum, Cheng, DeFreece, Hime, Kieffer, Lozano, Makarechian, Maldonado, Marcus, O’Connell, Reiss, and Varner, Regents-designate Hallett and Pelliccioni, Faculty Representative Simmons, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Provost Pitts, Executive Vice Presidents Brostrom, Darling, and Taylor, Senior Vice President Stobo, Vice Presidents Duckett, Lenz, and Sakaki, Chancellors Birgeneau, Block, Blumenthal, Desmond-Hellmann, Fox, White, and Yang, and Recording Secretary McCarthy

The meeting convened at 2:10 p.m. with Committee Chair Lansing presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of July 15, 2010 were approved.

2. UPDATE ON MARTIN LUTHER KING, JR. HOSPITAL BOARD

[Background material was mailed to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Senior Vice President Stobo expressed his pleasure with the inaugural board of Martin Luther King, Jr. Hospital, citing the members’ diversity, experience, and particularly their commitment to the hospital’s special mission. The board has already held its first meeting at which it reviewed the financial underpinnings of the business plan and will have much to accomplish before the hospital’s opening in 2013. Dr. Stobo reported that a bill guaranteeing a certain level of funding for Medi-Cal patients at the hospital has passed the Legislature and awaits the Governor’s signature. Hospital construction and design plans are all on schedule.

Committee Chair Lansing noted that the re-opening is proceeding exactly as planned, emphasizing the hospital’s importance to the Committee’s mission.

Regent Johnson commented that public relations for the hospital are very important, given prior news coverage. She stressed that it is important for the first board to bring about a new image of the hospital associated with the University.

Dr. Stobo agreed with Regent Johnson's comments and noted that he had personally interviewed the seven members of the board and knows that they are aware of the need for positive public relations.

Committee Chair Lansing noted that the selection of board members of such high caliber was itself part of the public relations change.

Regent Johnson asked if the existing staff of the hospital would remain or if they would have to interview for their positions. Dr. Stobo replied that the new board is not encumbered by any prior bargaining arrangements, including those of the University or the Los Angeles County Board of Supervisors. He said the hospital would start anew with the hiring of staff.

3. **UPDATE ON MEDICAL SERVICES PROGRAM, MERCED CAMPUS**

[Background material was mailed to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Senior Vice President Stobo recalled his report to the Committee from approximately two years ago, on the results of a study by the Washington Advisory Group, retained by UC Merced to determine the steps necessary to open a four-year medical school at that campus.

Frederick Meyers, Executive Associate Dean of the UC Davis School of Medicine and UC Merced Executive Director for Medical Education and Academic Planning, recounted that, in November 2006, the Committee recognized the Central Valley's need for health professionals and that basic sciences should be developed at UC Merced as a foundation for new health science programs. Dr. Meyers reported significant progress toward this goal. He noted California's projected shortage of 17,000 physicians by 2014, and described the San Joaquin Valley as the most medically underserved region in the state. The Valley, with the state's most significant shortage of both primary care and specialist physicians, is an example of the extremely inequitable distribution of physicians. The San Joaquin Valley also has the highest rate of uninsured and underinsured residents in the state. Even if they have insurance, many residents have to leave the Valley to access health care, resulting in serious problems with the timeliness of their care. High school and college graduation rates in the San Joaquin Valley are among the lowest in the state. Dr. Meyers noted that a lack of education is one of the major social determinants of health status.

Dr. Meyers cited a Robert Wood Johnson Foundation national study, which showed that the San Joaquin Valley had the poorest health determinants in the entire state and, if it were a separate state from the rest of California, would be the poorest in the entire nation.

Dr. Meyers summarized that these conditions indicate a great need to address the factors affecting health in the region.

Dr. Meyers recounted the role of the University in the 2002 to 2008 community participation-based planning process. In 2006, the Regents recommended that UC Merced develop an infrastructure in biomedical sciences, and an undergraduate biomedical education track was developed in 2009. Under the leadership of Chancellor Kang, Vice Provost Ojcius, Executive Vice Chancellor and Provost Alley, and Dean Pallavicini, UC Merced received a 2009 grant from the National Institutes of Health's (NIH) National Center on Minority Health and Health Disparities (NCMHD), which funded a Center of Excellence on Health Disparities. This program provides both undergraduate and graduate training programs, a special seminar series, and an undergraduate minor in public health. Dr. Meyers expressed pride in UC Merced's having received this highly competitive grant.

Dr. Meyers reported that the nascent idea of a biomedical institute has become the Health Sciences Research Institute that has taken hold on the UC Merced campus. The work of this institute extends beyond the strictly biomedical, covering health sciences and health services ranging from nanotechnology and stem cell biology to an important effort in community-based research and public health. Dr. Meyers noted that 30 percent of UC Merced's faculty have an interest in health sciences research. The comprehensive, cohesive work of the Health Sciences Research Institute is meant to bring the UC Merced campus together with communities up and down the Central Valley.

Dr. Meyers emphasized that these initiatives underscore UC Merced's response to the Regents' request to emphasize basic biomedical sciences in a distinctive and innovative program.

Dr. Meyers reported that UC Merced would now like to start the sixth UC Program in Medical Education (PRIME), the San Joaquin Valley PRIME (SJV PRIME), with the anticipated enrollment of six students in July 2011. SJV PRIME, a collaboration among UC Davis, UC Merced, and UCSF Fresno, takes an innovative approach to training future physicians, linking medical education to improvement in quality of care, community-based research, and educational experiences. The six inaugural students would meet their core requirements during their first two years at UC Davis School of Medicine, with integrated didactic and experiential learning focused on San Joaquin Valley health. The students' third and fourth years would have unique clinical rotations and electives in the Valley. Over 100 applications have been received to date for the initial six openings. SJV PRIME would leverage existing resources, for instance, by using tele-education to reduce expensive redundancy and to provide access to existing expertise at UCD and UCSF. Dr. Meyers noted that such leveraging reflects a business-oriented approach to medical education, with a simultaneous focus on excellence in education and research.

Dr. Meyers reminded the Committee that excellent graduate medical education programs already exist in the San Joaquin Valley in Modesto, Fresno, Bakersfield, and a number of

smaller communities. SJV PRIME intends to collaborate with local physicians, and federally-qualified health centers throughout the Valley have expressed great interest in the program. SJV PRIME intends to work innovatively with providers in other disciplines, as well as with patients and their families, with the ultimate goal of improving the health of the Valley.

Dr. Meyers stated that future goals of SJV PRIME are to provide scholarships for its students, to establish a curriculum focused on innovative solutions to Valley health issues, to expand the network of clinical training sites, and to obtain grants from the U.S. Department of Health and Human Services. UC Merced is taking an incremental approach toward the program's future, not fixed to a definite budget or timeline. As resources become available, having a satellite campus in the San Joaquin Valley would be the next logical step, with the ultimate goal of having a medical school at UC Merced.

In summation, Dr. Meyers noted that SJV PRIME has strong community support and is ahead of schedule, since the program is currently accepting students for 2011 when the original start date was 2013. The program would build on the success of the existing PRIME programs to develop a diverse health care workforce, including in the fields of nursing, pharmacy, and social work. Finally, Dr. Meyers thanked the Regents for their support.

Chancellor Kang thanked the Regents and remarked that UC Merced's research and academic programs would benefit the long-term health of the San Joaquin Valley and the entire State of California. He noted that, in recognition of UCM's outstanding diversity, in 2010 the U.S. Department of Education designated UC Merced as a "Hispanic-Serving Institution." Chancellor Kang pointed out the worsening, critical problems in the Central Valley of both a shortage and uneven distribution of physicians. At UC Merced, the planning to address this shortage started even before the first undergraduates arrived on campus in 2005. In keeping with its mission, UC Merced planned programs that would improve the quality of life in the Valley and the state. Chancellor Kang reported that UC Merced's faculty and administrators are developing strong baccalaureate-level programs in health sciences and research programs in a host of health-related topics such as water and air quality, infectious diseases, and health care policies. Programs such as these are critical components of all UC medical schools.

Chancellor Kang was pleased to announce another milestone in UC Merced's brief but remarkable history: partnering with the prestigious UC Davis School of Medicine and UC San Francisco Fresno to launch the UC Merced San Joaquin Valley Program in Medical Education. The focus of this new SJV PRIME would be the preparation of students for medical careers in the largely rural, culturally diverse, and historically underserved San Joaquin Valley. The partnership between UC Merced and UC Davis Medical School would permit the education of new physicians for the region much more quickly than would starting an independent medical school, as originally planned. Chancellor Kang noted that, in fact, this is one step along the pathway toward the development of an independent medical school at UC Merced. He emphasized UC Merced's commitment to developing a medical school as private and public funding

is secured. By educating and retaining the next generation of California's physicians, UC Merced will play an important role in enhancing the long-term health of the region.

Dr. Stobo cited the creation of the new SJV PRIME in the current economic climate as an example of the benefits of leveraging the existing resources of the UC system. Dr. Stobo congratulated Chancellor Kang, Dr. Meyers, and the volunteer Valley Coalition.

Committee Chair Lansing added her thanks and congratulations to the founders of SJV PRIME for approaching a problem in such an innovative and collaborative way.

Regent Ruiz was impressed that SJV PRIME is growing, despite the unfavorable economic climate. He also thanked the Valley Coalition and Congressman Cardoza for their support. He noted the example of Fresno's Sunnyside High School, where President Yudof spoke to the students. The high school, which serves 90 percent minority students, has started a medical education program to prepare students for careers in the medical field, with 150 students already enrolled.

Staff Advisor Herbert asked, given the recent discussion about holistic admission processes, if there would be any special criteria for admission to SJV PRIME and how admitted students would be supported.

Dr. Meyers responded that this program represents a pathway that is specific for students who want to work in the community to improve the health of the Central Valley. Applicants would have to meet all criteria for admission to UC Davis Medical School, as well as show a demonstrated interest in the health of the Valley. Dr. Meyer pointed out that, while applicants would not need to have lived in the Valley, an important criterion would be that they had shown interest in the health of underserved areas.

Regent Island recalled his enthusiastic support of development of a medical school at UC Merced to serve the Central Valley and expressed amazement at the quick progress that has been made, given the current budget difficulties. He urged UC Merced officials to continue to work to make this plan a reality as quickly as possible. Regent Island asked why only six students were admitted to SJV PRIME. He asked if the small number is due to limited capacity at either UC Davis or UC Merced. Dr. Meyers responded that, given that the first year of any new program is difficult, SJV PRIME is focusing on its first six students to ensure that their experience would be successful. They hope to expand to more than six students in the future.

Regent Johnson thanked the people behind SJV PRIME including the Valley Coalition and Congressman Cardoza. Regent Johnson recalled that UC Riverside's program started in a similar fashion, with its students being assisted by a larger medical school. She encouraged those at UC Merced to continue the good work.

Dr. Meyer recalled that the Regents had urged Dr. Stobo and him to create a unique program. He expressed pride in their work creating an innovative medical education

program that leverages the assets of other UC campuses, and is linked to improvement in health care quality and community health.

Dr. Stobo reported that the other five PRIME programs currently have a total enrollment of roughly 250 students, 55 percent of whom are underrepresented minorities.

Faculty Representative Simmons recalled his early support for UC Merced and noted that part of the original concept for the campus was to involve the University in the needs of the region; SJV PRIME is consistent with that important goal. However, Mr. Simmons reminded the Committee of their recent conversations about the need to choose among priorities. He expressed his opinion that the highest priorities for UC Merced are to establish a stable, research-based undergraduate institution and to build the biological sciences infrastructure and faculty necessary to support a medical school and at the level expected of all UC campuses.

Dr. Stobo expressed agreement with Mr. Simmons' comments. He noted that the undergraduate program, which is part of the current initiative, is designed to help support the campus' science base. He cited the example of UC Riverside, which started with an undergraduate medical program focusing on the sciences; that program became part of both its undergraduate program and its UCR/UCLA Thomas Haider Program in Biomedical Sciences.

Chancellor Kang added that a United Health Fund \$5 million grant was used to establish the Health Sciences Research Institute, which involves more than 30 faculty members, thus helping to provide a strong base in the life sciences at UC Merced. To date, no State funds have been used to build this program. Chancellor Kang described the situation as a "plus plus" for the campus.

Regent Marcus cautioned that the focus on the development of a medical school could divert attention from building an infrastructure at UC Merced that could support such an endeavor. Chancellor Kang noted that proceeds from the NIH grant are indeed being used to focus on undergraduate education at UC Merced.

Regent De La Peña congratulated Chancellor Kang on his efforts. He observed that UC's hospitals have been very successful financially and advocated for placement of a UC hospital in Merced, which could help both the region and UC's finances. Chancellor Kang responded that UC Merced has been working with existing hospitals since it does not have the resources to build a new hospital at this point. UC will work with many existing hospitals throughout the region, including the new, state of the art hospital in Merced. Regent De La Peña noted that existing hospitals in the area could benefit from the use of UC's name and professional staff.

Committee Chair Lansing congratulated those involved in SJV PRIME's development. She praised the innovative nature of the collaboration, which serves a need while building the University; she saw these as complementary endeavors. She thanked Dr. Stobo, Chancellor Kang and Dr. Meyers for their leadership.

The meeting adjourned at 2:45 p.m.

Attest:

Secretary and Chief of Staff