UCSF Academic Senate

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School of Dentistry Faculty Council
Sarah Knox, PhD, Chair

MINUTES
Thursday, December 9, 2021

PRESENT: Gwen Essex (Vice Chair), Benjamin Chaffee, Jay Gupta, Vinh Hoang, Sunil Kapila, Cristin Kearns, Mark Roper, Dean Reddy

ABSENT: Nejled Abed, Sarah Knox, Jennifer Perkins, Alessandro Villa

The School of Dentistry Faculty Council was called to order by Vice Chair Essex on Thursday, December 7, 2021, at 8:00 a.m. via Zoom. A quorum was present.

Minutes from November 2021 meeting (attachment 1) were approved.

I. Chair's Report

Interim Chair Essex led a discussion on the following:

A. Winter Faculty Retreat

Vice Chair Essex advised that they're meeting with the Dean next week to discuss having an outside presenter, namely The Studer Group. Of interest for the Council, what other items should be on the agenda? If members have any ideas, please send them via email to Vice Chair Essex by next week.

B. Sponsorship of Two Journals

Interim Vice Chair Kearns advised that the UCSF Library is intending to cancel eight percent of subscriptions. Of those were two journals including: Journal of Oral Implantology and Caries Research. These journals are critical to dental research and education. The Library examining individual subscription

Members thanked Vice Chair Kearns for sitting on the COLASC committee and noting this was occurring. It speaks to the value of having SOD faculty sit on these other campus-related committees.

Journal of Oral Implantology: $655 + $33.73 service charge = $688.73
Caries Research: $2,760 + $142.14 service charge = $2,902.14
Combined total $3,590.87
Current amount remaining in SOD L&D Funds from 2021 is: $7,792.00

Members voted to approve spending $3,590.87 on two dental-specific journals for one year. These funds come from the remaining funds in the SOD Learning & Development Awards in 2020-2021 academic year.

VOTE: Approved. Senate Office will process the transfer to the Library within December 2021.

C. Selection of New SSC Chair (ID4)

Members put forth suggestions on who might serve as Chair. Yoga Rajendran, HS Assistant Clinical Professor, OFS, was put forth, voted upon, and approved.

D. Chancellor's Funds

Members discussed the proposal and voted to approve the annual $25K funding from the UCSF Academic Senate to source the Learning & Development Funds.

VOTE: Approved as authored.

II. Deans Report

No Dean Report

III. Student Rep Report

Student Rep Vinh Troang presented on the following:

ADS Update

- Last RCO monthly budget meeting 12/06/2021
  - Updated RCOs on event policy
  - Emergency funding request and approval
  - Conference funding request and approval
- Next RCO budget meeting 01/03/2022

Student Summary

- D1/D2: Finals week before break
  - D1 class board elected on 10/13/2021
  - Hosted numerous events this quarter and planning to have more in-person events next quarter
- D3/D4: One more week of clinic before break
  - D4s have matched to Ortho, Perio, and Pros.
  - Others are in the interviewing process
- Clinic:
  - Broken dental chair/units on second floor and third floor
  - Staff/faculty shortage concern affecting patient scheduling and care
  - X-ray rooms not working frequently in the past
  - Sterilization staffing issue

Members discussed the sterilization staffing issue:

- At the last clinical affairs workshop, more sets have been ordered. In the past two weeks, most of the student-requested sets have been available.
- Members asked what happens if students don't have a set they need for a procedure? They've been advised to come back in an hour, and sometimes even then they're not available. In those cases, students request a single instrument so they can do the procedure.
- Members discussed that this is happening in many clinics. As it's affecting education, the Council should step in somehow. Members discussed the best way to do so. The broader concern is that when there is an issue with staffing, it's always that someone called out sick: is the staffing set to work just as long as no one calls out sick?
- Council members supported reaching out on this. A failure in sterilization isn't an option, but neither is cancelling patient appointments because of an absence of sets.
- Another issue is pre-authorizations which are sitting on someone's desk who's been let go. As a result, people are going through pre-authorizations themselves to find them. And then when found, no one knows how to process pre-authorizations.
- This is the same core issue as sterilization -- understaffing. Both of these issues should be included in a single communication from Faculty Council to SOD Administration. A draft of this will be provided to Student Rep Hoang for their input.

IV. Overview on Chief Dental Role – B. Bast

CDO Bast provided an overview on the role:

Dean Reddy advised that this role is connected to the integration of UCSF SOD into the UCSF Health System. The School is also examining how the clinics are being operated, and doing so effectively. Examining opportunities to grow clinical programs and improve efficiency in all clinical settings. Works with a team including Tatiana and other clinic leaders to do deep dives in operational matters, aimed at growing clinical revenue to have it come back and support the school.

Academic dentistry is to date not being funded well for the past decade. We're seeking financial sustainability, so examining how dental care is being provided and to develop a business model.

We've been examining, as an example, the school's radiology program. We're really not taking advantage of this. In fact many patients, when radiology services are needed, are being sent outside of SOD. We've been meeting with the numerous different services involved in referring patients to in-house radiology services. The clinical practices should see these services as readily available, so it's another tool on-hand to use for clinicians on the same-day of a patient visit.

Naturally occurring along with this is quality improvement analysis. When things don't go the way we intended them to go, the School needs to have a mechanism in place to conduct deep dives. This mechanism will be one of the projects developed.

Q&A
Q: How is data being used to determine where to look for needs? Do you have sufficient data? Is it shareable?
A: It's early days, but this must be data-driven in meeting with the services. The bulk of our time is meeting with all divisions, clinics to determine what the next steps are. Example, the first meeting for Radiology is meeting with all services and to identify what the problems are. So when we have data then we'll be able to assess and determine the next steps.

Q: How are these improvement processes to be built into the school?
A: This is a goal for the future. There are so many opportunities like the Radiology Services issue. Some aren't seeing the business model issue, the bigger picture, with what's happening and the financial impact.

The culture change starts with leadership, at a departmental level, getting buy-in from the Dept Chairs. A lot of foundational work was accomplished several years ago and given to the Dean's Office. In the in-between years a lot of other matters have occurred, to put this process on pause, but it should be readily available still.

We start each meeting with these different service groups saying that the School isn't closing. There's a narrative that this is the case, but it isn't and that information doesn't seem to be percolating down to the divisions or to faculty. Members advised that perhaps a solution is to have front-line employees (division directors and clinic managers) take business courses on how operations run, so they understand the full business model and profit/loss statements. Bringing transparency may dissolve the false narrative.

Trying to get to a business model that is used throughout the school. The overall goal is that the same budgetary issues/matters are applied the same way across departments, divisions, and all clinics. When people think of cost they aren't just thinking of salary and benefits. Cost isn't just salary/benefits, it's the overhead cost of clinical operations. Member Kapila advised that roughly five years ago, overhead was at 85%. Now it's at 53%.

Q: A lot of the concern is that while the school may not be closing, what's the plan? We know the building itself won't be here in a decade, but where is everything and everyone going?

A: The upcoming building phase for Parnassus campus over the next decade is to do the following 3 things: hospital, Irving Street entrance, the research/academic building. This has been held up by neighbors' concerns. The Dental School revamping is in phase 2, which can't be addressed yet because of phase 1 remaining unfinished.

Faculty will be involved in the planning of the real estate, assessing what the needs assessment is for SOD, and other aspects, including: is the best SOD building a stand-alone building, or a series of clinics linked via real estate? Members discussed that the blueprints circulating are for phase 1 plus are five years old. People are seeing those old plans, seeing the dental school is absent, and coming up with a false idea that the school is closing. SOD Administration will continue to work on resolving the perception that the school is closing. But for the next ten years, SOD will remain where it is. It was pointed out that the hospital isn't going to close either until its refurbished. Members discussed framing the SOD discussion by mentioning the hospital, could be the way to proceed.

V. Department Representative Reports

A. CTB – No rep present
B. OMFS – No rep present
C. PRDS – Second floor has a lot of confusion about the SOD messaging. While the school isn't closing, but what's the plan to compete with UOP in the meantime? The wheels are in motion but waiting for a strategic plan is proving difficult.
D. OFS – No report

VI. Committee Reports.

A. Admissions – Interim Chair Essex presented on behalf of Admissions Chair Abed:

- First set of offers were made and many who have accepted, have already sent deposits. Some students with siblings in the program are undecided between UCSF and another UC dental school.
- A second round of offers is in development.

B. APB – No representative present
C. EPC – Still working on course evaluations. Students are being overloaded with evaluations: one proposal is to have a sampling of student evaluations in some courses. So only a percentage of students complete evaluations in each course.
D. Scholarship - None
E. Student Status – Nothing to report other than the new ID4 Chair selected earlier in the Council meeting.

VII. Old Business

None

VIII. New Business

- Sunil Kapila advised that he is departing for UCLA in January 2022. He wishes the Council the best in the future.

Vice Chair Essex adjourned the meeting at 9:21 am.

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