

Clinical Affairs Committee

Matt Tierney, ANP, PMHNP, CARN-AP, FAAN, Chair

2022-2023 Annual Report

The Clinical Affairs Committee (CAC) elevated clinician voices throughout the year at UCSF and systemwide. CAC commented on six systemwide reviews on (1) abusive conduct, (2) vaccinations, (3) anti-discrimination, (4) immigration enforcement, (5) APM 210, and (6) APM 710. CAC members also participated in a systemwide clinical affairs group to strengthen ties with other health sciences campuses. CAC hosted 10 guest speakers on topics including sustainability, NPS scores for Advanced Practice Providers (APPs), the clinician experience of nursing faculty, creating a more inclusive systemwide Senate, gender equity, the future of UCSF Health, and the proposed acquisition of St. Mary's and St. Francis. CAC also hosted a communication training on "Taming Adrenaline" and has more events planned for the 2023-2024 academic year, including a lunch book club meeting with author Dr. Anna Lembke about *Dopamine Nation*. CAC looks forward to continuing to advocate for clinicians at UCSF and systemwide in the coming year.

2022-2023 Members

Matt Tierney, MS, NP, FAAN, Chair
Malini Singh, MD, MPH, MBA, Vice Chair
Emily Beck, CNM, MS
Bilal Hameed, MBBS
Lindsay Hampson, MD, MAS
Jasleen Kukreja, MD, MPH
Brent Lin, DMD
Kathleen Liu, MD, PhD
Conan Macdougall, PharmD, MAS
Kristina Rosbe, MD
Carlin Senter, MD
Rupal Shah, MD
Bradley Sharpe, MD
Miranda Surjadi, RN, MS, ANP

Permanent Guests

Ted Abraham, MD
UCSF Health
Kelley Meade, MD
Benioff Children's Hospital Oakland
Vineeta Singh, MD
Zuckerberg San Francisco General

Physicians for Engagement, Representation, and Bidirectional Communication Guests

David Hwang, MD
Kirsten Kangelaris, MD
Patricia Robertson, MD

[CAC Senate Homepage](#)

Number of meetings: 10
Academic Senate Staff: Kristie Tappan

Systemwide Business

Systemwide Senate Inclusivity: CAC continued to support improving representation of clinical faculty in the Senate systemwide. Chair Matt Tierney and permanent guest David Hwang served on the systemwide Clinical Affairs Advisory Group (CAAG). CAAG is an informal forum for clinical faculty from all health science campuses to meet, discuss common issues, and support the faculty representative to the Regents Health Services Committee.

In March, CAC invited CAAG leaders, UCSF Division Vice Chair Steve Hetts and CAC's Analyst Kristie Tappan, to discuss their work on CAAG and on the related UC Health Special Committee on Health Sciences and Clinical Affairs. Both groups are advocating for the Academic Senate to expand Senate membership to include faculty in the Health Sciences Clinical and Adjunct series. S. Hetts and K. Tappan shared their advocacy materials and summarized their work to date.

In addition to this systemwide engagement, CAC commented on six systemwide reviews. The committee's comments are summarized below.

Abusive Conduct: CAC first commented on the second systemwide review of the *Presidential Policy on Abusive Conduct in the Workplace*. CAC recommended that the policy clarify whether academic freedom would protect expressing opinions about university policy or opinions about all policies. CAC's letter is included as [Appendix 1](#) of this report.

Vaccinations: CAC next commented on the systemwide review of the *Presidential Policy on Vaccination Programs*. CAC recommended that the University revise the compliance deadline for the *Seasonal Influenza Vaccination Program* from December 1 to November 1 because flu season is well underway by December 1. CAC believed that an earlier deadline would better protect the UC community from infection and severe disease. CAC's letter is included as [Appendix 2](#).

Anti-Discrimination: CAC commented on the *Proposed Presidential Policy on Anti-Discrimination* in April and expressed support. The committee's letter is included as [Appendix 3](#).

Immigration Enforcement: CAC next commented on the *Proposed Presidential Policy on Responding to Immigration Enforcement Issues Involving Patients in UC Health Facilities*. CAC offered support for the policy and recommended that the policy provide additional information about when and how immigration status of patients should be collected. CAC also recommended that the policy provide some guidance to UC faculty, staff, and learners who work at affiliate sites. CAC's letter is included as [Appendix 4](#).

APM 210 - Mentoring: In July, CAC expressed support for proposed revisions to APM 210 on review and appraisal committees and the formal inclusion of mentoring as something that can and should be considered in reviews. CAC appreciated the recognition of teaching and mentoring outside of the classroom, which is where most clinical faculty do their teaching and mentoring. CAC's letter is included as [Appendix 5](#).

APM 710 – Sick Leave: Last, CAC wrote to endorse proposed changes to APM 710 that would allow employees to use sick leave to care for a “designated person” who is not already on the list of relatives who can be cared for using sick leave. CAC's letter is included as [Appendix 6](#).

Divisional Business

MPOX: In the final weeks of the last academic year, after CAC had finalized and posted its 2021-2022 annual report, CAC was asked to provide consultation on UCSF's MPOX (previously referred to as monkeypox) response. CAC responded by making suggestions related to infection prevention and hospital laundry; guidance for parents, childcare sites, and schools; outpatient care; vaccination instructions; a response organizational chart and/or directory; easily identified resources; and coordination with ZSFG.

CAC's letter to Assistant Vice Chancellor, Facilities Services Jon Giacomo and Associate Chancellor Theresa O'Brien is attached as [Appendix 7](#).

Coordination with the Physicians for Engagement, Representation, and bidirectional Communication (PERC): Throughout the year, CAC invited David Hwang, Kirsten Kangelaris, and Patricia Robertson to attend CAC meetings as guests and to share their perspective as leaders Physicians for Engagement, Representation, and bi-directional Communication (PERC). The committee continually benefited from their engagement, suggestions, and thoughtful questions.

Sustainability: In November, CAC welcomed Sustainability Director Gail Lee, Campus Energy Manager Ben Levie, UCSF Health Manager of Energy, Utilities, and Infrastructure Anna Levitt, and Executive Director of Building Maintenance Bruce Mace to its meeting to learn about the work being done to decarbonize UCSF.

NPS Scores for APPs and the Clinician Experience of Nursing Faculty: In December, UCSF Health Chief of Advanced Practice Providers Ivette Becerra-Ortiz and UC Health VP of Population Health and SON Associate Dean for Clinical Affairs Gina Intinarelli-Schuler joined CAC to share the net promoter scores (NPS) for advanced practice providers (APPs) and to discuss the clinician experience of nursing faculty. Of note, CAC learned that there is a gender gap in work experience for those identifying as female compared to male and that salary equity by gender identity, professional development opportunities, and promotion/advancement support would do the most to improve gender equity.

Cancer Center Gender Equity Report: In April, CAC invited Katherine Van Loon to share the results of the Cancer Center Gender Equity Committee's survey and related exit interviews. The survey showed that burnout is high in women and in those with responsibilities as a primary caregiver. The survey also showed a need for improving (1) equal access to opportunities, (2) work-life balance, (3) leader support, and (4) freedom from bias. Faculty members doing gender equity work should be aware of the work of the Cancer Center Gender Equity Committee has done. Their data and analysis can and should be used to advance advocacy efforts across UCSF to improve diversity, equity, and inclusion.

Parking: Parking continues to be a source of stress and frustration for clinical faculty. Chair Tierney compiled committee members' concerns and suggestions and provided them to fellow faculty member Jina Sinskey who has been leading a task force on parking. There has been some progress improving parking, including the return of valet parking at Moffitt, a new parking garage opening in Mission Bay, and the establishment of four emergency parking spots for urgent clinical care. Despite this progress, more needs to be done. CAC members identified several ideas for improvement that do not require increasing the number of available spaces or decreasing prices (both of which would be welcome but may not be feasible given sustainability targets and requirements). Chair Tierney included these suggestions in his correspondence, and CAC will continue to advocate for improvements to parking in 2023-2024. Chair Tierney's email correspondence with Jina Sinskey is included as [Appendix 8](#).

Partnership with UC Health: CAC continued strengthening its relationship with UCSF Health and expects to further solidify its partnership in 2023-2024. UCSF Health CEO Suresh Gunasekaran joined CAC in June to learn about CAC and discuss the challenges UCSF Health is facing, including problems with morale, trust, and communication. S. Gunasekaran shared his thoughts about plans to develop infrastructure and support productivity while mitigating burnout; retaining clinical faculty; ensuring the support of research and education; and how the influence of clinical faculty can be expanded in UCSF Health decision-making. CAC's two follow up letters to S. Gunasekaran are included as [Appendix 9](#) and [Appendix 10](#). The second letter focused on providing S. Gunasekaran with an inventory of committees at UCSF with an eye toward increasing front-line clinician service on UCSF Health committees and greater participation in decision-making.

In July, UCSF Health Chief Strategy Officer and President of the UCSF Affiliates Network Shelby Decosta and VP Strategy Shay Strachan gave CAC an advanced briefing on the proposed acquisition of St. Mary's and St. Francis. CAC greatly appreciated this advance consultation, and CAC will be one of UCSF Health's partners in reviewing documents and materials related to the acquisition in the coming year.

Chancellor's Fund

Last academic year, CAC requested and received \$10,000 from the Senate Chancellor's Fund for communication training targeting clinical faculty. CAC completed spending that funding at the beginning of the 2022-2023 by hosting a September training with SpeechSkills on "Taming Adrenaline." Attendance peaked at 176, and CAC received positive feedback from attendees.

In 2022-2023, CAC requested and received \$20,000 from the Senate Chancellor's Fund for a new Clinical Faculty Well-Being Fund. CAC spent most of 2022-2023 planning on how to spend the fund, and spending began at the end of the year by purchasing copies of *Dopamine Nation* for faculty members so they could participate in a lunch book club meeting with the author, Dr. Anna Lembke, in September 2023. CAC plans to spend the remainder of the fund on a training on "Communicating Effectively with Confidence and Impact" with Stanford Business School professor Matt Abrams, another training with SpeechSkills, and by creating a small grant program to help faculty have in-person events and meetings.

Going Forward

The Clinical Affairs Committee will focus on the following issues in 2023-2024:

- Using the \$20k Clinical Well-Being Fund to provide faculty with opportunities to learn, connect, and enjoy time together. Planned events include:
 - Faculty Book Club with *Dopamine Nation* author Dr. Anna Lembke
 - Faculty Sports Basement Discount Shopping Night
 - "Communicating Effectively with Confidence and Impact" with Stanford Business School professor Matt Abrams
- Strengthening the Senate's Relationship with UCSF Health. Specific projects include:
 - Reviewing materials and providing feedback related to the proposed acquisition of St. Mary's and St. Francis.
 - Reviewing UCSF Health committees in partnership with UCSF Health to increase participation of frontline clinicians on those committees and in UCSF Health decision-making.
- Improving parking for clinical faculty.
- Supporting clinical faculty at affiliate sites.
- Improving systemwide representation of clinical faculty.

Appendices

Systemwide Review Letters

- [Appendix 1](#) Comments on the Presidential Policy on Abusive Conduct in the Workplace
- [Appendix 2](#) Comments on the Presidential Policy on Vaccination Programs
- [Appendix 3](#) Comments on the Presidential Policy on Anti-Discrimination
- [Appendix 4](#) Comments on the Presidential Policy on Responding to Immigration Enforcement Issues Involving Patients in UC Health Facilities
- [Appendix 5](#) Comments on revisions to APM 210 (adding mentoring to review criteria)
- [Appendix 6](#) Comments on revisions to APM 710 (sick leave)

Divisional Correspondence

- [Appendix 7](#) Comments on the MPOX Response
- [Appendix 8](#) Email Correspondence regarding Parking
- [Appendix 9](#) 6/13/23 Letter to UCSF Health CEO Suresh Gunasekaran
- [Appendix 10](#) 8/25/23 Letter to UCSF Health CEO Suresh Gunasekaran