



UCSF

Community Benefit Report

June 30, 2016

Redefining Possible

Report on the community benefit contributions provided by UCSF Health (Medical Center).

Includes a strategic implementation plan based on the health priorities determined in the SF County Community Needs Assessment.

UCSF Health

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UCSF Health Overview

University of California, San Francisco

Administered by the Regents of the University of California, the University of California, San Francisco (“UC San Francisco,” “UCSF”), is part of the University of California, a corporation under Article IX, Section 9 of the California Constitution and a public institution dedicated to advancing health worldwide through advanced biomedical research, graduate-level education in the life sciences and health education, and excellence in patient care.

As San Francisco's second largest employer, UC San Francisco has had a personal effect on a significant number of San Francisco and Bay Area residents. UCSF is a major economic engine in San Francisco, where it has a \$4.7 billion impact and generates more than 30,000 jobs. It is also a major economic force in the Bay Area, where it has a \$6.2 billion impact and generates more than 39,000 jobs, including those who provide goods and services to UCSF and those in construction, according to a new economic impact report. While this report primarily focuses on the activities of UCSF Medical Center, the other organizations within UC San Francisco are integral to the programs and services offered to the community.

UCSF Medical Center and UCSF Benioff Children's Hospital

UCSF Medical Center is the leading hospital in San Francisco and Northern California and a destination for patients with complex conditions from around the world. The medical center is self-supporting and uses its margins to meet important needs in our communities, including training physicians and other health professionals, supporting medical research, providing care to the medically and financially needy, and building and operating facilities to serve the diverse needs of our patients.

UCSF Medical Center's mission, vision and core values unify the organization and are evidenced in the Medical Center's daily operations.

UCSF Medical Center Mission

Defined by the executive team and clinicians as “the reason we exist”, The UCSF Medical Center mission is four-pronged: “Caring, Healing, Teaching and Discovering”.

UCSF Medical Center Vision

The UCSF Medical Center vision reflects what the institution strives to be “*the best provider of health care services, the best place to work and the best environment for teaching and research.*”

UCSF Medical Center Core Values

The UCSF values statement is the guide to the Medical Center's individual and organizational behavioral expectations. It is embodied in the acronym *PRIDE*.

Professionalism in how we conduct ourselves and our business through personal appearance, work environment, greeting patients and guests, on the phone and using electronic mail.

Respect for our patients, families, ourselves and each other through sensitivity to needs, personal privacy, involving and informing patients and families, managing delays and respecting our teammates.

Integrity by always doing the honest, right thing by maintaining confidentiality, using discretion and responding to concerns.

Diversity through understanding and embracing the diverse beliefs, needs and expectations of our patients, community and employees.

Excellence is what we strive for in everything we do.

Though UCSF Medical Center is known and respected widely, its primary commitment is providing leading-edge health care services to the people of San Francisco and communities throughout Northern California. A patient- and family-centered approach is at the center of everything we do, and maximizing the patient experience is at the top of our highest priorities. We also serve the needs of patients through our commitment to translate the discoveries made by basic science and clinical researchers into new treatments. With expertise that covers virtually all conditions, including cancer, heart disease, neurological disorders, organ transplantation and orthopedics as well as special services for women and children, UCSF Medical Center has been included on U.S. News & World Report's Honor Roll of the top hospitals in the United States for more than a decade.

As an academic medical center, UCSF Medical Center offers pioneering treatments not widely available elsewhere. Residents of the City have access to our full spectrum of services, including:

- The only cancer center in the Bay Area designated "comprehensive" by the National Cancer Institute. The UCSF Helen Diller Family Comprehensive Cancer Institute is dedicated to finding new and better treatments for cancer patients.
- Northern California's first nationally designated Center of Excellence in Women's Health, offering specialized care and health education for women.
- The Osher Center for Integrative Medicine, the recipient of two Center of Excellence Awards from the National Institutes of Health for its healing-care approach.
- One of the top six hospitals in the nation in neurology and neurosurgery and the first hospital certified by The Joint Commission as a Primary Stroke Center.
- One of the nation's largest centers for bone marrow and organ transplantation and the only hospital in San Francisco to offer heart, lung, bone marrow, kidney and liver transplants.
- AIDS services, provided collaboratively with San Francisco General Hospital (SFGH) are considered the most comprehensive in the nation.
- Exceptional nurses; UCSF Medical Center was awarded Magnet Hospital designation in 2015 for excellence in nursing care, an honor it shares with less than 7 percent of the nation's 5,700 hospitals registered with the American Hospital Association.

UCSF Benioff Children's Hospital ranks among the nation's best children's hospitals in nine specialties and is one of the top-ranked centers in California, according to the 2014-2015 Best Children's Hospitals survey conducted by the U.S. News Media Group. It is the top Northern California children's hospital in cancer, diabetes and endocrinology, and neurology, according to these rankings. As San Francisco's only children's hospital, UCSF Benioff Children's Hospital provides San Francisco residents with access to more than 150 pediatric physician specialists practicing in more than 50 areas of medicine. Programs designed specifically for young patients include a 50-bed neonatal intensive care nursery, The Madison Clinic for Pediatric Diabetes, child life and school programs and recreational therapy for recovering kids.

Mission Bay Hospitals

UCSF Medical Center at Mission Bay is our newest state-of-the-art hospital complex that has been designed to ensure that our facilities match UCSF's top-notch patient care. Our new hospitals were built with a focus on the patient's experience every step of the way. Here at Mission Bay, you'll find the latest technology, including telemedicine, robotics and intra-operative imaging, as well as space to accommodate tomorrow's innovations. Built alongside UC San Francisco's vibrant research hub, our new hospitals bring together leading physicians and scientists to accelerate the translation of laboratory discoveries into actual treatments and cures. All of this is housed in a structure that incorporates the highest standards of patient safety, energy efficiency, seismic readiness and environmental sustainability.

UCSF School of Medicine

UCSF Medical Center serves as the principal teaching site for the University of California, San Francisco School of Medicine, affiliated with the University of California since 1873. In 2015, the school of medicine ranked third overall among research-based medical schools by *U.S. News & World Report*. In rankings of medical schools for primary care, UCSF also ranked fourth. It is the only medical school in the nation to be ranked in the top five in both the research and primary care categories. The Medical School has been an important part of San Francisco since its founding as Toland Medical College in 1874. It brings a wealth of resources and talent to the City and County of San Francisco, with more than 2,000 faculty and more than 5,000 staff members. Its student body – which is 55 percent female and 27 percent underrepresented minorities – includes more than 1,300 medical degree and doctorate students. In addition, more than 2,000 UCSF residents, clinical fellows, postdoctoral scholars enrich the fabric of San Francisco. Not only is the medical school affiliated with UCSF Medical Center, it has affiliated training programs at other San Francisco hospitals: San Francisco General Hospital, the County's safety net hospital; San Francisco VA Medical Center; and Langley Porter Psychiatric Hospital.

In addition to patient care activities, UCSF School of Medicine is engaged in significant scientific research, and has consistently received more research funds from the National Institutes of Health (NIH) than any other public institution in the country, with a total budget of \$462 million. These research dollars not only support new scientific advances, but provide economic benefit to the City of San Francisco.

UCSF School of Nursing

It was over a century ago – 1907 – that the University of California first established a diploma program at the hospital training school for nurses in San Francisco. Ever since, this School of Nursing has been an exemplar of excellence, innovation and community service. The School evolved into the UCSF School of Nursing in 1959 and includes programs for Masters, PhD, and sociology degrees, with more than 600 students. The school's enrollment includes 37% of students in under-represented minorities. The graduates of these programs – and the faculty who have trained them – have consistently been among the nation's leaders in clinical care, policy development, nursing research, and academia. Students from the School of Nursing are actively engaged in patient care, volunteer and research activities across the City of San Francisco. At Glide Health Services in San Francisco's Tenderloin district, for example, UCSF nurse practitioners serve the City's homeless and poor. The nurse-run clinic receives 13,000 visits a year, and treats patients with conditions from behavioral health issues to diabetes. Practices like this one are vitally important for delivering much-needed health care to underserved communities and for educating tomorrow's nursing workforce.

UCSF School of Pharmacy

The UCSF School of Pharmacy has the nation's top-ranked Doctor of Pharmacy degree program, according to U.S. News & World Report, and tops the list for research funding from the National Institutes of Health. The school enrolls more than 800 students and more than 100 postdoctoral students taught by more than 100 faculty and is supported by more than 300 staff members. The purpose of the school's work in research, education, and patient care is to advance the safe and effective use of therapeutics to improve health locally and around the world. The school's investigators are building the evidence for new ways for pharmacists to improve patient health – and lower costs – and to prepare students for innovative pharmacy practice. Working with UCSF Medical Center is an effective collaboration with the potential to improve medication use, safety and effectiveness in patient care settings – inside and outside the hospital – in bold new ways. Programs managed by the School include the California Department of Poison Control and the Center for Consumer Self Care, which seeks to help consumers take a central part in caring for their own health.

UCSF School of Dentistry

The UCSF School of Dentistry has pursued the mission of advancing oral, craniofacial, and public health through excellence in education, discovery and patient-centered care since 1881. The school's vision is to be a worldwide leader in dental education and public health, clinical practice and scientific discovery. The school enrolls 400 students in addition to MS and PhD degree programs. Its research programs include AIDS research, and health disparities. Its commitment to the community include its post-baccalaureate program for individuals from disadvantaged backgrounds or underserved communities, 14 community-based externship sites and a volunteer community dental clinic – the UCSF Buchanan Dental Center – which records 10,000 no-cost patient visits each year.

UCSF Graduate Division

UCSF also offers graduate degrees in the biological, biomedical, and social and behavioral sciences. The success and superb national rankings of these graduate programs are due to the outstanding faculty research done here. The degree granting programs are organized around several interdisciplinary research areas which often contain members from several departments. Currently, there are 28 degree and certificate programs, the majority of which are ranked in the top 10 nationally. The Graduate Division administers several diversity programs including the NIH/NIGMS-sponsored IRACDA Scholars in Science (ISIS) Fellowship Program for postdoctoral scholars and the Initiative to Maximize Student Development (IMSD) Fellowship for underrepresented minority graduate students; and summer research opportunities.

Community Benefit Planning Process

Center for Community Engagement

Recognizing its potential to contribute to improving the health and well-being of the public, UCSF created the Center for Community Engagement (CCE), currently administered by Clinical Translational Science Institute (CTSI). The CTSI Community Engagement & Health Policy Team is housed within CCE. The CCE Council and Center coordinates the many existing partnerships between UCSF-affiliated individuals and groups and community-based and public organizations. The Center is guided by a Council that consists of 12 UCSF and 12 community representatives. The role of the Council is to ensure the Center for Community Engagement achieves its mission to build collaborative relationships between UCSF and the community, to promote civic engagement, to foster community health and well-being, and to enhance the environment for education, research, employment and patient care at UCSF. The Council serves as an advisory board for the UCSF Medical Center community benefit work.

The CCE Council has identified four areas of focus:

- Health, Safety and Environment
- Education
- Community Building
- Economic Development

The CCE addresses these focal areas by facilitating partnerships between the community and UCSF; by enhancing capacity of individuals from UCSF and community-based organizations to navigate each other's customs and procedures; by serving as an information clearinghouse and coordinating center; by tracking UCSF community partnership activities; and by raising the visibility of community-academic partnerships.

The CTSI Community & Engagement team is represented on the San Francisco Health Improvement Partnership Steering Committee and also serves as co-Backbone. This is the team that is conducting the Community Health Needs Assessment on behalf of UCSF.

Community Health Needs Assessment

The 2016 Community Health Needs Assessment (CHNA) takes a comprehensive look at the health of San Francisco residents by presenting data on demographics, socioeconomic characteristics, quality of life, behavioral factors, and built environment, morbidity and mortality, and other determinants of health status.

The San Francisco Health Improvement Partnership (SFHIP) guided CHNA development. SFHIP is a collaborative body whose mission is to embrace collective impact and to improve community health and wellness in San Francisco. Membership in SFHIP includes the San Francisco Department of Public Health, San Francisco's non-profit hospitals, the Clinical and Translational Science Institute's Community Engagement and Health Policy Program at UCSF (representing the UCSF Medical Center), the San Francisco Unified School District, The Office of the Mayor, community representatives from the Asian and Pacific Islander Health Parity Coalition, Human Service Network, Chicano/Latino/Indigena Health Equity Coalition, and African American Community Health Council, Community Clinic Consortium, Faith based and philanthropic partners. SFHIP completes a CHNA once every three years.

The 2016 CHNA was guided by the principles of equity, alignment, promotion of community connections, increasing efficiency, catalyzing and prioritizing action, and understanding assets and alignment of solutions.

The 2016 CHNA collected information on the health of San Franciscans via three methods — Community Health Status Assessment, Assessment of Previous Assessments, and Community Engagement. Through review of the information provided by these sources SFHIP identified San Francisco's health needs.

Community Health Status Assessment

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. While biology, genetics, and access to medical services are largely understood to play an important role in health, social economic and physical environmental conditions are now known to be major, if not primary, drivers of health. These conditions are known as the Social Determinants of Health and are shaped by the distribution of money, power, and resources throughout local communities, nations, and the world.

Recognizing the essential role social determinants of health play in the health of San Franciscans, the Community Health Status Assessment examined population level health determinant and outcome variables. We used the San Francisco Framework for Assessing Population Health and Equity, which is a modified version of the Public Health Framework for Reducing Health Inequities published by the Bay Area Regional Health Inequities Initiative to guide variable selection. We ranked and selected available variables based on the Results Based Accountability criteria for indicator selection—communication power (ability to communicate to broad and diverse audiences), proxy power (says something of central significance), and data power (available regularly and reliably), as well as the ability to examine health inequities and current use by stakeholders. In all, 177 variables were analyzed.

Assessment of Prior Assessments

Over the years, a variety of valuable health needs assessments have been completed in San Francisco; therefore, we completed an assessment of assessments to ensure that this existing knowledge was integrated into the CHNA. We identified existing assessments by reaching out to community groups, city agencies and others as well as through internet searches.

Community Engagement

- We worked with community partners to co-host community meetings with target The goals of the community engagement component of the CHNA were to:
- Identify San Franciscan's health priorities, especially those of vulnerable populations
- Obtain data on populations for which we have little quantitative data
- Build relationships between the community and SFHIP
- Meet the regulatory requirements including the IRS rules for Charitable 501c3 Charitable Hospitals, Public Health Accreditation Board requirements for San Francisco Department of Public Health and the San Francisco's Planning Code requirements for a Health Care Service Master Plan

We worked with community partners to co-host community meetings with target populations. Target populations were selected based on four factors...

1. the population has known health disparities,
2. little information describing the health of the population was available,
3. the population was not included in a recent health assessment, and the population was reachable through an existing community group

Where possible we joined existing meetings in an effort to increase efficiency and facilitate participation by residents. Successful community engagement would not have been possible without the contributions of our community partners:

- Advancing Justice of the Asian Law Caucus
- African American Art and Cultural Center
- Asociación Mayab
- CARECEN
- Filipino American Development Foundation
- Instituto Familiar de la Raza
- Larkin Street Youth
- LGBT Center
- Native American Health Center
- On Lok 30th Street Senior Center
- Swords to Plowshares
- Transitions Clinic

In total, 127 participants attended 11 meetings between July 1st and October 2nd, 2015. Participants came from a variety of backgrounds. The ethnic groups with the largest representation in the meetings were Latino (23 percent), Black/African American (15 percent), White (17 percent), and Asian (12 percent). Other self-reported ethnicities included Arab, Filipino, Jewish, Middle Eastern, and Native American. The majority of participants were female (59 percent).

Health Need Identification

To identify the most significant health needs in San Francisco, SFHIP steering committee, and SFHIP Community Health Needs Assessment Subcommittee met twice. Participants identified health needs through a multistep process. First, participants reviewed data and information from the Community Health Status Assessment, the Assessment of Prior Assessments, and the Community Engagement, as well as the health priorities from the 2012 Community Health Improvement Plan. Then, using the Technology of Participation approach to consensus development, participants engaged in small group focused discussions about the data. Finally, participants developed consensus on the health needs. Throughout the process needs were screened using pre-established criteria.

Through this process two foundational issues and seven health needs were identified. Foundational issues are needs which affect health at every level and must be addressed to improve health in San Francisco.

The two foundational issues identified were:

- Economic barriers to health
- Racial health inequities

The seven health needs identified were:

- Psychosocial health
- Healthy eating
- Safety and violence prevention
- Access to coordinated, culturally and linguistically appropriate services across the continuum
- Housing stability/homelessness
- Substance abuse
- Physical activity

SFHIP used the CHNA findings to further prioritize the seven identified health needs into three and will be developing goals, objectives and strategies for collaborative action to improve the health of San Francisco residents. The three priority health needs are:

- Psychosocial health/substance abuse
- Healthy eating/physical activity
- Access to coordinated, culturally and linguistically appropriate services across the continuum

The report was written to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r), requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years. The required written plan of Implementation Strategy is to be set forth in a separate written document. At the time that the hospital collaborative conducted this CHNA, Notice 2011-52 from the Internal Revenue Service provided the most recent guidance on how to conduct a CHNA. This written plan is intended to satisfy each of the applicable requirements set forth in IRS Notice 2011-52 regarding conducting the CHNA for the hospital facility.

A full copy of the report can be accessed here: [Main Report](#) & [Appendices](#)

San Francisco Community Characteristics

UCSF Medical Center provides primary, secondary, tertiary and quaternary care services, drawing our patients from throughout Northern California. Across the counties it serves, the largest percent of patients are residents of San Francisco County. Therefore, for purposes of its community benefit program planning, UCSF Medical Center identified San Francisco County as its target community.

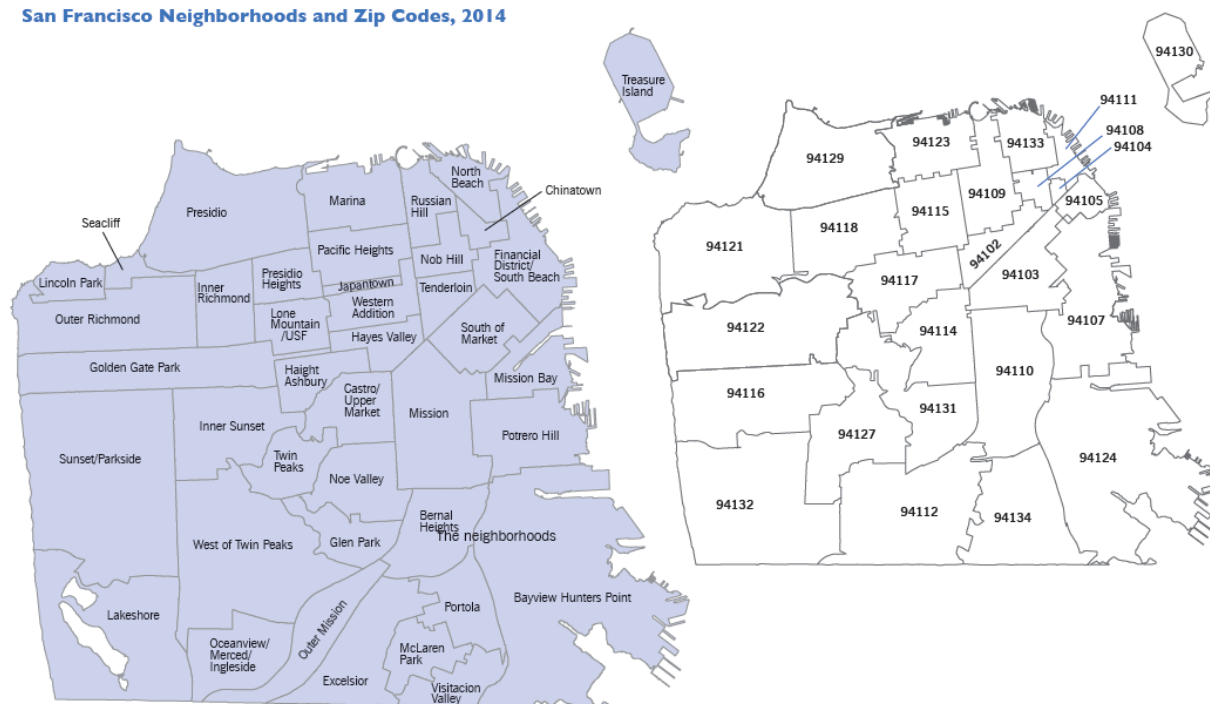
San Francisco County is a racially, ethnically and economically diverse community:

- The White population accounts for less than one-half of the City's population, which includes large Asian and Latino populations. The racial composition varies significantly across neighborhoods.
- Linguistic isolation rates are high, with highest rates in households speaking an Asian language.
- While the average household income is relatively high compared to California and the U.S., there are significant numbers of persons living at less than 200 percent of the poverty level.
- Despite the large presence of health care institutions and biomedical technology firms, a sizable percent of the population has no high school degree.

San Francisco County ranks 22rd across California's 58 counties in health outcomes, with poor rankings in the following areas as compared to the state as a whole:

- Higher rate of low birth weight infants
- Higher rates of excessive drinking
- Higher rates of sexually transmitted diseases
- Higher rates of persons with inadequate social support systems
- Higher rates of violent crime
- Lower ratios of primary care physicians and dentists

San Francisco Neighborhoods and Zip Codes, 2014



Total population:	848,564	White:	41.4%
Median age:*	38.5	Latino:	15.9%
Median household income:*	\$ 77,487	African American:	5.4%
Percentage living in poverty:	13%	Asian and Pacific Islander:	33.7%
Children living in poverty	13%	Living under 200% poverty	29%
Percentage unemployed:*	6.2%	Native American:	0.2%
Percentage uninsured:	11.1%	Other:	3.4%
Linguistically Isolated	23.0%	No high school diploma:	14.29%

UCSF Medical Center Community Benefit Contributions

Serving the community has been ingrained in the ethos of UCSF since the early days of treating neighbors in need after the great 1906 San Francisco earthquake and fire. For nearly 150 years, UCSF has been an integral and important member of the community as a public university, health care provider and leader in life sciences research. UCSF forges many fruitful partnerships in the San Francisco Bay Area and beyond to further its *Redefining Possible*™ mission.

UCSF serves the community through numerous activities such as:

- Providing high-quality patient care at local hospitals and neighborhood clinics
- Educating physicians, nurses, dentists, pharmacists and other health professionals
- Conducting life sciences research in cooperation with partners across the City and around the globe
- Reaching out to students at all educational levels to advance knowledge and promote higher education
- Partnering with institutions and organizations of all kinds to promote health, wellness and quality of life
- Sponsoring social, recreational, cultural and educational activities that are open to the public

UCSF is devoted at every level to serving the public. From free children's health screenings to providing care for the low-income, homeless and under-insured, from innovative partnerships addressing the roots of poor health care to leading-edge biotechnology that will cure some of the most pernicious diseases, UCSF brings significant resources to an ambitious public mission.

UCSF's public mission extends well beyond San Francisco, and delivers a substantial impact upon the Bay Area, California, the nation and the world. The economic impacts of UCSF Medical Center's community benefit activities are particularly significant and referenced at the conclusion of this report (Pg. 32).

Please find in the following pages a partial inventory of UCSF community benefit activities that addresses community needs in collaboration with community partners.

Access to Care

Cancer Screenings

- The UCSF Department of Dermatology has hosted free **Skin Cancer Screenings** each year at locations around San Francisco, with volunteer participation from UCSF Medical Center and San Francisco General Hospital. This year, nearly 40 faculty, residents, staff and medical students gave their time to make the screening a success. Of those who were screened, UCSF dermatologists made 85 case referrals, including 22 possible cases of melanoma – the most dangerous form of skin cancer – and 23 possible cases of non-melanoma skin cancer.
- A part of national Oral, Head and Neck Cancer Awareness Week, UCSF Medical Center participates in an annual free **Head and Neck Cancer Screening**, sponsored by the Head and Neck Cancer Alliance, to raise public awareness about the disease, and provide an early detection service to the community.
- A new partnership between Counsyl and UCSF aims to give free **genetic cancer screenings** to every San Francisco Bay Area woman who wants one. It is said that one in eight American women will develop invasive breast cancer. This year alone, more than 230,000 women are expected to be diagnosed with invasive breast cancer; about 60,000 will be diagnosed with non-invasive (in situ) breast cancer. To do its part during Pink October, UCSF partnered with health technology company Counsyl and the national non-profit Bright Pink for Get Ahead of Cancer SF. The project aims to offer all San Francisco Bay Area women a genetic cancer screening that can identify BRCA1 and BRCA2 gene mutations, among others, which are associated with higher risks of inherited breast, ovarian, and gynecological cancers. While doctor's appointment fees may apply, the screenings are free. Patients who submit a saliva or blood sample to Counsyl receive their results within just two weeks. Following the screening, women will have access to Counsyl's team of board-certified genetic counselors, which has provided more than 10,000 hours of counseling to help patients understand their results quickly and become empowered to make informed decisions about their health.

Skilled Nursing Home Support Program

UCSF Medical Center directs and pays for temporary **skilled nursing, assisted living, home health, dialysis, attendant care, and inpatient residential hospice services** for patients without financial resources to provide a safe discharge plan for the patient and continued recovery. UCSF also supports indigent patients' and their families' needs through meal vouchers, taxi vouchers, transportation and lodging assistance.

Clinic by the Bay

The Clinic by the Bay, San Francisco's Volunteers in Medicine clinic, is the 82nd VIM clinic in the country and the first in Northern California. The clinic is a private, nonprofit medical clinic that provides free health care for working, uninsured adults residing in the Excelsior neighborhood (94112), Visitacion Valley/Portola (94134) and in Daly City (94014, 94015). As part of the national network of Volunteers in Medicine clinics, the clinic engages retired and practicing doctors, nurses, and other volunteers to provide compassionate, high-quality health care, free of charge. UCSF Medical Center provides free ancillary services to Clinic by the Bay for their patients who do not have the ability to pay and might not otherwise receive the diagnostic services they require.

Clinic By the Bay Impact UCSF provides essential support to us in the form of ancillaries such as labs and imaging. The monetary value placed on the support by UCSF is about a maximum of \$72,000 which is the sum of the charges we are allowed to incur that our patients get for free.

Children's Health Hut at UCSF

The Children's Health Hut at UCSF (CHH) at UCSF is a volunteer organization comprised of dental, medical, nursing, pharmacy and physical therapy students who are committed to improving the health of children. CHH brings interactive health screenings and educational programs to convenient neighborhood locations. Since 2011, CHH has screened over 300 kids across the City. Each quarter, CHH participates in several health fairs at schools, parks, health centers and other locations throughout the City.

Children's Health Hut provides a unique opportunity to reach out to diverse communities and provide health education to children in these areas. Volunteers are responsible for educating children about healthy habits such as the proper techniques to brushing your teeth, or washing your hands. In addition, volunteers can assist in medical and dental screenings for the children. The Health Hut visits health fairs, community centers, and schools within San Francisco neighborhoods promoting health education and facilitating access to health care.

Give Kids a Smile Day

Give Kids a Smile Day is one of many outreach events the UCSF School of Dentistry undertakes on an ongoing basis. Faculty and students from the school serve the San Francisco community at the UCSF Parnassus Dental Center. Last year, 96 percent of patients seen at the clinic received prophylaxis and polish and 88 percent received fluoride varnish. Dental school personnel also placed 89 sealants on children's teeth to prevent future cavities.



Children's Oral Health Program

In the fall of 2013, a diverse group of children's oral health stakeholders came together to begin San Francisco's first ever citywide strategic planning process for children's oral health. This one-year effort which was supported by the UCSF CTSI Community Engagement & Health Policy Program, and the SF Department of Public Health, was funded by Metta Fund; and engaged many partners across multiple sectors, disciplines, and organizations. It resulted in not only the development of a blueprint to guide our city to advance children's oral health, but it also galvanized a dedicated collaborative, and raised the awareness of the importance of oral health overall. Support from the Hellman Foundation has enabled the work of the San Francisco Children's Oral Health Collaborative to continue, with a focus on coordinating the implementation of the Strategic Plan.

In February 2015, the San Francisco Health Commission endorsed the SFHIP Children's Oral Health Strategic Plan and passed a resolution supporting the plan to improve the oral health of all San Francisco children. Currently in Year One of implementing the plan, the Implementation Coordinating Committee, consisting of 20 citywide stakeholders, meets quarterly. This committee, along with four implementation work teams, are working to move forward with achieving the target Year One goals of the Strategic Plan. The four implementation teams are targeting the four core areas of the Strategic Plan: *access* to dental services, *integration* of oral health into all areas of health, oral health *promotion* and education, and *evaluation* of progress made towards the three year indicators and identified performance measures.

Financial Fitness Clinic

Without the financial resources to afford healthy food, basic housing or needed medications, many individuals struggle to attain optimal health. That is where the Financial Fitness Clinic steps in. Held at the UCSF-affiliated Zuckerberg San Francisco General (ZSFG), this clinic recognizes the connection between economic and physical well-being, providing counselling and education to patients and their families who are in financial need. The San Francisco Housing Development Cooperation has partnered with ZSFG to provide these services.

San Francisco Medical Legal Partnership

Medical-legal partnerships are a model used across the country whereby free legal aid services are co-located with medical care. The San Francisco Medical Legal Partnership works at UCSF-affiliated Zuckerberg San Francisco General (ZSFG) in the Family Health Center, the Children's Health Center, and the Obstetrics and Gynecology clinic. The aim is to provide patients and their families with assistance with legal issues such as habitability violations, pregnancy leave rights, and U visas (for victims of violent crimes). The attorneys provide direct services to clients and educate medical providers about how to spot a legal issue and triage it to the appropriate resource. This program involves over 300 participants/year.

Children's Health Equity Collective

Established in July 2015, the UCSF Child Health Equity Collective (CHEC) builds on decades of innovation at UCSF to address child health inequities through research, policy, education, clinical programs, and community engagement. "Collective" in our name reflects a commitment to cooperating across disciplines, departments, and domains ensuring wellness for all of Bay Area's children.



- Establish a collaborative network to address child health inequities. We foster innovation and collaboration to advance child health equity by creating a network of community leaders, researchers, patients, policy makers, agency staff, and health care providers across sectors, disciplines and policy areas.
- Partner with community organizations to generate and facilitate multidisciplinary research and clinical programs. We partner with others to enhance the research literacy of the communities we serve and, reciprocally, to increase the community literacy of our faculty. By creating a shared language and infusing the

community's perspective throughout our efforts, we generate new findings and resources to eliminate child health disparities.

- Cultivate a diverse health care workforce that reflects the community. We work across the educational pipeline to increase diversity in the health professions by introducing youth from racial and ethnic groups that have been historically underrepresented to career opportunities in children's health.
- Build children's health as the foundation for life-long health. We support longitudinal research and advocate for research, programs, and policy that support the development of healthy families and environments in which children can thrive and grow into healthy adults.

- Leverage and enhance children's health data to achieve wellness for every child. Children have many data points being captured about them in existing systems such as health care and education, which we will use to better target interventions that maximize each child's opportunity to achieve optimal wellness.

Asian Health Center – Bilingual Health Education

The UCSF Asian Health Center, among the first center of its kind in the country, opened in May 2006 at UCSF Medical Center at Mount Zion. The Center provides free educational programs regarding cardiovascular disease and stroke; the leading causes of death among Asian-American men and women.

Monthly Bilingual Community Health Education Program

This is the only unique bilingual (English/Cantonese) health education program in San Francisco serving the local Asian community, especially the ones with language difficulties. It covers disease/wellness topic areas that are specifically important to Asian Americans. The goal is to increase the health literacy of this often neglected population, and help to decrease the health and healthcare disparities of this population. The classes in this program are conducted once a month, usually 1.5 hours long, with talks and a question/answer period. The public service announcements about these classes are themselves short educational pieces, bringing important health messages to even people who may not be able to come to class.

Program Impact: Classes reach over 1,000 participants per year. Public service announcements with short messages reach over 200,000 per year.

Care for Special Populations

Cancer Support Services

The Helen Diller Family Comprehensive Cancer Center offers many ongoing Wellness Classes and Cancer-related support groups, as well as special services such as Community Referrals, Free Hats for Cancer Patients, Informational Brochures & Lending Library and a free wig clinic. The Legacy Project is a free video-recording service for people facing life-threatening illness.

The **Abundant Life Health Ministries Initiative (ALHMI)** was established in 2005 by the UCSF Helen Diller Family Comprehensive Cancer Center's Faith Communities Committee to address the cancer disparities that affect African Americans. Its mission is to build the capacity of church health ministries to reduce health disparities and to do so through dissemination or development of evidence-based interventions designed for the African American church. The program consists of four components: i) an annual Gathering for Faith and Community, convening clergy and health ministry leaders from around the Bay; ii) provision of mini-grants to participating churches; iii) training in an evolving array of capacity dimensions; and iv) ongoing technical assistance. Each year since 2008, more than 50 churches from four Bay Area counties participate in the ALHMI Gathering, and 40 churches have received mini-grants totaling \$146,285.

Program Impact: Participating churches (mini-grant recipients and all services) in the current year included 9 small churches (congregation <150); 8 medium churches (151-499); and 1 large church (500+).

The **HDF-CCC Men's Health Committee (MHC)** is a coalition of public health and community leaders, working with staff of the Cancer to reduce prostate cancer disparities among African American men. Established in 2007, the Committee organizes and sponsors an annual large scale education and screening event in Oakland, supports prostate disparities research in collaboration with community clinics, and established and maintains the first support group in the East Bay for African American men with prostate cancer.

Program Impact: Education - 150 men; screened - 50 men; support group 2 meetings per month attended by 10-15 men

A Project of **UCSF Partners in Care "Friend to Friend"** was inspired by the UCSF Mount Zion Auxiliary's 100-year tradition of providing services and assistance to patients, their families, and friends. Thanks to the generosity of Joe Friend, who donated funds in honor of his late wife, Ida, the boutique first opened its doors in 1998, in a small space on Sutter Street. When the Helen Diller Family Comprehensive Cancer Center opened at Mt. Zion, Friend to Friend relocated to the new facility. A portion of the shop's profits go into the Friend to Friend Fund which supports programs and services for indigent women who need cancer related products.



The Firefly Project is a monthly exchange of letters and collaborative art work between teens throughout the Bay Area, UCSF medical students and UCSF patients. At the end of the year, a Healing Service where the patients (coping with Cancer and AIDS) meet their student pen pals for the first time after a yearlong relationship through letters. In addition, two public readings are held in the community.

Art for Recovery holds an Open Art Studio every week for three hours open free of charge to anyone dealing with cancer. Art for Recovery periodically offers groups and workshops free of charge to our patients: writing and art making workshops, journal workshops, etc.

Camp Okizu is a free summer camp for children, who have or have had cancer, and their families. Okizu is the Sioux word for unity, to come together, to heal, to make whole. The camp was developed with the cooperation of seven Northern California hospitals, including UCSF Medical Center and UCSF Benioff Children's Hospital. The camp provides a place where children can meet others who have lost their hair during chemotherapy, have had to face a limb amputation or have experienced a relapse of cancer after months or years of treatment. Doctors and nurses from the seven participating hospitals serve as volunteers to help plan and staff camp activities for more than 600 children a year. Camp sessions are held throughout the summer at no cost to participating families.

Oncology Camp The camp operates several four-day retreats called Oncology Camp. At the beautiful 500-acre camp site, children have the opportunity to learn independence, develop self-esteem and learn new skills. There's swimming, boating, archery, crafts and the companionship of other campers. The camp provides a place where children can meet others who have lost their hair during chemotherapy, have had to face a limb amputation or have experienced a relapse of cancer after months or years of treatment. For many children, the anticipation of Camp Okizu helps them through their painful treatments and diagnostic procedures. The camp has specially trained counseling staff to assist kids throughout their four-day stay. During each camp session, an oncologist or cancer specialist, several nurses and staff from various hospitals, including UCSF Benioff Children's Hospital, participate.

Siblings Camp In addition to Oncology Camp, a Siblings Camp is offered for children ages 6 to 17 who have or have had a brother or sister with cancer. Weeklong Oncology and Siblings Camps are held from June to August.

Family Camp UCSF Benioff Children's Hospital also hosts a Family Camp weekend. Family Camps, held from May to September, are designed to give families a few days to "get away" for fun and relaxation.

Patient & Family Support Groups

Epilepsy Support Group

The UCSF Epilepsy Center coordinates free monthly support groups that meet at our Parnassus campus and at the San Francisco Veterans Affairs Medical Center. People living with epilepsy, as well as their friends and family, are encouraged to join us for discussion and education in a caring and supportive environment. For Mandarin and Cantonese speaking patients and families a Chinese Living with Epilepsy Support Group is also available.

Disorder of Sexual Development Parent Support Group

This support group is for parents of children with disorders of sex development (DSD). The group brings parents together to support one another and share their experiences and concerns.

Young Adults with Cancer Support Group

This support group is a place for people in their 20s and 30s to come together to share their stories, insights and offer support to each other. The group is open to people with all types of cancer at all stages of disease and treatment, including people who are post-treatment, but are looking for a cancer support community.

Diabetic Youth Foundation Camp

Diabetic Youth Foundation Camp is a partnership between UCSF Benioff Children's Hospital and UCSF Medical Center and the Diabetic Youth Foundation to improve the quality of life for children and teens and their families affected by diabetes. Throughout the summer, many UCSF patients participate in the camp, staffed by members of the UCSF pediatric diabetes team.

American Heart Association

UCSF Medical Center partnered with the American Heart Association as the 2016 Go Red for Women Cause Partner. Together they have challenged Bay Area women to take charge of their heart health through “Go Red Better U.” This partnership includes support to educational events to the community, including health screenings and sidewalk CPR trainings, reaching underserved women with heart health education, and hosting a multi-week heart health makeover with Bay Area women over the next year.

Annually, many UCSF Staff participate through their departments in the American Heart Association's “Heart Walk”. The Heart Walk celebrates those who have made lifestyle changes and encourages many more to take the pledge to live healthier lifestyles while raising the dollars needed to fund life-saving research and initiatives in the local Bay Area community.

HIV/AIDS Resource Support

Since 2007 UCSF Medical Center has donated medical supplies for the **Annual AIDS LifeCycle**, a seven-day, 545 mile bike ride from San Francisco to Los Angeles that raises money and awareness for the HIV- and AIDS-related services of the Los Angeles Gay and Lesbian Center and the San Francisco AIDS Foundation.

Since the first **San Francisco AIDS Walk** in 1987, UCSF has been a strong presence in the fundraiser that enables the San Francisco AIDS Foundation, and many other HIV/AIDS service organizations throughout the Bay Area, to provide prevention, care and advocacy programs for thousands of men, women and children living with HIV/AIDS. Some of the beneficiaries of the 2015 AIDS Walk include the UCSF Alliance Health Project, formerly called the AIDS Health Project. Overall, in 2015 UCSF teams raised more than \$100,000, holding position as one of the city's top fundraisers.

Women's HIV Program

The Women's HIV Program at UCSF (WHP) has provided sensitive, effective healthcare to women and girls living with HIV for over 20 years.

In that time, the research has shown that the key to making patients strong again is to treat not only their medical needs, but to also effectively address trauma – which is incredibly common among our patients and has a dramatic impact on their health and lives. HIV is symptom of a far larger problem – violence against women and girls. Our model of trauma-informed care helps women heal from and prevent trauma as a core part of their primary medical care.

The WHP clinical team is committed, compassionate, and competent. Physicians, nurses, pharmacists, and social workers collaborate to create the best care plan for each patient. The extended team includes the world-class medical resources of UCSF and a cadre of community partners. With incredibly efficient use of a very small budget, and a model of care based on evidence of what is actually effective, a caring community converges; lives are saved; dignity is restored; families are preserved; and valuable lessons about healthcare innovation are learned.

WHP is now among the nation's foremost researchers and health policy leaders, advocating for a transformation of our healthcare system to one that is trauma-informed. Our research has provided the foundation for a movement towards trauma-informed primary care. We have published studies documenting staggeringly high rates of trauma and post-traumatic stress disorder (PTSD) among women living with HIV, the negative impacts of trauma on health and well-being, and the efficacy of pragmatic interventions to help women heal from trauma and prevent further abuse. Our team now affects health policy among national foundations and at the highest level of government. WHP was recently

selected to be one of six national demonstration sites for trauma-informed primary care. WHP co-led the National Strategy Group on Trauma-informed Primary Care and is now working in partnership with the White House Office of National AIDS Policy, the U.S. Department of Health and Human Services, the Federal Substance Abuse and Mental Health Services Administration and other major national foundations to develop and disseminate this model broadly throughout the country.

Psychosocial Health

The **Division of Infant, Child, and Adolescent Psychiatry (ICAP)** is part of the Department of Psychiatry at Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG). Its mission is to provide quality, culturally tailored, and trauma-informed mental health services for youth (from birth to age 24) and their families as part of a comprehensive, coordinated approach to care across the developmental age spectrum. **Child and Adolescent Services (CAS)** is an outpatient clinic devoted to providing mental health and substance abuse services to the children of San Francisco and their families who are living in or near poverty to facilitate the full and healthy development of each child and youth and support their families. Diversity-informed services are provided to a multicultural population of children, families and professionals throughout San Francisco.

The following program activities impact 500 families annually.

- Assessment, treatment, advocacy, and referral services for children, youth, and families who have experienced trauma (interpersonal, community, medical, immigration), and/or who present with serious emotional or behavioral problems by making available accessible, clinic, community, and school-based mental health services that are linguistically and culturally appropriate and evidence-informed.
- CAS provides empirically supported youth eating disorder assessment and treatment and integrated care with primary care providers in pediatric continuity clinics to decrease barriers in access to care and support the health development of each child and youth.
- The Infant-Parent Program (IPP) is an infant and early childhood mental health program focusing on the relationships between young children and their adult caregivers.
- Clinical services include assessment and intervention offered at Zuckerberg San Francisco General Hospital and Trauma Center or, more commonly, in community settings including families' homes, residential programs, shelters, and transitional housing programs.
- The program also provides consultation to multidisciplinary professionals serving children birth through age five in early childhood education, primary care, and other service settings.

Citywide Focus

Serves 400 of the highest consumers of San Francisco Community Behavioral Health Services (CBHS) acute services with four culturally-focused Assertive Community Treatment (ACT) model teams:

Citywide Forensics

Serves 150 adults referred from the San Francisco Behavioral Health Court (BHC) partners. Clients suffer from serious mental illness, made more complicated with substance abuse and have long histories of felony level criminal justice involvement. The goal of the BHC is to engage clients in treatment under court supervision, as a way to resolve current criminal charges, reduce the likelihood for recidivism, and improve mental health outcomes.

Citywide Linkage Team (CLT)

The Citywide Linkage Team (CLT) provides two-to-four month comprehensive clinical and case management services to clients being discharged from psychiatric inpatient hospitals to the community. At any given time, approximately 75 clients are being served by this team. CLT has been critical in helping to reduce the length of inpatient stay at SFGH and thus minimize Medi-Cal decertified bed days.

Citywide Roving Team

Roving Team: Works with residents of 26 service supported hotels with 2,446 units managed through the Human Services Agency

- Drs. Julian and Raye Richardson Apartments: Opened in September 2011, managed by SFDPH/Direct Access to Housing (DAH). The building is located in Hayes Valley and has 120 units; it houses formerly homeless persons with chronic medical and psychiatric conditions. The building is staffed by a multidisciplinary team providing case management services, crisis intervention, outreach, medication management and monitoring.
- Rene Cazanave Apartments: Opened in late 2013, the building is also managed by DAH. It is located close to the Transbay terminal, and staffed in a similar way to the Richardson.

Citywide Employment Services

Serves clients across the division and/or living in San Francisco interested in employment training. Here are some of their programs:

- Cooperative Partner to SF Department of Rehabilitation: Serving any consumer of mental health services in San Francisco interested in employment services. Specializes in working with persons with a criminal justice history or with pending legal charge. Total service capacity is 170 clients.
- Stipend volunteer-based vocational training at SFGH: Provides an opportunity for social enterprise and vocational training.
- First Impressions: In partnership with the Asian Neighborhood Design, clients receive training in basic construction and remodeling skills, and participate in remodeling project of SFDPH/Community Behavioral Health Services (CBHS) clinics' waiting room, with aim to make them more welcoming and culturally representative of the clients served.
- Housing and Employment for Recovery Outcomes (HERO): For clients participating in the Behavioral Health Court, this program provides six months of no-cost housing and supported employment, with the idea that employment is the primary treatment goal.

UCSF Healthy Environments and Response to Trauma in Schools (HEARTS)

The UCSF HEARTS project is a comprehensive, multilevel school-based prevention and intervention program for children who have experienced trauma. The goal of UCSF HEARTS is to create school environments that are more trauma-sensitive and supportive of the needs of traumatized children. A main objective of this project is to work collaboratively with SFUSD to promote school success by decreasing trauma-related difficulties and increasing healthy functioning in students within the San Francisco Unified School District (SFUSD) who have experienced complex trauma. Trauma-sensitive school environments will likely benefit not only traumatized children, but also those who are affected by these children, including child peers and school personnel.

In collaboration with SFUSD, UCSF HEARTS focuses on three main areas:

School-based intervention and prevention work with children and adolescents directly and indirectly affected by trauma.
» trauma-informed therapeutic interventions for youth who are having post-trauma difficulties

- » skill-building groups for at-risk youth
- » classroom presentations on coping with trauma and violence

Training, consultation and support for adult members of the caregiving system (school personnel and parents/guardians)

- » Interventions such as psychoeducational and skill-building workshops for parents/caregivers
- » Training and consultation in complex trauma and trauma-sensitive practices for teachers, administrators, paraprofessionals, and school mental health staff
- » Support for school staff around stress, burnout, and vicarious traumatization

Working with SFUSD at the school-level and the district-level to help improve school- and district-wide policies and procedures. Trauma-informed consultation around positive behavioral support systems, discipline policies, and alternatives to suspension from school for students with behavioral challenges

Roadmap to Peace

Roadmap to Peace: A Community Initiative (RTP), a five-year community-driven systems reform initiative dedicated to transforming the health and safety outcomes of the 500 most disconnected Latin youth ages 13-24 years of age in San Francisco. The longer youth remain disconnected, the more they are exposed to increased risks that can have devastating lifelong repercussions. The RTP seeks to change these outcomes by providing an effective alternative. It was conceived by youth service providers, parents, and community participants who understand how and why disconnected youth fall through bureaucratic cracks. Rather than asking youth to accommodate to bureaucratic processes, the RTP builds systems around the needs of youth.

Alcohol Policy Partnership Working Group

The SFHIP Alcohol Policy Partnership Working Group (PWG) is addressing alcohol-related public health and safety problems in San Francisco through policy analysis, development and change that is based on public health and community evidence and best practices. The initial focus is on policies that regulate access to and availability of alcohol in our neighborhoods. Using primary environmental prevention and health disparities frameworks, they've developed a multi-sector partnership with stakeholders living and working in neighborhoods burdened by a large retail alcohol "footprint" and high rates of alcohol-related health and safety problems. Along with other community-engaged alcohol prevention efforts in the City and County of San Francisco, they aim to ensure that all San Francisco neighborhoods are safe and free of alcohol-related injuries, crime, and public nuisance activity.

Nutrition & Activity

PlaySafe

A high school community outreach program directed by the Sports Medicine Division at the UCSF Department of Orthopaedic Surgery. The mission of the UCSF PlaySafe Sports Medicine Program is to provide a safe and positive environment for athletic pursuits, to facilitate access to the highest quality sports medicine care, and to encourage physical and mental growth by empowering student-athletes to lead balanced, physically active lifestyles. Since its inception in 2009, PlaySafe has screened more than 2,450 student-athletes from nearly 20 public and private high schools in San Francisco, the East Bay and the Peninsula. It also has an outreach component with 15 athletic trainers and 21 physicians who work with high school programs throughout the year.

Program Highlights Include:

Cardiac Physicals offers free sports physicals and cardiac screenings. Each young athlete receives an EKG screening exam and on-site ECHO (ultrasound). More than 3,300 athletes were screened in the last eight years, spanning more than 25 Bay Area high schools. The annual program is made possible by more than 100 dedicated staff and volunteers.

MEDICAL SCREENINGS

- Pre-Participation Physical Exams
- PlaySafe Cardiac Physicals
- Wrestling Weight Management Program

REFERRAL

- Priority access to UCSF Sports Medicine Clinic
- Access to UCSF Sports Medicine referral network
- Bay Area Concussion and Brain Injury Program

SPORTS MEDICINE CARE

- Development of Sports Medicine Training Rooms
- On-Site Sports Medicine Care
- Sports Event Coverage

EDUCATION

- UCSF / PlaySafe Student Sports Medicine Internships
- Coach / Parent / Officials Injury Education

SportSmarts – Conflict Resolution through Soccer

SportSmarts features a curriculum that combines soccer and role-play to teach students how to manage conflict and anger with anti-aggressive behaviour. UCSF works closely with America SCORES Bay Area to bring this program to 130 low-income students in grades 3-5 who attend afterschool programs in underserved San Francisco Unified School District elementary schools. The goal is not only to help foster conflict resolution skills in a high risk student population, but also empower SFUSD teachers, SCORES coaches, and SCORES parents with aggression management skills.



UCSF RACE Medical Team

The UCSF Race Medical Team is an organized group of volunteers from UCSF and outside that provide the highest quality race medical care to large mass participation events. UCSF is the official provider of health care at the largest races in the Bay Area. We want to highlight our commitment to health in our community. UCSF Sports Medicine has been organizing event coverage of large races in the Bay Area for 11 years. In 2014, UCSF Sports Medicine has served as official medical care provider for 7 big races, including premiere events in the Bay Area: the SF marathon, Escape from Alcatraz, the Rock N Roll races (San Francisco and San Jose), JP Morgan Chase 5K Corporate Challenge, the US half marathon and the Berkeley half marathon. At each race, a multidisciplinary medical teams between 12 to 80 medical volunteers from UCSF and community participate including Orthopedics, Family Medicine, Pediatrics, Internal medicine, Emergency Medicine, Physical therapy, and Anesthesia.

Amputee Comprehensive Training (ACT) Program

The UCSF Amputee Comprehensive Training (ACT) Program strives to assist those affected by limb loss in maximizing their physical and functional mobility. With two integral components, rehabilitation and outreach, the ACT program offers both the community and the tools to make a complete recovery following amputation. This program involves over 300 community participants to its various clinics & events.

Rehabilitation

The ACT Program incorporates a diverse series of training modalities, advanced gait analysis equipment, and a comprehensive team of experts within the UCSF Department of Orthopedic Surgery. A team approach is used to provide individualized treatments and goal-oriented care. The ACT team redefines prosthetic rehabilitation, translating this care from the clinic to the community.

Community Outreach

The ACT program introduces people affected by limb loss to a variety of athletic and fitness activities. By utilizing the broad range of resources available at UCSF, the ACT program provides a large national event as well as monthly clinics, such as adaptive yoga, amputee swimming, and rock climbing. They support a community of individuals motivated to engage in activities they enjoyed prior to amputation and recover a healthy and active lifestyle.

Shape Up SF

The Shape Up San Francisco (SUSF) Initiative is part of the Community Health Equity & Promotion Branch of the Population Health Division of the San Francisco Department of Public Health. In alignment with the San Francisco Community Health Improvement Plan, the Shape Up SF Initiative's mission is to increase the awareness of and opportunities for increased physical activity and improved nutrition through primary prevention and systems change. The Shape Up SF Initiative's priorities are to:

- Increase physical activity through Safe Routes to School, Physical Education, the Bayview Healthy Eating Active Living (HEAL) Zone, and the annual Walking Challenge.
- Increase access to healthy food through the Southeast Food Access Working Group, Food Guardians, the Bayview HEAL Zone, and citywide youth food programs.
- Decrease consumption of sugary drinks through the Rethink Your Drink initiative, the Bayview HEAL Zone, and related policies.

UCSF Healthy Beverage Initiative

A program initiated in 2015, throughout the UCSF Health Sciences Campuses aimed at selling only zero-calorie beverages or non-sweetened drinks with nutritional value, such as milk and 100 percent juice. UCSF has banned the

sale of sugar-sweetened beverages in its onsite cafeterias and food vendors, vending machines, campus catering and retail locations.

UCSF and its affiliated hospitals are among more than 30 health systems nationwide that have begun to eliminate the sale of sugary beverages on campus in response to the growing evidence of their roles in metabolic and chronic disease, including obesity, diabetes, heart disease, liver disease and dental caries. These diseases are significant topics of UCSF research and clinical care.

Research in behavioral economics and public health has shown that people tend to make food and drink choices based on convenience and accessibility. By making it easy to purchase healthy food and drinks, UCSF can support patients and employees who are trying to improve their health.

Workforce Development

Excellence through Community Engagement & Learning (EXCEL) Internship Program

UCSF's Excellence through Community Engagement & Learning (EXCEL) program is a clerical/administrative training program which aims to develop the potential workforce in UCSF's surrounding communities and provide San Francisco residents with access to UCSF employment opportunities.

EXCEL is a work-based learning program that uses both classroom and on-the-job training to prepare participants for career path jobs in the healthcare sector. After completing 10 weeks of computer, administrative, customer service, and medical terminology training with UCSF's community based training partner, Jewish Vocational Services (JVS) participants are placed in paid, four-month clerical/administrative internships within UCSF departments throughout both the campus and medical center.

Since 2010 over 160 San Francisco residents have graduated from the EXCEL program. Of these graduates, 50 have gone on to earn full-time permanent positions within UCSF at either administrative assistant or analyst level classifications, and over 45 graduates are currently working in full or part-time temporary positions within UCSF through UCSF's Temporary Employment Program. Additionally, over 20 graduates have earned full-time permanent positions with external employers including: Kaiser Permanente, California Pacific Medical Center, San Francisco Department of Public Health and the San Francisco Human Services Agency.

Community Construction Outreach Program

UC San Francisco (UCSF) is committed to developing and maintaining relationships with the neighborhoods that house its campuses and has a history of collaboration with its neighbors. As the second largest employer in the city and a major factor in the health of the city's overall economy, UCSF recognizes that the construction projects that take place on its campuses can financially benefit the surrounding neighborhoods, as well as the entire city. UCSF is firmly committed to creating job opportunities for hiring San Francisco City residents to help build its construction projects.

UCSF, as a member of the UC system, is a public entity, and as such, is prohibited from mandating hiring goals and/or preferences. In 2011 UCSF voluntarily set construction hiring goals of at least 20 percent of construction hours to be performed by San Francisco City residents; with this percentage increasing to 30 percent by 2015/16. These hiring goals will apply to UCSF's construction projects with greater than \$5 million in construction costs. UCSF seeks to provide access to construction opportunities on these projects to qualified San Francisco residents. UCSF's Community Construction Outreach Program (CCOP) is a mechanism that has knowledge of, and will assist with the construction hiring process, to help ensure resident workers are made aware of employment opportunities, and are fairly and equitably considered for hire at the time job opportunities become available.

As a result of the CCOP, over 460 San Francisco resident tradeworkers contributed over 300,000 hours towards the construction of the UCSF Medical Center at Mission Bay.

Toolworks

Toolworks was launched in 2009 at UCSF Medical Center – Toolworks is a Bay Area non-profit community based organization that provides education and training for individuals with disabilities since 1975. The goal is to promote independence and economic stability for individuals with disabilities. The Medical Center host departments support Toolworks Interns with their on-the job training.

Huckleberry Wellness Academy

UCSF Medical Center's partnership with Huckleberry Wellness Academy provides annual summer internships for 4-5 youth each summer. Huckleberry Wellness Academy is a major community-based organization youth agency, with a 3 year intensive health career pipeline program directed towards high-need youth of color who would be the first generation in their family to attend college. The Program includes career training, academic coaching and peer support.

The participants at UCSF are (five) high school juniors and seniors currently participating in the Huckleberry Youth Programs, a non-profit focused on providing at-risk youth mentoring and academic support. Student work approximately 20 hours a week in outpatient clinics and also attend a variety of programming and enrichment activities, including Osher Center wellness events, lectures, seminars, and film-screenings. Students complete a final project and presentation on a topic of their choice.

Academic Outreach

The **Cristo Rey Network** is a nationwide program founded in 1996 that supports high school, college prep education to students from low-income households. The model is a "corporate work-study" program which places students into entry level clerical positions and generates revenue for the school to offset tuition costs. Immaculate Conception Academy (ICA) is an all-girls high school located in the San Francisco Mission District is a designated Cristo Rey school. Since 2010, UCSF Medical Center has committed to one full time position, and covers a portion of the cost of students' education through the Work/Study program.

The annual **Bay Area Science Festival**, the region's largest educational event offering dozens of fun learning opportunities at various venues is produced by the Science & Health Education Partnership (SEP) at UCSF and a core group of science institutions, culminating with Discovery Days at AT&T Park. More than 30,000 people visit more than 150 booths enticing kids to make their own slime, or take their own DNA samples through cheek swabs and examine cells through a microscope.



Since 2007, **UCSF's Science & Health Education Partnership** has hosted the City Science Summer Institute, a weeklong program that brings new and veteran elementary school teachers together with UCSF scientists to collaborate on ways to better teach science. In 2012, the institute hosted more than 120 teachers, roughly one out of every 10 San Francisco Unified School District elementary school teachers. The scientists teach "adult-level" science to the teachers while experienced instructors lead their peers through classroom activities and discuss how to improve student understanding of science.

Women's Professional Development

The UCSF National Center of Excellence in Women's Health supports student-designed health and wellness programs across San Francisco, including a mentor group and yoga classes at George Washington High School. The wellness staff joined with students to apply for the *Innovations in Young Women's Health* Award from UCSF's National Center of Excellence in Women's Health (CoE) and received funding for two proposals. The first established a peer mentor group to connect younger girls with older students, and the second, a year later, created wellness workshops, such as yoga classes, for the entire community. The completely donor-funded program has supported 16 projects in 10 schools over the past two years, all of which have been designed by students themselves.

The *UCSF Women's Health Internship Program* an opportunity for individuals to explore areas of personal and career interest, to formulate future plans and pathways into the health profession, and to acquire the skills necessary to meet their goals. Since its inception in October 1996, the program has matched more than 300 interns to women's health professionals and projects throughout the San Francisco Bay Area. Through the program, interns gain hands-on work experience in women's health. We aim to make the internship a meaningful experience for the interns and their supervisors/hosts participating in the program.

The *Young Women's Health Leadership Summit (YWHLS)* is sponsored by the UCSF National Center of Excellence in Women's Health in collaboration with the San Francisco Unified School District. The YWHLS grew out of the successful Young Women's Health Conference, which convened annually between 2000 and 2006 and then transformed into the YWHLS in 2009. The goal of the YWHLS is to provide resources and information on a wide range of health topics so that young women are empowered with the knowledge and resources to make wise decisions about their health, well-being and future endeavors. The 2011 summit featured workshops, an exhibit hall, and a variety of presentations by women who serve as role models through sharing their inspiring stories of success and perseverance.



Volunteer Services

Volunteers have touched the lives and hearts of patients at UCSF Hospitals since the 1950’s.

Volunteers come to UCSF for many reasons but most participate out of a desire to help others and to give back to the community. It is our hope that volunteers will derive personal satisfaction from their experience and realize that their contribution is deeply appreciated by our patients, their families, and our staff.

Volunteers are a special part of the UCSF team and each individual contributes to the success of our Mission Statement: “Caring Healing, Teaching and Discovering”.

Volunteer opportunities provide support throughout our hospitals and outpatient practices at many locations including; UCSF Benioff Children’s Hospital San Francisco, UCSF Medical Center at Parnassus and Mount Zion, UCSF Helen Diller Family Comprehensive Cancer Center, UCSF Bakar Center Hospital, UCSF Betty Irene Moore Women’s Hospital, Ron Conway Gateway Medical Building, the Ambulatory Care Center on Parnassus, and several satellite outpatient medical facilities.

Director: Wendy Reese

Areas where our volunteers support our Pediatric Patients

Art Therapy Program	Pediatric Emergency
Bank of America Center for Families	Pediatric Infusion Center
Creative Arts Room	Pediatric Prepare
Dance Therapy	Playroom
Digital Arts Studio	Practicum Assignment
Music Therapy	Coffee Cart
Palliative Care	School Program
Pediatric Dialysis	Teen Lounge

Areas where our volunteers support our Adult Patients

A.C E. (Acute Care for the Elderly)	Caring Resource Crew
Art for Recovery	Infusion Lunch Program
360 Positive Care	Gift Shop
Cancer Resource Center	Friend to Friend Boutique

F.A.S.T (Falls and Safety Team)

“Hug-Me-Heart” Pillow Sewing

Guest Services

Lakeshore Family Medicine Clinic

Intensive Care Medical Surgical

Women’s Health Fair

Music is Good Medicine

Occupational Health Fair

Post Anesthesia Care Units

Medical Clinics

Positive Outlook Program

Special Events

Women’s HIV Program

The following organizations partnered with our Hospitals in providing special programming, activities, events and support:

Ronald McDonald House

Moment by Moment Photography

Dec My Room

Flashes of Hope Photography

Musicians on Call

Project Sunshine

Painted Turtle

SPCA Animal Assisted Therapy

The Exploratorium

SF Library Book Buddies

Sustainability

UCSF is not only a leader in healthcare, but the UCSF Medical Center is also a leader in healthcare sustainability. From earning a LEED Gold Certification for the new Mission Bay Hospitals to reducing water use by 13% since 2013-2014 Fiscal Year (FY14) to saving more than \$1M from reprocessing single use devices, UCSFMC continued to live its commitment to leadership in health and sustainability during FY15.

Key highlights are summarized below:

- **GREEN BUILDING:** The new Mission Bay Hospitals (The Gateway Medical Building, Betty Irene Moore Women's Hospital, Bakar Cancer Hospital, and the Benioff Children's Hospital) received one LEED-Gold certification for new construction (LEED-NC). All buildings feature green design elements such as roof top gardens and terraces, natural daylighting, energy efficient ventilation systems, green interiors, water recovery, and reuse. The Parnassus Ambulatory Care Center's Heart and Vascular Clinic Renovation (ACC4) was submitted to US Green Building Council for LEED-Silver Certification for Commercial Interiors (LEED-CI).
- **CLIMATE CHANGE:** The new Mission Bay Medical Center is 50% more energy efficient than a conventional hospital, receiving a \$829,839 rebate from PG&E as part of the Strategic Energy Partnership. In FY15, the UCSFMC reduced its single occupancy vehicle (SOV) rate to 39%, implemented a new compressed natural gas (CNG) shuttle for patient/visitor transport around Mission Bay and installed 16 new EV charging stations plus a new bike cage at Mission Bay.
- **WATER:** UCSFMC reduced water consumption by 33.2% from its FY08 to FY10 baseline average, exceeding the 2020 policy goal of reducing water use by 20% five years early. Overall water use at the medical center was reduced by 13% from FY14.
- **ZERO WASTE:** Reprocessing of single use devices in the OR, Cath lab and patient care units diverted 44,000 lbs of waste, generating \$1.04M in savings. UCSFMC achieved a 34% waste diversion rate, down from 44% last year, due to the transition to the new Mission Bay Hospitals.
- **SUSTAINABLE FOOD:** Nutrition and Food Services' sustainable food spend for FY15 was 26.7%, exceeding the UCOP Goal by 6.7% and six years early.
- **TOXICS REDUCTION:** Due to negative health and environmental impacts, UCSFMC eliminated Triclosan, a common antibacterial compound, from hand soaps. In addition, all cleaning supplies are now Green Seal certified.



Economic Impact

- Our community benefit valuation is the total net cost of charity care, undercompensated medical care, professional education, and research after any reimbursement, philanthropic support, or supplemental funding have been subtracted. These amounts represent the net value of the contributions by numbers by factoring in the impact of DSH and Provider Fee funding. UCSF Health's policy and methods for calculating the economic valuation are available upon request.
- The category related to physician costs represents the cost to the hospital required to retain subspecialists who provide care to uninsured/underinsured patients. Several of the other categories capture the underfunded overhead for programs that are otherwise funded by grants or contracts. These grants and contracts provide critical staff that the hospital would otherwise have to support, but they do not fully cover all the costs of delivering these services.

Economic Value	2016 Amount
Cost of charity care provided	\$6,417,000
Cost in excess of reimbursement for public coverage programs	\$70,374,000
Support provided for academic and teaching programs	\$71,000,000
Payments to student residents to train and help care for patients	\$43,000,000
Payments to ensure physician coverage for uninsured/underinsured patients	\$6,900,000
Payments to faculty for services to support healthcare mission	\$33,000,000
TOTAL	\$230,691,000

Strategic Implementation Plan

UCSF Medical Center will adopt the SFHIP vision of mobilizing San Francisco stakeholders and resources to eliminate health disparities and inequities. It will also adhere to the three SFHIP values:

- Health Equity: Providing opportunities for all San Franciscans to enjoys highest level of health
- Community Engagement: Partner with residents and community based organizations to support health and well-being.
- Alignment: Ensuring maximum impact of resources to advance health priorities

Other key operating principles include taking a collective impact approach, building on existing collaborative efforts and incorporating evidence-based best practices. To achieve the outcomes, the four strategic approaches employed include: policy, partnerships, linkages/networking and initiatives.

UCSF is currently (as of the writing of this report) collaborating with SFHIP on identifying the key indicators, targets and objectives for the three priority health needs: 1) Increase healthy eating and physical activity; 2) Psychosocial Health (mental health and substance abuse); and 3) Increase Access to coordinated care, culturally and linguistically appropriate across the continuum. This process will complete in September. In the meantime, the UCSF Strategic Implementation Plan will focus on:

- Continuing existing activities that address the three health disparities
- Identifying linkage/network opportunities to better coordinate the work and create mutually reinforcing activities
- Once the SFHIP targets and objectives are defined, identify opportunities to align UCSF activities with citywide efforts.

San Francisco County Health Initiative I: Increase Healthy Eating and Physical Activity

UCSF Medical Center Goal: Provide leadership in promoting safe physical activity and good nutrition

Target outcomes:

- San Francisco County children are safely engaged in physical activities
- San Francisco County residents have access to healthy food choices and nutrition information

Strategy 1: Continue community benefit activities that encourage children to safely participate in sports

- Promote and continue to expand the reach of the Orthopedic Institute programs to surrounding school and child care centers.
- Advocate for school wellness policy and adoption of relevant ShapeUp initiatives, such as: Bayview HEAL Zone, Walking Challenge, & Physical Education in SF Unified School District

Strategy 2: Enhance access to healthy food choices and nutrition knowledge

- Provide nutrition and sustainable food choices for patients, families, and employees
- Maintain commitment through ShapeUp SF to provide nutrition information through classes and services that meet the needs of patients and the broader community.
- Continue to promote the Healthy Beverage Initiative within UCSF & to provide technical assistance on implementation for other San Francisco hospitals

San Francisco County Health Initiative II: Psychosocial Health

UCSF Medical Center Goal: Work to improve the resources and access to address issues in community psychosocial health

Target outcomes:

- San Francisco residents will have enhanced access to resources targeting the critical psychosocial health needs in the community

Strategy 1: Continue to partner with other organizations in community benefit activities that aid psychosocial health wellness

- Monitor development and continuation of programs such as the HEARTS Program & Roadmap to Peace.
- Continue to develop and expand on existing community partnerships, and provide policy guidance through the Center for Community Engagement.

Strategy 2: Improve access to available psychosocial health resources & sustain programmatic growth

- Promote existing program resources available through the UCSF Department of Psychiatry.
- Continue to work San Francisco community health collaborators to better understand the changing psychosocial needs & resource gaps.

- Extend internal behavioral health program growth, such as that occurring through CMS PRIME Medicare Waiver program, to relevant community partners

San Francisco County Health Initiative III: Increase Access to coordinated care, culturally and linguistically appropriate across the continuum

UCSF Medical Center Goal: Enhance access to quality and culturally appropriate health care services for all residents of San Francisco County

Target outcomes:

- San Francisco residents have access to appropriate medical services in the appropriate setting of care in a timely manner.

Strategy 1: Provide access to UCSF's specialized services for Medicare, Medi-Cal and County indigent patients commensurate with resource availability.

- Continue UCSF's commitment, as a disproportionate share provider in caring for Medi-Cal, CCS, County Indigent and Medicare patients in the appropriate care setting in a timely manner.
- Partner with community organizations to develop more cost effective and coordinated delivery systems for disadvantaged patient populations:
 - Work collaboratively with skilled nursing and hospice providers
 - Partner with community clinics, the San Francisco Department of Public Health and other community organizations to increase access and enhance care coordination.
- Maintain commitment to community benefit activities that provide preventive care services and screen for infectious diseases and cancer.

Strategy 2: Provide essential support to enable UCSF to continue its mission to train the next generation of physicians, nurses, pharmacists, dentists and other health professionals.

- Continue UCSF Medical Center's commitment to provide program support to academic programs within the School of Medicine.
- Continue UCSF Medical Center's commitment to provide purchased services from the faculty in support of the School of Medicine.
- Continue UCSF Medical Center's commitment to provide salary support for student residents.

Strategy 3: Enhance access to health care services for residents of the south of Market neighborhoods through the continued development of the Mission Bay Campus.

- Finalization construction and operational planning to open the UCSF Mission Bay Hospital in February 2015, providing pediatric, obstetric and cancer and emergency services.
- Complete construction of the 4th Street Public Plaza providing the community with space for a variety of health outdoor activities.

