Community Benefit Report 2012 and
Community Benefit Implementation Plan 2013
I. Overview of UCSF

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.
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 2013-2014 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
A new $1.7 billion, 289-bed medical center under construction adjacent to the UCSF biomedical research campus at Mission Bay will provide an opportunity to expand programs within three new integrated hospitals – one for children, another for cancer patients and a third for women. This world-class, sophisticated, efficient, flexible, patient- and family-centered facility is scheduled to open in 2015. The Hospital is on track to be certified LEED Gold. In addition to enhanced access for patients in the City’s South of Market neighborhoods, the transformation of UCSF Mission Bay into a thriving biotechnology center has been an economic boon for San Francisco, according to an economic impact report released in 2010.

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 2013, the school of medicine ranked fourth 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 and provide Northern California with the next generation of outstanding physicians and scientists. 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.
II. Community Benefit Planning Process

UCSF Medical Center collaborated with the San Francisco Department of Public Health, nonprofit hospitals, health and social service agencies as well as the broader San Francisco community to develop a Community Health Needs Assessment Report (CHNA) in 2013. Serving California’s only consolidated city and county and a diverse population of 805,000 residents, the organizations made every effort to create a community-oriented process aligned with community values.

These partners have a long history of successful collaboration to identify and address community needs through the San Francisco Health Improvement Partnership (SFHIP). SFHIP combines into one aligned framework the efforts of three successful community health improvement collaborators: San Francisco’s non-profit hospitals and their Community Benefits Partnership (CBP) and Building a Healthier San Francisco (BHSF) projects; the Clinical and Translational Science Institute at the University of California (CTSI), San Francisco, which supported the first phase of SFHIP; and the San Francisco Department of Public Health and its community health improvement process.

The Affordable Care Act created a new requirement to both identify and prioritize community health needs. Helpful to this year’s process was the number of similar efforts being undertaken to assess community health needs and improvement strategies such as accreditation for the San Francisco Public Health Department and the Health Care Services Master Plan. To leverage resources required for these endeavors, the Community Benefit Partnership made use of a community-driven process that engaged more than 160 community residents and local public health system partners.

Key participants in the process included:
- UCSF Medical Center
- California Pacific Medical Center
- Chinese Hospital
- Kaiser Permanente Hospital
- Saint Francis Memorial Hospital
- St. Mary's Medical Center
- Hospital Council of Northern and Central California
- Mount Zion Health Fund
- NICOS Chinese Health Coalition
- San Francisco Community Clinic Consortium
- San Francisco Department of Human Services
- San Francisco Department of Public Health
- San Francisco Foundation
- San Francisco Medical Society
- San Francisco Unified School District
As a result of this process, the following key health priorities were identified for action, with an emphasis on the three highlighted priorities.

1) Ensure safe and healthy living environments
2) Improve behavioral health
3) Increase access to quality health care and services
4) Increase physical activity and healthy eating
5) Reduce the spread of infectious disease
6) Support early childhood development
7) Support seniors and persons with disabilities

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 at http://www.healthmattersinsf.org/javascript/htmleditor/uploads/SF_CHIP_Full_Report.pdf

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 23rd 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

The San Francisco Community Health Assessment + Profile (September 2012) and the Community Health Assessment: City and County of San Francisco (July 2012) reports provide detailed descriptions of our target community characteristics and health status.

### Demographic Profile of San Francisco County

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<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tr>
<td>Total population</td>
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<td>Median age</td>
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<td>Average household income</td>
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<td>Percentage living in poverty</td>
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<td>Children living in poverty</td>
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<td>Percentage unemployed</td>
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<td>Percentage uninsured</td>
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<td>Linguistically Isolated</td>
<td>23.78%</td>
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<td>White</td>
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<td>Latino</td>
<td>15.1%</td>
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<td>Asian and Pacific Islander</td>
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<td>Living under 200% poverty</td>
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<td>Other</td>
<td>3.72%</td>
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<td>No high school diploma</td>
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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 Advancing Health Worldwide™ mission. In recognition of our service, the Association of American Medical College awarded UCSF the Spencer Foreman Award for Community Service. This honor recognizes exceptional programs that go well beyond the traditional role of academic medicine and reach communities whose needs are not being met through traditional health delivery systems.

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 on community engaged initiatives
- 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 community-based organizations 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:

- UCSF Medical Center contributes $126 million to the research and education mission of UC San Francisco, including $47 million in program support grants to academic programs, $48 million in purchased services from the faculty, and $31 million in salaries for student residents who help care for patients.
- In Fiscal Year 2012, the estimated cost in excess of reimbursement for indigent patients under public sponsored programs was $80.6 million.
- In Fiscal Year 2012, the estimated cost of charity care at UCSF Medical Center was $6.7 million.
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- UCSF provides medical screening and stabilization and treatment services to all persons regardless of their ability to pay, including patients transferred from other hospitals for the specialized services not available at those hospitals.

UCSF plays a significant role as a provider of care to the Medi-Cal, County Indigent and Medicare patients treated at the general acute care hospitals within the City of San Francisco.

- UCSF’s Medical Center’s Medi-Cal inpatient acute care volumes rank second highest in discharges and highest in patient days across the general acute care hospitals operating in San Francisco.
- UCSF’s Medical Center’s County Indigent acute care volumes rank second highest in discharges and patient days across the hospitals operating in San Francisco, following San Francisco General Hospital.
- UCSF Medical Center is the largest provider of acute care inpatient services for the Medicare patients, as measured by discharges and patient days across the hospitals operating in San Francisco.
## UCSF Community Benefit Program Activities

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<tr>
<th>University Community Partnerships</th>
<th>Ensure Safe and Healthy Living Environments</th>
<th>Improve Behavioral Health</th>
<th>Increase Access to Quality Health Care</th>
<th>Increase Physical Activity and Healthy Eating</th>
<th>Reduce the Spread of Infectious Disease</th>
<th>Support Early Childhood Development</th>
<th>Support Seniors and Persons with Disabilities</th>
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<td>SportSmarts</td>
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Overview of UCSF Community Benefit Program Activities

Recognizing its potential to contribute to improving the health and well-being of the public, UCSF created the University Community Partnerships (UCP) Council and Office. The UCP Council and Office coordinates the many existing partnerships between UCSF-affiliated individuals and groups and community-based and public organizations. The University Community Partnerships Council consists of 12 UCSF and 12 community representatives. The role of the Council is to ensure the University Community Partnerships Office 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 UCP Council has identified four areas of focus:

- Economic and employment development targeting economically challenged communities
- Community-based research and evaluation emphasizing participatory models that engage and empower community members and community-based organizations as partners in research activities
- Service learning programs promoting socially responsive, community-based educational experiences for UCSF learners
- Educational Outreach in partnership with local school districts to improve K-12 science education and other health educational opportunities.

The UCP Office 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 providing pilot funding for partnership projects through the Partnership Grants Program.

**SportSmarts - Conflict Resolution through Soccer** features a curriculum that combines soccer and role-play to teach students how to manage conflict and anger with anti-aggressive behavior. 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.

**Play Safe Program** offers free sports physicals and cardiac screenings. Each young athlete receives an EKG screening exam and on-site ECHO (ultrasound). More than 1,300 athletes were screened in the last four years, spanning more than 25 Bay Area high schools. The annual program is made possible by more than 100 dedicated staff and volunteers.
Sustainability at UCSF Medical Center: UCSF is a leader in identifying and implementing sustainability measures. Over the past five years, the UCSF Medical Center has earned Practice GreenHealth’s (PGH’s) Partner for Change with Distinction Award, recognizing efforts to cut waste, reduce toxins and cut energy. UCSF Medical Center is also a signatory of the Healthier Hospital Initiative, committing to three of the six planks: engaged leadership, healthier food and less waste. This initiative was founded by 11 of the largest, most influential U.S. health systems, comprising over 490 hospitals with more than $20 billion in purchasing power. It serves as a guide to help hospitals reduce energy and waste, purchase safer and less toxic materials and serve healthier foods.

UCSF Medical Center’s sustainability efforts to save money, reduce waste, reduce emissions, improve quality and increase efficiency, as well as shift the culture, reducing UCSF’s impact on the environment and community. Highlights of these initiatives include:

- Completed construction of two LEED-certified facilities that will save energy throughout their lifetime
- Replaced toxic cleaners with certified Green Seal cleaning products
- Purchased low-flow toilets, rechargeable batteries and converted to paperless record-keeping
- Composed food waste from cafeterias, staff lounges and patient rooms
- Certified four “LivingGreen Offices”
- Organized “Bike to Work Day” and added 256 bike parking spaces and 40 carpool parking spaces
- Donated over 13,000 lbs. of medical equipment and supplies to international hospitals/clinics
- Serving organic baby food

Helen Diller Family Comprehensive Cancer Center

- 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.

- The Abundant Life Health Ministries Initiative (ALHMI) was established in 2005 by the UCSF Helen Diller Family Comprehensive Cancer Center’s Faith Communities Committee. Its mission is to foster health ministries as a means to reduce health disparities and to do so through dissemination or development of evidence-based interventions designed for the African American church. Each year
since 2008, more than 50 churches from four Bay Area counties participate in the ALHMI symposium, and 40 churches have received mini-grants totaling $132,785.

- 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.

- The Helen Diller Family Comprehensive Cancer Center also 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 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.

**Education and Job Training**

- **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 are supporting 11 Toolworks Interns with their on-the-job training.

- UCSF Medical Center’s partnership with **Huckleberry Wellness Academy** provides annual summer internships for 4 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.

- A partnership of UCSF, the City and County of San Francisco and Jewish Vocational Services (JVS), the EXCEL (Excellence through Community Engagement and Learning) work-based learning program uses both classroom and on-the-job training to prepare participants for career path jobs in the health care sector. Formerly known as the Community Outreach Internship Program, EXCEL was established with the goal of developing the potential local workforce and providing underserved communities with exposure and access to university jobs.

- 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. In 2013, the Work/Study program covered over 50% of the cost of the student’s education.

- Through a partnership with Sala Burton Academic High School’s Health Sciences Academy, UCSF Medical Center supports include a mentorship program, speaker’s series and field trips.

- 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.

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
UCSF Medical Center Community Benefit Report 2012
and Community Benefit Implementation Plan 2013

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 2012 AIDS Walk include the UCSF Alliance Health Project, formerly called the AIDS Health Project.

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.

UCSF Medical Center participates in the San Francisco Care Transitions Program, a CMS grant-funded program that offers post-discharge support services to San Francisco seniors after they are discharged from the hospital.

UCSF Medical Center directs and pays for skilled nursing and inpatient 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.

Established in 2004, the San Francisco Hepatitis B Collaborative (SFHBC) is comprised of UCSF faculty, students from UCSF’s four professional schools and University of California, Berkeley undergraduates. SFHBC provides accessible hepatitis B screening and vaccination to at-risk populations and provides care to chronic hepatitis B patients through monthly clinics in San Francisco. Since 2008, SFHBC has screened 1,912 patients and provided vaccinations for more 1,575 people.

Through the Hospital Emergency Preparedness Council, Emergency Management at UCSF partners with the City and County of San Francisco’s departments of Public Health and Emergency Management, and other Bay Area hospitals, to coordinate and sustain a community-wide hospital emergency preparedness response plan.

The UCSF Community Construction Outreach Program ensures that the University’s construction projects provide employment opportunities for San Francisco residents. In 2011, UCSF set and met a goal for the UCSF Medical Center at Mission Bay that at least 20 percent of the workforce hours on the site during the first year of construction would be performed by San Francisco residents. With that success, the goal was increased to 25 percent in 2012.

Partnership with the Hospital Council of San Francisco’s African American Health Disparity Project (AAHDP) The African American Health Disparity Project was formally launched in November 2002 to examine health disparities among African Americans and to improve the health of African Americans.
The initiative supports programs to increase access to health care, decrease the rates of chronic and communicable disease, reduce violence, and seeks to eliminate racism in healthcare institutions.

**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 Buchanan Dental Center, an off-site general dentistry service provided by the school. Last year, 82 percent of patients seen at the clinic received prophylaxis and polish and 73 percent received fluoride varnish. Dental school personnel also placed 229 sealants on children’s teeth to prevent future cavities.

**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 224 kids across the City. Each quarter, CHH participates in several health fairs at schools, parks, health centers and other locations throughout the City.

**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.

**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.

**Living in a Non-Violent Community (LINC)** provides clinical assessment and intervention for children from birth to age 18 who have been exposed to domestic violence. Mental health clinicians work with the family to develop a comprehensive plan to reduce the impact of violence on the family’s children. Children and youth who receive direct services have the opportunity to work through feelings associated with exposure to violence, increase feelings of personal safety, improve their coping skills and improve the level of functioning and quality of life for themselves and their families.

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.

Without the financial resources to afford healthy food, basic housing or needed medications, even the most cooperative patients may not attain optimal health. That is where the **Financial Fitness Clinic** steps in. Held every six weeks at the UCSF-affiliated San Francisco General Hospital (SFGH), this clinic recognizes the connection between economic and physical well-being, providing counseling and education to patients and their families who are in financial need.

Working with the **Central American Resource Center of San Francisco (CARECENSF)** UCSF faculty and staff provide evidence-based peer health education. Through this partnership, UCSF researchers have investigated barriers to breastfeeding among Latina immigrant women at San Francisco General Hospital. Additionally, CARECENSF is helping their peers learn about the health benefits of breastfeeding, while also helping to teach UCSF partners how to best communicate health information to immigrant Latina women in San Francisco.

**UCSF Clinical and Translational Science Institute (CTSI)** CTSI collaborates forces with public, non-profit and private partners through the San Francisco Health Improvement Partnership, with the mission of pursuing innovative and collaborative efforts to make a measurable impact on health in the Bay Area. The Partnership focuses on specific health issues identified through the collaborative community needs assessment process. Four areas were identified in which there is research activity and interest at UCSF that could be connected to existing treatment, health promotion, and/or prevention activities in San Francisco: Physical activity and nutrition; alcohol abuse; childhood dental caries; and Hepatitis B.
IV. UCSF Medical Center Implementation Plan

In collaboration with our city and county partners - Department of Public Health, hospitals, community-based organizations and other key health stakeholders, UCSF made a commitment to work more collaboratively to address three top health priorities in San Francisco. This new initiative is called San Francisco Health Improvement Partnership (SFHIP). Although San Francisco is currently home to many successful collaboratives designed to improve community health and wellness, these efforts have largely functioned independently of one another, resulting in missed opportunities for alignment and maximum impact. Founded on the concept of Collective Impact, SFHIP is designed to ensure better coordination, accountability, community engagement, and improved community health and wellness. SFHIP will be focusing on the following three health issues over the next years. In addition to SFHIP, UCSF will continue to support the numerous community engaged activities described in this report.

San Francisco County Health Initiative I: Ensure Safe and Healthy Living Environments
This priority highlights the need for health- and wellness- oriented land planning, meaningful opportunities for outdoor recreation, and a positive built environment for the health of all individuals and communities.

UCSF Medical Center Goal: Work with SFHIP to develop and implement a UCSF-specific plan to ensure safe and healthy living environments. This plan includes activities that are currently supported by UCSF, such as the CTSI Community Engagement and Health Policy Program, more specifically, the Physical Activity and Nutrition Partnership Working Group as well as the Alcohol Policy Partnership Working Group.

Target outcomes:
- San Francisco County residents live in an environment that supports outdoor recreation and health
- San Francisco County residents live in an environment prepared to handle an emergency
- Educational opportunities and services intervention reduce the prevalence of violence in San Francisco County

Strategy 1: Develop annual action plans in each of the following with specific goals and measurement metrics in the following areas:
- Toxic Chemicals - Mercury and DEHP
- Solid Waste
- Regulated Medical Waste and Greening the Operating Room
- Chemical Use and Waste Management
- Environmentally Preferable Purchasing
- Sustainable Food programs
- Facilities and construction
- Transportation
- Cultural change

**Strategy 2: Continue to partner with other organizations in community benefit activities that support a safe environment**

- Participate in emergency preparedness activities in San Francisco County
- Maintain a commitment to community benefit activities that address violence reduction
- Maintain a commitment to community benefit activities that support employment development
San Francisco County Health Initiative II: Increase Access to Quality Healthcare and Services
This priority aims to bridge numerous gaps, including a lack of usual source of care, lack of Medi-Cal providers, lack of care coordination, and lack of linguistic and cultural competency of service providers, so all residents may access the services they need to support their health and wellbeing.

UCSF Medical Center Goal: Enhance access to quality and culturally appropriate health care services for all residents of San Francisco County. This includes the medical center’s Hep B Free SF Initiative, Hepatitis B Qualitative Improvement Collaborative, and the Children’s Oral Health Partnership Working Group.

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 to provide care for Medi-Cal, CCS, County Indigent and Medicare patients in the appropriate care setting in a timely manner.
- Partner with community-based 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-based 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.
San Francisco County Health Initiative III: Increase Healthy Eating and Physical Activity
This priority strives to demonstrate the link between diet, inactivity, and chronic disease and to help San Francisco create environments that make healthy choices the easy choices, so all San Francisco residents have equal chance to eat well and move more.

UCSF Medical Center Goal: Work with SHIP to develop and implement a UCSF-specific plan to increase healthy eating and physical activity. This plan includes activities that are currently supported by UCSF, such as the CTSI Community Engagement and Health Policy Program, more specifically, the Physical Activity and Nutrition Partnership Working Group.

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

Strategy 2: Enhance access to healthy food choices and nutrition knowledge
- Provide nutrition and sustainable food choices for patients, families and employees
- Maintain commitment to provide nutrition information through classes and services that meet the needs of patients and the broader community.