July 31, 2014

Dear Colleagues:

Taking stock of this past academic year, I conclude that we in UCLA Health Sciences once again have enjoyed remarkable success across all of our mission areas. This occurred in a climate of formidable challenges, including fierce competition for talent, uncertain NIH and State funding, and the unpredictability of health care reform. Despite this adversity, through your many distinguished achievements and profound contributions, we continued to capture the vision and realize the goals articulated in our strategic plan. That plan, itself the product of your hard work and commitment, has proven to be a vital, living document informing virtually every aspect of our short and longer-term efforts. In this Report, I am pleased to highlight some of those efforts and the terrific accomplishments they have produced.

Create world leaders in health and science. Our bright future in achieving this vision is amply demonstrated by the stellar students, residents, and fellows we recruit and train. Interest among medical school candidates continued to grow, with a 20% increase in applications and another year of unprecedented success in recruiting top students to our school. The Geffen Scholarship and Leaders-of-Tomorrow Scholarship have ushered in a new era in which increasing numbers of our students are pursuing their passions unencumbered by medical school debt. Our new consortium of Graduate Programs in Bioscience (GPB), organized as ten Home Areas, recruited 62 outstanding students who make up the first GPB class. GPB also piloted a summer undergraduate research program to promote transition of underrepresented students into UCLA bioscience graduate programs. In the area of graduate medical and continuing medical education, UCLA Health System launched the “Healthcare Improvement Institute,” a program to engage our housestaff and faculty in the cultural transformation of health care delivery through QI education and project improvement.

New leadership of our education enterprise catalyzed broad, campus-wide discussion of the future of medical education, capped by the Leadership Retreat in May. Leaders from throughout the David Geffen School of Medicine (DGSOM) and UCLA Health System spent the day helping to form a shared vision of how to train our graduates to be "world leaders in health and science," and identifying the new ideas that are needed in teaching and learning to achieve these goals. Leadership recruitments, including Dr. Clarence Braddock as the Vice Dean for Education, reflect vigorous energy and a spirit of innovation as we navigate the future. This new era is embodied in the Teaching and Learning Center for the Health Science, for which we broke ground in September. Even as we eagerly await the opening of this education building in 2016, we continued to enhance the infrastructure for medical education, including the opening of our new state-of-the-art simulation center and the migration to MedHub, a leading edge residency management IT system.
Importantly, we were pleased to receive news in June of our full eight-year reaccreditation by the Liaison Committee on Medical Education (LCME). This critical certification is significant validation of the strength of our medical education program, and the dedicated work of our faculty, staff, trainees, and education leadership team.

**Discover the basis for health and cures for disease.** To bolster collaborative high-impact science, we continued to advance our research enterprise through the development of themes focused on specific disciplines (e.g., cancer), complemented by the use of state-of-the-art methods/tools (e.g., proteomics), and aimed at selected populations (e.g., children). We chose leadership for four of the initial six research themes, established a list of resources and common goals, and began space planning. Reports from two related Task Forces were completed, including one on Biomedical Informatics and Computational Medicine, and one on Genetics and Genomics. And we initiated steps to begin implementing the recommendations in these critical Reports.

The current construction of the CHS South Tower proceeded on schedule. For floors where we envision private-public partnerships, we began outreach to established corporations and start-up companies. More broadly, the Space Task Force completed its report in February. The recommendations were reviewed by Department Chairs, ORU Directors, and faculty in the spring and are being integrated into the policies and procedures for the use and assignment of space.

The DGSOM research and technology Accelerator Program was also established. An advisory board began meeting in the fall and initial investments in projects were made in January. After the program came to the attention of University of California President Napolitano, at her request, the Accelerator Board and key members of the DGSOM and campus leadership met with the President in June to discuss the successes and plans for the Accelerator Program.

The UCLA Clinical and Translational Science Institute (CTSI) intensified and expanded its partnerships with Los Angeles County Department of Health Services (DHS) and Department of Public Health (DPH). Five teams of UCLA and DHS investigators were awarded one-year pilot grants to test new ways of providing asthma care, retinal screening, obesity prevention, psychiatric care, and adolescent health care in low-income populations without increasing costs. UCLA and DPH launched a “Healthy Aging Initiative,” which funds pilot studies and develops a set of metrics, or “scorecard,” to assess healthful aging in Los Angeles. The CTSI was also instrumental in developing and launching the Los Angeles Data Resource (LADR), a cohort-finding tool that facilitates patient recruitment and epidemiological studies in the greater Los Angeles Region. LADR allows investigators to search de-identified data for patients from medical centers and clinics affiliated with the CTSI, including UCLA, Cedars-Sinai Medical Center, and Charles R. Drew University of Medicine and Science.

**Optimize health through community partnerships.** After surveying more than 9,000 faculty and staff in DGSOM, UCLA Health System, UCLA School of Dentistry, UCLA School of Nursing and clinical programs on campus, our Community Engagement Committee in partnership with the
UCLA Clinical Translational Science Institute created a bi-directional searchable database for all of our community-partnered programs and research projects. Over 200 programs and projects were identified. The Committee also developed a healthcare-workforce toolkit to help guidance counselors, high-school administrators and Parent-Teacher Associations educate students about careers in the allied health professions with the greatest projected shortages over the next decade; this program was successfully piloted at King Drew Magnet High School with more than 1,500 students and will be spread to 12 additional high schools next year. In addition, a new online competition with community voting was launched that will provide financial awards to the most innovative community-partnered projects that have the greatest positive impact on the health of Southern Californians.

In another effort harnessing the many assets of UCLA to improve health locally, a dedicated group of nearly 250 UCLA dentists, nurses, physicians, dental students, medical students, and laboratory scientists volunteered at Care Harbor/LA 2013, a free, four-day healthcare clinic for Los Angeles residents.

The UCLA Center for World Health (CWH) celebrated its launch on April 15, 2014 with a symposium focusing on Global Health 2035: A World Converging within a Generation. The Editor-in-Chief of The Lancet participated in the symposium and wrote in his April 24, 2014 Commentary that “The best of America was on display last week at the launch of the UCLA Center for World Health.” He applauded the CWH core values of solidarity, equity, diversity, freedom, human rights, inclusivity, and sustainability.

CWH provided UCLA students with opportunities to help them become global health leaders. CWH faculty logged more than 14,000 hours of mentoring time with students and residents; 35 students enrolled in the Global Health Selective; 18 UCLA fourth-year medical students were given Dean’s Scholarships for clinical electives and 16 first-year medical students received Dean’s Scholarships to conduct summer research projects in 11 countries, including Botswana, China, Democratic Republic of the Congo, Ghana, Malawi, Mozambique, Nicaragua, Peru, South Africa, Thailand, and Vietnam; and the Departments of Anesthesiology, Emergency Medicine, General Surgery, Medicine, Ophthalmology, Pediatrics, and Orthopaedic Surgery offered international clinical opportunities for residents.

To enhance diagnostics in China, the CWH facilitated the creation of a joint venture between the UCLA Department of Pathology and Laboratory Medicine and Centre Testing International (CTI), a publicly traded company headquartered in Shenzhen, China, to build clinical reference laboratories. CWH also hosted physicians from around the world for clinical observerships. And CWH continued to forge collaborations with organizations in Los Angeles. Along with The Los Angeles World Affairs Council, CWH hosted an event for His Excellency Paul Kagame of Rwanda to commemorate the 20th anniversary of the Rwandan genocide.

Heal humankind one patient at a time. UCLA Health System continued to live this purpose by promoting health, alleviating suffering and delivering acts of kindness, and our commitment to quality was evidenced in multiple achievements that received national recognition. At Ronald
Reagan UCLA Medical Center, our kidney and lung transplant programs recorded the highest patient survivor rates in the country, we received the Distinguished Hospital Award for Clinical Excellence and Stroke Care Excellence by HealthGrades, and we were recognized by The Joint Commission as among the Top Performing Hospitals on Key Quality Measures. At UCLA Medical Center, Santa Monica we were proud to demonstrate a 40% reduction in central line acquired blood stream infections and hospital acquired pressure ulcers, and a 20% decrease in C-section rates (since FY12).

On the innovation front, we further diffused and evaluated our Primary Care Innovation Model, with early results showing that emergency room visits are reduced by 20%, primary care visits are increased, and both patients and physicians are highly satisfied. We substantially augmented use of our Care Connect electronic health record by establishing access for patients to their online medical records through myuclahealth.org. Nearly 80,000 patients have activated their accounts using this new patient-centered portal. We also introduced a new medium to educate the public about novel treatments at UCLA by our first live-tweet surgery using Twitter, Instagram and Vine.

UCLA Health System continued to grow, particularly through new partnerships. With Cedars-Sinai and Select Medical, we formed a partnership to create a 138-bed acute inpatient rehabilitation hospital located in the former Century City Hospital. The Stein Eye Institute and the Doheny Eye Institute signed a long-term agreement to create centers for ophthalmic patient care, vision research and education. And our primary and secondary care expansion continued in the west side of Los Angeles, eastern Ventura County, northern Los Angeles County and the South Bay. A big increase in our primary care footprint came when the Motion Picture and Television Fund joined UCLA Health System. This partnership between two of Los Angeles' iconic institutions allows entertainment industry members and their families to continue to receive health care at their customary locations from the physicians and staff with whom they are familiar, while fostering new outpatient and inpatient programs to enhance both quality and access.

*Sustain a thriving community of the best and brightest.* Our people continued to be the heart of the David Geffen School of Medicine and UCLA Health System. Faculty members brought us great distinction during the past year, as reflected by the many major awards and honors they received (http://dgsomdiversity.ucla.edu/body.cfm?id=35). Staff members who received major honors in the past year included Salpy Akaragian, who received the Nurse.com Nursing Excellence National GEM Award for Volunteerism and Service, as well as the prestigious Ellis Island Medal of Honor; Toyin Lawal, who served as a representative at the United Nations for the Commission on the Status of Women; Norma McNair, who received the 2014 Excellence in Advanced Practice Nursing Award from the American Association of Neuroscience Nurses; and Ellen Pollack, who was a finalist for the 2014 Regional GEM Award for Patient and Staff Management. The Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA received the Award for Outstanding Nursing Quality 2013 in the Psychiatric Hospital category from the National Database for Nursing Quality Indicators.
Our students also were honored with a large number of awards, scholarships, and research fellowships. Of particular note, Osama Elbuluk received an award from the NIH Medical Research Scholars Program; Max Goldstein received an award from the Pisacano Leadership Foundation of the American Board of Family Medicine; Elisha Garg, Marko Spasic, and Charles Vasquez received research scholarships from the Howard Hughes Medical Institute; Cynthia He received a Paul and Daisy Soros Fellowship for New Americans; Nicholas Iafe, Negeen Shahandeh, and Michelle Sun received Albert Schweitzer Fellowships; Rosibel Hernandez and Caleb Wilson were named as AMA Minority Scholars; Jeffrey Whitman received the Clifford Lardinois Award at the Western Medical Student Research Forum; and Mary Cambou and Hayoung Park received UCLA SAPHIR Fellowships.

A number of programs were used to advance our major strategic objective to retain, recruit, develop, and recognize exceptional people, while creating a nurturing environment that supports all in achieving their goals. During the year the BRITE (Begin Right with Instruction and Thorough Education) team facilitated workshops, retreats, and courses in leadership training and patient experience for more than 3,000 UCLA Health employees in 160 training events.

Also, in the past year, a faculty task force completed development of a strategic plan for diversity that was approved in December 2013. An implementation task force is prioritizing specific items and developing timelines for completion; these recommendations will be available in the fall of 2014. Diversity efforts across the continuum of the medical school are now linked in order to ensure coordination of opportunities from the pipeline for talented youth through students, trainees, and faculty.

Finally, UCLA Health Sciences fundraising efforts in FY 2013-2014 finished strongly, with more than $220 million garnered in gifts and pledges. This total reflects the astonishing generosity of our friends, and the deep commitment of our faculty and staff, many of whom are working in the Development Office, now led by our new Assistant Vice Chancellor, Kathryn Carrico. According to the AAMC Annual Benchmarking report, UCLA Health Sciences continues to rank in the top five of all academic medical schools and hospitals reporting combined totals for private support raised for their institutions.

This brief summary of the past academic year, although identifying a host of outstanding achievements, only scratches the surface of UCLA Health Sciences. I am very proud of the measurable progress we made in each of the mission areas of our strategic plan. I know that we have done so by drawing on the extraordinary talent and resourcefulness of our phenomenally dedicated people and partners.

I thank you all.

Sincerely,

A. Eugene Washington
Vice Chancellor and Dean