

Year in Review

2006 President's Message

One of the goals for 2006 was to continue the dialogue regarding promotions and appointment renewals. **Dr. Timothy Kelly** from the Department of Pediatrics was invited to the ACF council meeting in February to talk about his department. He discussed the relevant changes in policies on promotions and how his department was responding and adjusting.

Our guest speaker was **Dr. Renee Navarro**, Associate Dean of Academic Affairs for the School of Medicine. Dr. Navarro reported that there are currently 3,397 appointees on the clinical faculty. Paid faculty now have the title "**Health Sciences Clinical Faculty**". To establish an appointment for volunteer clinical faculty, departments search for excellence in teaching, clinical competence and a commitment of 50 hours annually.



Keith Denkler, MD

Looking ahead to 2007, the ACF is in great hands with Dr. Fred Parris as President.

However, a promotion should be considered after 10 years of service. Written notice should be provided when the appointment is not renewed.

Looking ahead to 2007, the ACF is in great hands with Dr. Fred Parris as President. I urge all of you to consider joining the ACF in 2007. Thanks to all of you for giving me the opportunity to serve as your President for 2006.

Keith Denkler, MD
ACF President 2006

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Baer Award Recipient David F. Chang, MD

Dr. David F. Chang, Clinical Professor, Department of Ophthalmology, was presented with the 2006 Dr. Charlotte Baer Memorial Award. Dr. Chang, a world-renowned surgeon widely regarded as one of the most skilled cataract specialists in the country, is a *summa cum laude* graduate of Harvard College who earned his MD at Harvard Medical School. He completed his ophthalmology residency at UCSF.

In accepting his award, Dr. Chang underlined the historically important role of clinical faculty. He said, "Willingness to teach others is one unique and honorable tradition of medicine that has not withered over time or been spoiled by politics, liability concerns, or economics. It is a tradition that is built upon respect for our own teachers and for our profession, and it is a tradition about which we can all be very proud."

Dr. Chang also noted, "For busy physicians in private practice, nothing is more precious than our time. And yet the clinical faculty devotes countless hours of unsung and uncompensated time every week in order to better physician education and patient care at UCSF."

Dr. Chang is indeed very busy. In addition to his private practice in Mountain View, CA, he lectures internationally on cataract techniques and emerging technologies and serves as Program Director for the Annual Meeting of the American Academy of Ophthalmology.

His contribution to resident surgical education is credited with drawing top rated candidates to the UCSF Department of Ophthalmology's residency program, which is consistently ranked within the top five in the country. Dr. Chang leads cataract surgery instruction for residents in two formal courses at the end of the first and second years.

Furthermore, he has developed an innovative senior microsurgery cataract course that uses video and case presentations to introduce residents to a wide range of unusual and infrequently anticipated situations. Dr. Chang—who produces the video himself and has a library of cases going back more than a decade—remarked in an interview after the ACF dinner, "For eye surgery instruction video is particularly valuable. The student can learn how to handle complications and solve problems that arise in the middle of surgery."

One to one instruction, however, remains paramount. Residents come to observe surgery at the VA hospital and at his practice. "They get to watch a lot of cases and it's very personal."

"Medicine has changed dramatically over the past 25 years," added Dr. Chang. "There are now so many issues involving insurance, etc. and pressure to practice defensive medicine. But as a clinical faculty member, it's a pure give and take. You are there for the sake of teaching others how to take better care of their patients. There is no way I can directly repay or give back to those who trained me. So I subscribe to the 'pay it forward' theory."



2006

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Jeffrey Lobosky, MD



John Donovan, MD

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▶ Dr. Dean Edell urges doctors to become media savvy

Dr. Charlotte Baer Memorial Award



The Charlotte Baer Award is named for the UCSF clinical faculty member who died in 1973. Baer moved to California after fleeing Nazi Germany in 1938. Her practice in internal medicine was characterized by her devotion to her patients, and tenacity and vigor in her pursuit of obscure diagnostic problems. Her many accomplishments included helping to set up the peer review process used by the California Medical Association and Blue Shield, and organizing a synchronized swimming group in San Francisco—she had been the intercollegiate breaststroke champion of Europe but was not allowed to compete in the Berlin Olympics because she was a Jew.

After her death, her family asked that money be donated to UCSF in lieu of flowers. The campus and School of Medicine decided that the best way to memorialize her was to establish an award to recognize clinical faculty contributions to the School of Medicine.

Improving Promotions:

ACF hosts departmental forum

How can an effective teacher be properly recognized and rewarded within UCSF? When is a teacher not a teacher? How can the university move forward to integrate and rationalize administrative procedures for clinical faculty that are often marked by divergent criteria and benchmarks among departments?

These and other questions were addressed by nearly two dozen participants in a luncheon discussion group hosted by the ACF on November 17, 2006. Hosted by ACF President-Elect Fred Parris, MD, and the ACF staff, the spirited discussion identified barriers and challenges as well as offered solutions in identifying best practices regarding promotions for the clinical faculty.

The challenges are all too apparent. There have been occasional misunderstandings about the nature of a position in the clinical faculty. Some individuals understood it as an honorary appoint-

ment of the ACF Council reminded participants that while the Dean's Office stipulates 50-75 hours per year, the departments have discretion in setting goals. Some departmental liaisons noted they've expanded their interpretation of the mandated 50 hours and take into consideration administrative work that is done. And some departments will not terminate those who teach less than 50 hours but remove them from the promotion track. There are good results from this flexibility.

The problem of indefinite end dates for appointments can be resolved by aggressive surveying of faculty status. The Department of Medicine and the Department of Family and Community Medicine (FCM) have been quite active in this regard, as have been the Departments of Ophthalmology and Pediatrics.

Thelma de Souza, the departmental liaison for Ophthalmology to the ACF, noted, "We do a survey of clinical faculty every year—asking what they taught, where they taught.

We only give appointments one year at a time, and renew for two years. We let the faculty know they have to be productive."

Alberto Marquez, the Volunteer Faculty Coordinator for the Department of FCM, said their Biennial Clinical Faculty Survey—which initiates the

promotions process—is augmented by consultation with residency and student program directors to determine teaching hours and verify faculty status. Thus those who may not have been able to respond to the survey are still recognized for their contributions. "We have a lot of checks and balances and it's a lengthy process," noted Marquez. "But if you're teaching it may be time to promote, and if you're not teaching, it may be time to end the appointment."

Department representatives all agreed that accurate reporting from program directors and student evaluations are essential to recognize and reward clinical faculty contributions. Collecting evaluations has been an issue in the past for some departments, but Dr. Sello reminded the participants that all students are now required to provide them.

The general consensus from the discussion group was the recognition of the need to carefully scrutinize existing clinical faculty resources, determine individual contributions, and reward those contributions through an effective promotions system. This process requires a continual sharing of data among departments on clinical faculty status and the presentation of best practices.

Tangible results have already emerged from the productive interaction of departments at this liaison meeting. FCM has provided the latest data on faculty separations to ACF and is moving to realign their annual promotions process and timing with the celebrated annual ACF Awards Dinner. Marquez, FCM coordinator, stated shortly after the lunch discussion, "I think the group might be on to something good here in terms of opening a dialogue and assisting departments that are actually in need of help with the issue of promotions. FCM have reached that point where we're actually reaping the benefits of having really fine-tuned systems currently in place. We view the awards dinner as having a very good value in terms of honoring, celebrating and recognizing promotions of clinical faculty."

What does the UC policy say?

Buried deep within the UC Academic Personnel Manual is "APM 279—Clinical Professor, Volunteer Series."

Under "Policy" the UC system defines clinical faculty in the following manner: "Appointees in the Clinical Professor series are community volunteer clinicians who teach the application of clinical and basic services in areas of patient care. These appointments constitute a valuable way to utilize the interest and expertise of practitioners from the community on a part-time unsalaried voluntary basis in the areas of teaching, patient care, and clinical research."

Titles and ranks are defined in this progression:

1. Clinical Instructor
2. Assistant Clinical Professor
3. Associate Clinical Professor
4. Clinical Professor

APM 279 also stipulates what can be potentially the most contentious matter—Terms of Service.

"The initial appointment of an individual to a title in this series shall have a specified ending date and may be for a maximum of three years.

Subsequent reappointments may have maximum terms of five years. There is no limit on the number of times an appointment may be renewed or the number of years spent in each rank.

After the initial appointment, there shall be at least a minimal review prior to reappointment that includes evaluation of clinical expertise. Such evaluation must include a written evaluation from the chair or designee of clinical competence. After that review, each appointee shall be reviewed at least every five years. The Chancellor may defer the review for one year.

The Chancellor in consultation with the clinical schools and departments shall establish written criteria and guidelines, including the timing for a promotion review. In general, after 10 (ten) years of service, promotion should be considered."

Online access to the regulations may be found at <http://www.ucop.edu/acadadv/acadpers/apm/apm-279.pdf>

How the Department of Medicine does it

The Office of Volunteer Clinical Faculty Affairs of the Department of Medicine has moved decisively to expedite and improve contact with clinical faculty in an effort to effectively document teaching hours and to remove delays in appropriate promotions.

A website has been created that allows faculty to report online their hours, notify the University of changes of address or phone numbers, and fulfill UCSF training requirements for Sexual Harassment Prevention and HIPAA.

A major advantage of the new system is that clinical faculty can regularly update their teaching profile and report teaching hours immediately, thereby eliminating the need for archaic and inefficient record keeping from courses taught many months prior to the traditional reporting date.

Their new website is now available online at <http://domfac.ucsf.edu/>



Departmental Liaisons gather at forum at Faculty/Alumni House.

"I think the group might be on to something good here in terms of opening a dialogue and assisting departments that are actually in need of help with the issue of promotions."

ment and have been surprised you actually have to put in hours of instruction. Productivity can be an issue as there are varying interpretations of the amount of hours clinical faculty should teach every year. Indefinite end dates of appointments prove to be a vexing matter for some departments. The search for a balance between finding opportunities for clinical faculty to teach and the reluctance of some students to learn in certain settings—especially private offices—has proved daunting in some cases. The lack of administrative capacity in some departments for effective acknowledgment and oversight of clinical faculty has also been a problem. There have been instances where either faculty contributions have not been properly recognized or no promotions have been offered for several years.

A revelation for some attendees at the meeting was the presentation and resulting discussion on APM 279, the Appointment and Promotion clause for Clinical Faculty in the UC Academic Personnel Manual (aka APM). Very specific language outlines official policy on clinical faculty appointments, terms of service, reviews, and promotions and serves as a useful template for all departments.

The departmental liaisons acknowledge the disappointment some long-term clinical faculty may feel when official university policy is finally quoted to them. One possible solution is to grant emeritus status to those who are full professors in the clinical faculty.

Faculty productivity was a lively topic of discussion. There were observations the clinical faculty—especially community physicians—were trending to teaching fewer hours. Dr. Andrea Sello

Special Recognition Award Recipients

Jeffrey Klausner, MD

Tackling sexually transmitted diseases in the often highly politicized environment of San Francisco can be a daunting task and Dr. Jeffrey Klausner, one of the **Special Recognition Award** Recipients for 2006, has experienced his share of harrowing moments while implementing policies that have blunted the impact of both the AIDS and syphilis epidemics in the City. "AIDS denialists" at one point even threatened him and his family, ugly harassment that landed one so-called "activist" in jail. "They poisoned the dialogue on AIDS," noted Dr. Klausner in an interview after this year's awards banquet.



Jeffrey David Klausner, MD, who graduated with honors from Cornell University Medical College and earned a MPH degree in International Health and Infectious Disease Epidemiology from Harvard University, found his calling after he went to Zaire and saw the devastation wrought by AIDS. "It was a formative experience," he said, "and I wanted to translate and transfer the awesome medical system in the U.S. to the less developed world."

The death of a childhood friend from AIDS crystallized his choice of career path.

Dr. Klausner, who is Director of the Sexually Transmitted Disease Prevention and Control Services within the Health Department of San Francisco and a Deputy Health Officer for the City, is an Associate Clinical Professor of Medicine in the Divisions of Infectious Disease and AIDS & Oncology at UCSF and an active attending in AIDS, Medicine, and Infectious Disease at San Francisco General Hospital. "The most important lesson learned from San Francisco in fighting STDs is the need to work with strong and supportive community partners," he said. Referring to past controversies from Bush Administration policies on AIDS, Dr. Klausner added, "Local responses are crucial in public health issues, no matter what may be happening on the federal level. And San Francisco puts its money where its mouth is."

Dr. Klausner extends his public health role to media outreach. He has a presence on the Internet, a column entitled "Ask Dr. K" on gay.com and on the San Francisco Department of Public Health website. "I really enjoy demystifying medicine

for the general public," he said.

"The Latin word for doctor meant teacher," said Dr. Klausner. "I was privileged to have mentors in my career and I want to contribute to the next generation."

Jeffrey Lobosky, MD

Dr. Jeffrey Lobosky discovered neurosurgery in his very last rotation in medical school. "I wanted to be a pediatrician but I was attracted by the minute, delicate surgery demanded by these very complex cases."

Dr. Jeffrey Lobosky, who has a private practice in neurosurgery and is Medical Director of the Neurosurgical Intensive Care Unit at the N.T. Enloe Memorial Hospital in Chico, CA, is considered an especially supportive member of the UCSF clinical faculty.

Dr. Lobosky, who received his MD from the University of California, Irvine, is Associate Clinical Professor in the Department of Neurosurgical Surgery at UCSF and holds a Visiting Professorship at the Universidad de Medicina Managua Y Leon in Nicaragua.

"UCSF confers upon all those within its community an enviable stature," he said. "As a member of the clinical faculty, you are motivated to stay ahead in your field. You are on the cutting edge here. The interaction with colleagues and students is particularly rewarding. You are constantly challenged by all those around you."

Reflecting on his interpretation of the role of a clinical faculty member, Dr. Lobosky notes, "My job is to impart to students what life is like in the real world. My goal is to present them with treatment challenges, help them see patients as people."

Part of Dr. Lobosky's real world is the development and implementation of public education programs to prevent trauma. "Brain and spinal chord injuries are very unforgiving," he said. "We can maybe save patients, but tragically their lives can be diminished. Preventive medicine in neurosurgery means reaching high-risk groups with injury prevention programs."

Dr. Lobosky engages these groups through exten-

sive community outreach. He is Co-Director of the Northern California section of the **ThinkFirst** National Injury Prevention Foundation.

ThinkFirst is a national award-winning public education program for children and teens that educates young people about personal vulnerability and risk taking so they can prevent devastating injuries from motor vehicle crashes, falls, sports, and violence. The message is that you can have a fun-filled, exciting life, without hurting yourself if you "Think First" and use your mind to protect your body.

Finally, Dr. Lobosky underlines the need to reach youngsters before high school. He has also implemented and coordinated standing programs to educate pre-teens on bicycle safety. He is the Executive Director of the "Heads Up" Bicycle Helmet and Safety program, which has distributed 23 thousand free helmets donated by manufacturers to elementary and middle school students over a five county area in Northern California.



Dr. Lobosky (L)

John Donovan, MD

Dr. John Donovan was selected as one of three recipients of the Special Recognition Award for his outstanding contributions as Assistant Clinical Professor of Anesthesia. He has been a member of the UCSF clinical faculty since 1999, after completing his anesthesia residency where he was chief resident (also at UCSF). Subsequent to his residency, Dr. Donovan entered private practice at Alta Bates Summit Medical Center in Oakland, California, where he has served as both department chair and medical director.



For more information on the annual awards banquet go online: www.medschool.ucsf.edu/acf

Thanks to Our Lifetime Members

Over 100 ACF Members have now joined at the Life Member rate.

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Dr. Dean Edell urges doctors to become media savvy

Syndicated radio and television talk show host Dr. Dean Edell identified a stark new threat to medical practitioners in a post-dinner address at the ACF annual meeting and awards banquet.

"There are forces out there working against you," cautioned Dr. Edell. "Medicine is in a state of turmoil and the public is very confused about the medical information it is receiving in the press. Oprah can have somebody on who talks against vaccination and the results are disastrous. The media frames perceptions about disease and prevention and the power of the media to inform or misinform is growing. Unfortunately, TV does a really lousy job and has grossly distorted all health issues."

Extremely busy doctors ignore the potentially malign influence of media at their peril, underlined Edell. "The media will affect funding and what people think of us," he warned.

Edell also identified disturbing new trends in public opinion regarding body consciousness, the longing

for longevity, and attitudes to disease. "People who are more aware of their bodies are often more neurotic," he noted. "The media constantly tells people they are supposed to be sick. Yet the media has oversold the idea that if you do something, or take something, in particular, you live longer."

Edell pointed out there are now between three to four hundred physicians appearing as "TV doctors." Edell himself chose a particular path for his career where he felt he could be more effective and reach a broader audience. "I like the front lines in commercial television and radio, not PBS," he revealed.

Edell urged doctors not to turn their backs on the silliness that often passes for medical commentary in the press. "The most important thing I can tell you is that physicians don't realize the media is a *responsive* industry," said Edell. "Don't turn your back on media. Get involved! They'll listen to you. Write a letter if you see or hear something that upsets you. You have the power."



"Oprah can have somebody on who talks against vaccination and the results are disastrous"



Dr. David Kessler Celebrates Role Of Clinical Faculty In New Era at UCSF

"What an extraordinarily exciting time it is now," remarked David A. Kessler M.D., Dean of the UCSF School of Medicine and Vice Chancellor of Medical Affairs, in an address to the Association of Clinical Faculty after the awards banquet

at the St. Francis Yacht Club in San Francisco on October 12, 2006. "Thank you for your commitment to UCSF," said Dr. Kessler, "a great, great institution unique for its culture of collaboration and culture of inquiry."

In his address Dr. Kessler also briefly outlined two new developments that will have a particularly dramatic impact on medical education at UCSF. The

University of California Regents in September approved spending \$34 million on preliminary planning for a new women's, children's and cancer hospital at the UCSF Mission Bay campus.

Secondly, the National Institutes of Health (NIH) awarded UCSF \$109 million over a period of five years for a new clinical and translational science institute. "The new institute will infuse UCSF at every level to translate findings from lab to clinic," noted Dr. Kessler.

The UCSF Clinical and Translational Science Institute (CTSI) will extend across all four schools—dentistry, medicine, nursing and pharmacy—and the Graduate Division. It will promote research and education in translational and clinical science at UCSF in partnership with training hospitals such as UCSF Medical Center, UCSF Mount Zion Medical Center,

San Francisco General Hospital Medical Center, San Francisco Veterans Administration Medical Center—and affiliated institutions, including the J. David Gladstone Institutes. The goal of the Institute will be to take the discoveries made at the lab bench and determine how they might be applied to preventing, managing, or curing diseases in people.

In light of the emergence of the UCSF Mission Bay campus as a major national center of basic science through these initiatives, Dr. Kessler underlined the continuing vital importance of clinical faculty. "You offer real world hands-on experience so students can learn the art and practice of medicine," he said. "You all contribute mightily to that with your one-on-one relationships. We cannot do what we do without all of you."

Here are a few photos from the annual event. See inside for additional coverage and photos.



Jacob Johnson, MD, was voted incoming treasurer (pictured with spouse, Tamara Alliston, PhD).



ACF officers (left to right): Keith Denkler, MD; Fred Parris, MD; Jane Phillips, MD; and William Kapla, MD.



Teresa L. McGuinness, MD, PhD, ACF President 2004



Guests at the reception.

Year **in** Review



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