

ANNUAL DEAN'S REPORT



David Geffen
School of Medicine

SEPTEMBER

2017

THE DAVID GEFFEN
SCHOOL OF MEDICINE
AT UCLA

DAVID GEFFEN SCHOOL OF MEDICINE

September 2017

The David Geffen School of Medicine at UCLA

A word from the Dean

This July marked the completion of my first year as Dean of the David Geffen School of Medicine (DGSOM) at UCLA, providing an opportunity to reflect on what the school has accomplished over the past year, and to contemplate the road ahead.

For me, this past year has been mind-opening, as I have moved out of my own academic niche and landed on a vista with a spectacular, panoramic 360° view of the DGSOM. The diversity of disciplines and individuals, and the depth of expertise, creativity and brilliance within our community continue to inspire me daily. While our diversity enriches us as an academic medical center, it also underscores the need to define our vision in a manner that is inclusive and shared by all members of our community. Such a shared vision promises to transform us into a medical school that is greater than the sum of its parts—a high-performing team rather than a collection of high-performing individuals.

Much of my work and the work of the DGSOM leadership team this year has been centered on making organizational change to bring this vision of a highly aligned DGSOM community to fruition. Having a unified vision does not entail advancing all individual initiatives—rather, it requires that we prioritize the initiatives that bring us closer to accomplishing our vision, the vision of promoting the health of all individuals through our clinical care, community engagement, education and research missions. This process of prioritization requires open communication and transparent decision-making. In this spirit, I am delighted to share this annual report to describe the school's activities and accomplishments over the past year and share my current thinking for the year ahead. As always, I welcome your thoughts and feedback.

While I name the contributions of specific individuals in this report, please note that they are illustrative of the contributions of all DGSOM faculty, students and staff. I am grateful to every member of the DGSOM community for the work that you do, and celebrate all your accomplishments. I am also grateful to our patients, who place their trust in our faculty and organization.

As an academic medical center, we are part of a larger whole - part of a world-class university and combined with one of the nation's pre-eminent health systems. In this context, I would like to acknowledge how deeply rewarding it has been for me to partner, as Dean, with Dr. John Mazziotta, Vice Chancellor for UCLA Health Sciences and CEO of UCLA Health, and Ms. Johnese Spisso, President of UCLA Health, CEO of UCLA Hospital System, and Associate Vice Chancellor of UCLA Health Sciences. Working together, we are able to advocate both for our local units and for the greater good of the enterprise. I also want to express my gratitude for the deep commitment and strong support of my leadership team: Vice Dean for Education Clarence Braddock, Vice Dean for Faculty Jonathan Hiatt, Vice Dean for Research Stephen Smale, Senior Associate Dean for Diversity Lynn Gordon and Senior Associate Dean for Finance and Administration Anja Paardekooper. Their hard work and dedication to the DGSOM's mission are invaluable to our progress and success.

Kelsey Martin, MD, PhD
Dean, David Geffen School of Medicine
at UCLA





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Strategic Plan Refresh

Over the past eight months, the DGSOM and UCLA Health have embarked on a strategic plan refresh, in collaboration with the Chartis Consulting Group. As part of this effort, we have redefined UCLA Health so that it includes not only the clinical enterprise, but also the DGSOM. This integration will enable us to function as a unified academic medical center, one that provides outstanding clinical care, engages our community to improve population health, makes scientific discoveries that promise to transform health and health care, and educates the next generation of health care providers. Our shared vision can only be accomplished through the synergy of our clinical care, community engagement, research and education missions.

We recently completed the first phase of the strategic plan refresh, which involved assessing our market position in all four mission areas. The next design and implementation phase will focus on the development of a new economic model aimed at aligning our strategic goals across the enterprise, improving our productivity, and increasing transparency. Within the DGSOM, this effort will involve development of a dashboard that monitors our progress on a variety of metrics of academic (education and research) productivity. Updates on the UCLA Health Strategic Plan Refresh are available at <https://mednet.uclahealth.org/hubcap/strategic-planning/>. To increase transparency and to ensure that voices from all departments are heard as we make strategic decisions, we recently established an Executive Advisory Committee that includes all Department Chairs and meets monthly to consider major strategic decisions. This fall, the school will also begin monthly Dean's Council meetings with all Department Chairs, as well as monthly Research Executive, Education Executive, Community Executive and Finance and Budget Advisory committees. Each of these committees will help guide and implement strategic decisions. The structure of these committees, and of parallel committees in the health system, will be available on the strategic planning website.

Department Chairs, Institute and ORU Directors

Over the past year, we've been fortunate to recruit several outstanding new leaders as department chairs, including Dr. Leonid Kruglyak, Chair of Human Genetics; Dr. S. Thomas Carmichael, Chair of Neurology; Dr. Francis Hornicek, Chair of Orthopaedic Surgery; Dr. Deborah Krakow, Chair of Obstetrics and Gynecology; Dr. Linda Liao as Chair of Neurosurgery; with Dr. Gregory Hendey having joined as Chair of Emergency Medicine in June 2016. We have ongoing Chair searches in the Department of Head and Neck Surgery and Department of Biomathematics, and anticipate appointments in both departments before the end of the calendar year.

We also recently appointed Dr. Michael Teitell as the Director of the Jonsson Comprehensive Cancer Center and look forward to supporting Dr. Teitell as he works with the UCLA cancer community to integrate cancer clinical care and research in a manner that provides the finest care to cancer patients.

As part of our strategic plan refresh, we are also committed to clarifying the governance and leadership roles that exist within the DGSOM. As a step in this direction, we have revised the Leadership web page for the DGSOM, which is available by clicking the button below.

DGSOM LEADERSHIP

Finances

Finance and Budget Advisory Committee

Last fall, we organized a Finance and Budget Advisory Committee that is chaired by the Dean and the Sr. Associate Dean for Finance and Administration, and that includes four clinical chairs, two basic science chairs, the JCCC Director, three faculty members, the FEC president, three CAOs, as well as the Vice Deans for Education, Faculty and Research, and the Sr. Associate Dean for Diversity. This committee meets for two hours each month to review and advise on financial issues and decisions. The charter of this committee is intentionally aimed at aligning financial policies with the DGSOM's mission and strategic goals at all levels of the organization. A further goal of the committee is to make Dean's Office finances and financial decision-making as transparent as possible.

Dean's Office Resource Allocations

In the past, departments and individuals have requested resources from the Dean's Office in an ad-hoc manner. Because this makes it difficult to prioritize use of our resources or to engage in financial planning, we recently instituted a new mechanism for resource requests, with input from the Finance and Budget Advisory Committee. Briefly, requests are made on a quarterly basis by chairs or ORU directors, using an on-line mechanism. Request forms ask for descriptions of how the resources benefit strategic priorities of the DGSOM, business plans for self-sustenance, and information about alternative available funding sources. By considering requests at the same time, we are better able to plan and prioritize our investments. In addition, the process of reviewing the requests has provided valuable insights into the specific needs and goals of local units within the DGSOM.

Finance Team Reorganization

This spring, the DGSOM Finance Team engaged in a reorganization, under the leadership of Senior Associate Dean Anja Paardekooper and Executive Director for Finance and Associate Chief Financial Officer Chuck Hajek. The goal of this reorganization is to create a Financial Affairs organization with clear alignment of responsibilities by functional area. The Dean's Office will continue to communicate closely with the Chairs and Department CAOs to ensure that the new Finance Office provides optimal services to each department and division. A major goal for the new organization involves the development of financial and managerial reporting and business intelligence tools aimed at increasing financial transparency throughout the enterprise and at facilitating and enabling budgetary and financial planning. While the development of such tools will take several years, we anticipate that the organization will be fully staffed and operational in fall 2017.

Departmental Annual Budget Meetings

This year, the Dean's Office also reinstated annual budget meetings with departments and ORUs. These meetings are held with the Department Chair (or ORU Director) and CAO together with the Dean, Sr. Associate Dean for Finance and the Executive Director for Finance. The Dean's Office Finance Team developed a new template for the budget preparation and meeting, aimed at streamlining and simplifying the process. We consider the annual budget process to be a work in progress and are committed to revising it as needed to increase its efficiency and value to the departments. From the perspective of the Dean's Office, the budget meetings provide an opportunity to learn about many best practices employed by individual units and to gain an appreciation of shared challenges and opportunities for improvement.

Information Technology: DGIT

Under the leadership of Chief Information Officer Ben Nathan, DGIT has made great strides this year in establishing an integrated information and technology organization that works with the hospital information technologies team (ISS) to provide secure, high quality IT services throughout UCLA Health Sciences. Currently, 22 of the DGSOM's 24 academic departments run their IT services under the DGIT umbrella, with the remaining two scheduled to be integrated into DGIT in the coming year.

With the support of the Chancellor's office, DGIT is working with the Fielding School of Public Health, School of Nursing and School of Dentistry to provide IT services for the larger UCLA health sciences community.

Many of the advances and new services provided by DGIT are described on its new website (<https://dgit.healthsciences.ucla.edu/pages/>). These services include: a walk-up tech support station in CHS (just west of Café Med, on the 1-6 corridor); Microsoft Windows and Office licenses for all health science schools; a new secure data center in San Diego supplying enterprise-wide servers, storage, and backup; the Outside Activities Tracking System ([OATS](#)) for tracking faculty commitments; a new student application system; and the deployment of ubiquitous wireless to six new health sciences buildings, with the goal in the coming year to deploy to any remaining areas without medwifi access. Soon, DGIT will launch a HIPAA-compliant, cloud-based file sharing and collaboration service (Box.com) with unlimited file storage, and a HIPAA-compliant research computing cloud using Amazon Web Services. DGIT also will be providing access to computational resources and services to aid in analysis and discovery. These, and the many additional services provided by DGIT, illustrate what can be accomplished when we come together to work as an aligned, integrated team of departments and units.

Space

The 2016-2017 DGSOM year has certainly been a year of construction. Geffen Hall was completed in December 2016, and medical school classes opened in their new Geffen Hall home in January 2017. With its open architecture and advanced technology, Geffen Hall heralds a new era of medical education, one that is active, outward-facing and communal. This summer and fall, the teaching spaces will be shared with students from the other health sciences schools, making the way for richer inter-professional education. David Geffen was honored for the incredible impact of his generosity on our school at the opening of the building on May 11, 2017 (<http://newsroom.ucla.edu/releases/david-geffen-ucla-leaders-dedicate-new-medical-school-home>).

Switzer Plaza has been re-landscaped, forming a welcoming gathering place that is bordered by Geffen Hall, Marion Davies, CHS and the Jules Stein Institute, which re-opened after extensive renovations in April 2017. Café Med has undergone, and continues to undergo, improvements, with new healthy food choices. A new carry-and-go café, Revive, has also opened on the northwest corner of Geffen Hall.

The Center for Health Sciences is undergoing a major seismic retrofitting, which impacts many members of our community. We are extremely grateful to all who have been disturbed or displaced for their patience and professionalism during this disruptive period. Seismic retrofitting activities in CHS are scheduled to be complete by June 2018; seismic retrofitting of the Semel Institute is just about to begin.

The renovated South Tower is undergoing tenant improvements to prepare for the move of faculty to each of the six theme-based floors (see below for updates on the Research Themes): metabolism on floor 2, cardiovascular on floor 3, immunology on floor 4, cancer on floor 5, regeneration on floor 6 and neuroscience on floor 7. Capital Programs currently estimates that the South Tower will be open for occupancy during the spring or summer of 2018.

Philanthropy

In partnership with our faculty and staff, Health Sciences Development raised \$276 million in FY17 toward its \$2 billion share of the \$4.2 billion Centennial Campaign goal. Cumulative progress toward the health sciences campaign goal was \$1.31 billion at end of FY17. Fundraising totals include grants and gifts, and both are growing at a strong pace. Over the five-year period since the campaign began, approximately 20% of dollars raised have been from grants and 80% have been from gifts.

Nearly 13,000 gifts were made to UCLA Health Sciences in FY17, and credit goes to each of you for helping to garner this support. Our philanthropic donors play a critical role in enabling the DGSOM to achieve its mission. We are in the midst of a search for a new Assistant Vice Chancellor of Development for UCLA Health and look forward to another successful year of partnership with our philanthropic community.

Education

One of the most satisfying parts of serving as Dean has been getting to know the trainees in the DGSOM. The passion, commitment and idealism of our graduate students, medical students, postdoctoral fellows and house staff inspire me daily. Among their many activities and accomplishments, DGSOM trainees have come together to: organize White Coats for Black Lives activities; organize health fairs in Central LA and Watts; volunteer at Venice Family Clinic and the Student Run Homeless Clinic; undertake ethnographic studies of homeless in LA; host the annual Brain Awareness Week for LAUSD middle schoolers; organize and host the third annual SoCal LGBTQIA Health Conference at UCLA; and participate in the Resident Quality Council to address quality improvement in UCLA Health. In these and many more activities, our trainees exemplify the power of teamwork, commitment and idealism in achieving our mission.

I would like to also highlight and celebrate some of the contributions and accomplishments of individual trainees over the past year: Richard Morgan (CDU, MSTP) received the National Medical Fellowship's Franklin C. McLean Award in recognition of his outstanding academic achievement, leadership and community service; Edward Corona (MS4, Prime) received an AAMC Herbert W. Nickens Scholarship for his leadership in efforts to eliminate inequities in medical education and health care; Noah Kojima (MS4) and Ogechukwu Agatha Offorjebe (CDU MS4) were awarded NIH Fogarty GloCAL Fellowships to undertake research projects in South Africa and Malari, respectively; Jonathan Gomez (MS3) coauthored an article on the White Coats for Black Lives movement in the American Journal of Public Health; Rachel Zipurky (MS4) first-authored a study in the American Journal of Cardiology finding no gender difference in stress as a risk-factor for coronary artery disease; Hua Chai (MS3, MSTP, IDP-Neuroscience) first-authored a study in Neuron that elucidated the diversity of glial cells in the brain; Jesse Zaretsky (MS3, MSTP, Molecular Pharmacology IDP) first-authored a New England Journal of Medicine article on resistance to PD-1 inhibition in melanoma; Tara TeSlaa (PhD5, MBI-CDP IDP) first authored a paper in Cell Metabolism showing that α -ketoglutarate accelerates the initial differentiation of primed human pluripotent stem cells; Drs. Astra Bryant, Janai Carr and Emily Mankin (post-doctoral fellows) all received competitive A.P. Gianinni Foundation Postdoctoral Awards; Dr. Hyejung Won (post-doctoral fellow) first-authored a study in Nature showing how the 3D structure of chromosomes regulates gene networks during human brain development; and Karthik Sarma (MSTP, Bioengineering PhD3) was elected to the American Medical Association Board of Trustees. These examples are simply the tip of the iceberg of the many remarkable achievements of our students, residents and fellows.

Undergraduate Medical Education

Under the leadership of Vice Dean Clarence Braddock, the DGSOM has become one of the most competitive medical schools in the country, with over 12,000 applications last year, and an acceptance rate of less than 3%. The David Geffen Medical Scholarships have been transformative for our school, enabling the recruitment of outstanding students and providing those students with the freedom to pursue their interests without the burden of financial debt. As just one indicator, the percentage of medical students opting to pursue an additional year of study to obtain a dual degree or to focus on a scholarly project has doubled in the past three years, from 13% (Class of 2015) to 26% (Class of 2018). The medical school class benefits tremendously from the diversity of its student body, with students from an array of different backgrounds adding new perspectives to how we think about science, health and health care. We were proud to be ranked by U.S. News and World Report as the fourth most diverse medical school in the country in 2016 in terms of the number of African-American students.

The class of 2017 marked the 63rd class to graduate from the UCLA School of Medicine. The 180 graduates went on to residencies in primary care specialties (48%), internal medicine (24%), surgery (20%) and other specialties, with 70% staying in California and 20% joining programs in the Northeast. In her commencement keynote speech, Dr. Deborah Prothrow-Stith, Dean of the College of Medicine at Charles R. Drew University of Medicine and Science, described her experience as a medical student seeing a young man with a gunshot wound in the emergency room, which ultimately inspired her to dedicate her career to the public health problem of youth violence. Through her personal story, she encouraged our graduates to find their passion, believe in themselves, and make a difference in the health of their communities.

The architecture of our new home, Geffen Hall, is creating a new sense of community among trainees, staff and faculty. It is also transforming how our faculty think about medical school teaching by fostering more active learning approaches, such as team-based learning and flipped classrooms. Under Vice Dean Braddock's leadership, the DGSOM education team has undertaken new initiatives in faculty development, including hosting an internationally renowned team to train a cadre of faculty leaders in innovative concepts of teaching and learning, and partnering with the American College of Graduate Medical Education (ACGME) to become a designated training site for its assessment program. The Simulation Center and Center for Advanced Surgical and Interventional Technology (CASIT) continue to play important roles in both undergraduate and graduate medical education. Notable accomplishments include their work with the Department of Defense and as a training site for the Agency for Healthcare Research and Quality (AHRQ) team Strategies and Tools for Enhanced Professional and Patient Safety (STEPPS) program.

To further leverage our new teaching space, the DGSOM is embarking on a curriculum redesign, which was recently approved by the Faculty Executive Committee (FEC). This will be an opportunity to reconsider what and how we teach, and to consider the incorporation of a variety of new approaches into the training of future physicians. The curriculum redesign will make room for new curricular areas, will include performance metrics, and will incorporate input from students, staff and faculty. The process of rethinking our curriculum provides an opportunity to contemplate and articulate our educational priorities. The DGSOM is committed to training physician leaders, to graduating students who become, in the words of Vice Dean Braddock, "physicians AND..." We now have the chance to articulate what the "AND" should be. What knowledge and backgrounds are necessary for the physician of the future? Our school benefits from a variety of programs—including the Medical Scientist Training Program (MSTP), the Charles R. Drew University/UCLA Program, the UCLA PRIME Program, and the Westwood DGSOM program. Some of these programs have specific goals, e.g. to train physician-scientists (MSTP) or to train physicians who will provide care to underserved populations (CDU/UCLA and UCLA PRIME). How do we support and nurture these distinct goals while maintaining a unified sense of identity and purpose within the DGSOM Medical School Program? I believe that defining these priorities does not imply a homogenization of goals, but instead allows us to determine how to best prepare our trainees to contribute to a range of fields that are critical to the future of medicine.

Another educational goal moving forward is to create stronger bridges between our medical school trainees and our sister health sciences professional schools (Nursing, Dentistry and Public Health) as well as the biomedical graduate programs. The aim of fostering greater inter-professional training is particularly important both because health care is increasingly provided by teams of health care professionals, and because of the great potential of clinical medicine and biomedical science to transform medical care through translational research. Toward this end, we are embarking on efforts to coordinate our teaching. As just one example, DGIT is planning an online program to facilitate educational room scheduling across schools. In another example, Vice Dean Braddock and Janet Leader, Associate Director of CHS Nutrition Programs, hosted a series of cooking classes in Westwood Village in which trainees from all four health sciences professional schools worked in teams to cook and learn about nutrition. I look forward to many more examples of shared training, inside and outside of the classroom.

Graduate Medical Education

Under the leadership of Dr. Kate Perkins, Associate Dean for Graduate Medical Education and ACGME Designated Institutional Official (DIO), ~1200 trainees in our 89 ACGME-accredited programs and 157 trainees in our 52 non-ACGME-accredited programs have provided outstanding patient care and training for our undergraduate medical students at the Ronald Reagan UCLA Medical Center, the UCLA Resnick Neuropsychiatric Hospital, and Santa Monica, UCLA Medical Center and Orthopaedic Hospital, the Medical Plaza buildings, and at our major affiliated institutions, including Los Angeles County Harbor-UCLA (County) Medical Center, Los Angeles County UCLA-Olive View Medical Center, Greater Los Angeles VA Medical Center, Cedars-Sinai Medical Center, and Kaiser Permanente Southern California. One new ACGME-accredited program (Adult Congenital Cardiology) and two non-ACGME programs (Global Health and Addiction Medicine) were established in the past year, and three fellowships in Obstetrics and Gynecology transitioned from ABOG to ACGME accreditation (Gynecologic Oncology, Maternal Fetal Medicine and Reproductive Endocrinology).

Highlights over the past year include successful completion of the ACGME Clinical Learning Environment Review (CLER) in November 2016; a financial planning workshop for trainees in September, 2016; a Program Director Conference in October 2016, with Laura Edgar, ACGME executive director of the Milestones Development Program as keynote speaker; an ACGME-UCLA interactive workshop on “Developing Faculty Competencies” in early June 2017; and implementation of a round-trip app-based transportation service to mitigate house staff fatigue.

One fellowship program I would like to highlight in this report is the National Clinical Scholars Program (NCSP), which just completed a magnificently successful first year under the leadership of Dr. Carol Mangione and Dr. Linda Sarna, Dean of the School of Nursing. The NCSP was designed as a continuation of the Robert Wood Johnson Clinical Scholars Program (RWJ Scholars Program). For over three decades, this program has trained scholars in health policy, health services and social medicine across the country, including many DGSOM faculty and many healthcare leaders across LA County. When the RWJ Foundation announced that it was ending the Scholars Program, UCLA joined forces with Yale, the University of Michigan and the University of Pennsylvania, to create the NCSP. The program continues the successful tradition of the RWJ Scholars Program, expanding trainees to include nurses as well as physicians. With support from an anonymous donor, the DGSOM Dean’s Office and many departments, ten NCSP fellows completed the first year of their two-year fellowship training, and another eight joined the program this year. The efforts of the NCSP Directors, participating faculty and trainees ensure that UCLA will continue to train physicians and nurses who will play leading roles in inventing new models of health care, promoting health equity and eliminating health disparities.

Continuing Medical Education

Under the leadership of Dr. Martin Quan and Assistant Dean Joyce Fried, approximately 8,135 learners from across the country and within our UCLA community participated in one or more accredited CME activities, which, for the 2016-2017 academic year, included 60 live courses, conferences and workshops; 24 grand rounds series; and 35 online on-demand lectures on clinical topics across specialties available to the UCLA Health community free of charge. Ten of these on-demand lectures offered both CME credit and credit toward the American Board of Internal Medicine Maintenance of Certification (MOC) program. The Office of Continuing Medical Education worked closely not only with course chairs from the UCLA and Santa Monica campuses, but also with leadership at Harbor-UCLA Medical Center and the VA to develop accredited courses for their communities.

Highlights include successful long-standing popular courses in geriatrics, pediatrics, vascular surgery, urology, family practice and ophthalmology; newer courses in laryngology, radiology, anesthesiology, digestive diseases and neurology; a collaboration with our medical students to help organize and accredit the third Annual SoCal LGBTQIA Health Conference in February 2017; a partnership with the PAC-12 and the NCAA to organize a course on sport-related concussion in January 2017; and a joint venture with the Graduate Medical Education Office to organize the ACGME-UCLA interactive workshop on Developing Faculty Competencies in Assessment in June 2017.

Graduate Program in Biosciences

This year marked the third year of the Graduate Program in Biosciences (GPB, <http://bioscience.ucla.edu/ucla-gpb-home>), an integrated consortium of ten interdepartmental bioscience graduate programs (home areas) shared between the DGSOM and College Division of Life Sciences. The GPB was designed as an umbrella structure for bioscience graduate education that would align PhD training and recruitment with areas of research strength at UCLA and augment and centralize student support mechanisms. Under the leadership of Dr. Greg Payne, the GPB has concluded its “pilot phase,” and become a successful federation of focused, interdepartmental training programs, with continued support from the DGSOM. This year, Dr. Emily Rose, Senior Advisor to the Dean, organized the production of a short video highlighting the UCLA GPB and the value of basic science graduate education and research at the DGSOM.

THE VALUE OF BASIC RESEARCH

The GPB represents not just a successful move from departmental to interdepartmental training programs but also to inter-school training programs and, as such, serves as a model for future-focused and interdisciplinary training programs. In addition, the central GPB office, with staff supporting many shared aspects of graduate education support, including diversity and outreach, and professional and career development programs, provides a model for integrated administrative support of shared activities, with local decisions by home areas for issues such as curriculum development and admissions decisions.

Postdoctoral Fellows

Over 450 postdoctoral scholars contribute to research programs in the DGSOM, mentored by individual faculty members within departments. Dr. Lynn Talton, Director of Postdoc Affairs, provides support for postdocs in the DGSOM through the Office for Postdoctoral Affairs (<http://www.biomedpostdoc.ucla.edu/>). Over the past year, this office has fostered the professional development of our postdocs in a variety of ways. For example, through programs for exploring the full range of career options in bioscience research and related fields; by creating networking and collaboration opportunities with professionals in academic research, industry, policy, publishing and communications; and by promoting diversity, inclusion, wellness and resiliency through new curriculum to help postdocs respond to discrimination, harassment and mental health issues.

I am pleased to note that Dr. Edythe London and Dr. Michael Green, both DGSOM faculty members in Psychiatry and Biobehavioral Sciences, were honored in January with Postdoctoral Mentorship Awards from the UCLA Society of Postdoctoral Scholars, and that a DGSOM postdoctoral scholar, Dr. Joseph F. McGuire (also in Psychiatry), was awarded one of four Annual Chancellor’s Postdoctoral Awards.

Behavioral Wellness Center

To address the well-being of our graduate students, medical students and house staff, this year the DGSOM established the Behavioral Wellness Center (<http://medschool.ucla.edu/bwc>). Under the leadership of Dr. Karen Miotta, the BWC is located in CHS and houses a team of providers, including psychiatrists, psychologists and a social worker, committed to supporting the mental health of our trainees. The BWC works in partnership with UCLA Counseling and Psychological Services (CAPS) in the John Wooden Center, which provides services to graduate and medical students, and Staff and Faculty Counseling in the Wilshire Center, which provides services to faculty, staff and postdoctoral fellows.

Research

This past year, DGSOM faculty, staff and students have continued to make discoveries that deepen our understanding of the natural world and promise to transform the practice of medicine. To highlight just a few: Dr. Leonid Kruglyak and colleagues identified a mutated gene that prevents a Galapagos species of cormorants from flying and that underlies ciliopathies and bone disorders in humans; Dr. Samantha Butler and her team uncovered a novel mechanism by which the guidance factor Netrin1 guides axons during brain development; the lab of Dr. Stephen Young discovered a new autoantibody syndrome that causes hypertriglyceridemia; Dr. David Eisenberg and his group solved the atomic structure of a bacterial toxin that kills mosquitos that carry Dengue and Zika viruses; and Dr. Kathrin Plath and colleagues determined how specific transcription factors turn skin cells into induced pluripotent cells, and identified strategies for accelerating this process. DGSOM scholars in health services and social medicine have made numerous impact discoveries that also provide important insights into health and health care delivery: Dr. Laura Wherry's study of Medicaid coverage provided insight into the impact of Medicaid expansion on access to health care for low-income individuals under the Affordable Care Act; Dr. Carol Mangione and colleagues found that providing screening for diabetic retinopathy in primary care settings significantly increased the percent of individuals screened; and a study from Dr. Elizabeth Barnert and colleagues on the effects of juvenile justice jurisdiction on children under the age of 12 served as the impetus for proposed changes in California state legislation ([SB 439](#)).

The outstanding scholarship of our faculty is reflected in high levels of research funding. Despite widespread concerns about federal funding for research, the DGSOM continues to garner increasing research grant support each year. Total funding from the NIH increased from \$291.3 M in FY16 to \$302.9 M in FY17, a 4% increase, contributing to our move from #14 to #11 in research in the FY17 for US News & World Report rankings of medical schools in Research (with a #6 ranking in Primary Care). This year we also began the first year of funding for our renewed NIH Clinical and Translational Science Institute (CTSI), which, under the leadership of Dr. Steve Dubinett, continues to serve as a hub for clinical and translational research and education. I also note that just this past month, Dr. Valerie Arboleda received an NIH Director's Early Independence Award, and Dr. Olujimi Ajijola received an NIH Director's New Innovator Award, both of which are highly competitive NIH awards granted to accomplished and promising young investigators.

DGSOM faculty have also been honored with funding from private foundations. To share just a few highlights, Drs. Elissa Hallem and Kathrin Plath received HHMI Faculty Scholar Awards; our new faculty member Dr. Tamir Gonen renewed his HHMI Investigatorship; Dr. Steven Horvath was selected as an Allen Institute Distinguished Investigator; Dr. Weizhe Hong was awarded a Searle Scholar fellowship; and Dr. Tamer Sallam received a Burroughs Wellcome Career Award in Medical Sciences.

Finally, the contributions of our faculty have been recognized by many additional prizes and awards. To highlight a handful: Dr. Owen Witte received the AAMC Award for Distinguished Research in Biomedical Sciences, as well as the Arthur Kornberg and Paul Berg Lifetime Achievement Award from Stanford University (awarded to Stanford alumni), and was appointed as a University of California University Professor; Emeritus Professor Michael Grunstein received the Gruber Prize in Genetics; Dr. Roger Lo received the American Association of Cancer Researcher's inaugural Waun Ki Hong Award for Outstanding Achievement in Cancer Research; and I was honored to be elected alongside Dr. Anne Coleman to the National Academy of Medicine.

These awards, grants and honors - and the many more that I have not included here due to space limitations - are a testament to the depth and impact of our faculty's research programs. By celebrating the scholarship and discoveries that transform medicine and create new cures, they illustrate the fundamental importance of the research mission to UCLA Health.

Faculty Recruitment

The biomedical research community at DGSOM has been enriched through the recruitment of many outstanding biomedical research faculty over the past year. In total, the DGSOM recruited 191 new faculty members during FY17, including 25 Adjunct, one Clinical X, 138 Health Sciences Clinical, 15 In Residence, eight Regular, and one Visiting. In addition to the appointment of many of our own physicians, physician-educators and physician-scientist trainees to faculty positions, we also recruited many talented researchers from other institutions. Among these, Tamir Gonen joined the Department of Physiology from HHMI Janelia Research Campus (coming to UCLA as an HHMI Investigator); Drs. Manish Butte, Steve Mittleman and Xinxing Kong joined the Department of Pediatrics from Stanford, CHLA/USC and Harvard, respectively (with Drs. Grace Aldrovandi and William May joining the Department of Pediatrics in June 2016, both from CHLA/USC); Dr. Xianghong (Jasmine) Zhou joined the Department of Pathology from USC; Dr. Ajit Divakaruni joined the Department of Medical and Molecular Pharmacology from UCSD; Dr. Yi Zheng joined the Department of Psychiatry from Stanford; Dr. Rochelle Dicker joined the Department of Surgery from UCSF; Dr. Keriann Backus joined the Department of Biological Chemistry from the Scripps Institute; Dr. Eran Halperin joined the Department of Anesthesiology with a split appointment in the Department of Computer Science in the Henry Samueli School of Engineering and Applied Sciences (HSSEAS), coming from Tel Aviv University; Drs. Melody Li and Timothy O'Sullivan will be joining the Department of Microbiology, Immunology and Molecular Genetics from Rockefeller University and Memorial Sloan Kettering Cancer Center, respectively; Dr. Ali Khademhoseini will be joining Bioengineering in HSSEAS, the CNSI and the Department of Radiology from Harvard/Broad; Dr. Joanne Elmore will be joining the Department of Medicine from the University of Washington; and Dr. Zhenfeng Duan will be joining the Department of Orthopaedic Surgery from Mass General Hospital/Harvard. Please join me in welcoming these new faculty, and all our outstanding new faculty recruits, to the DGSOM!

I would like to highlight a few distinguishing features of this year's faculty recruitments. First, two FTE searches involved joint appointments with the HSSEAS, signaling increasing collaborations between our two schools. Second, two departments, Biological Chemistry and Physiology, undertook FTE searches in which the candidates were invited as a group as part of an on-campus symposium. This approach for faculty recruitment is becoming increasingly common at our peer institutions, and provides a means of very efficiently interviewing candidates such that decisions can be made in a timely manner. The symposia also generated tremendous excitement within the department and among the candidates. Third, the Research Themes participated significantly in many of the departmental FTE searches, serving on search committees and providing valuable guidance to the Department Chairs and Dean's Office.

Research Themes

Four years ago, under the leadership of former dean Eugene Washington, the DGSOM community came together to create six integrated, interdepartmental research themes: cancer; cardiovascular; immunology/inflammation/infection & transplant (I3T); metabolism; neuroscience; and regeneration. Each theme focuses on a biological question that is central to health and medicine, incorporating methods (e.g. genetics or imaging) and populations (e.g. women and children or the elderly) into the theme. As an organizing principle, the themes provide a means of realizing the synergy that comes from leveraging the expertise of diverse scholars to solve biomedical problems and to transform human health and well-being.

The six themes, currently led by Dr. Michael Teitell (cancer), Dr. Yibin Wang (cardiovascular), Dr. Steve Bensinger (immunology), Dr. Orian Shirihai (metabolism), Dr. Larry Zipursky (neuroscience) and Drs. Tom Carmichael and Owen Witte (regeneration), have made significant progress over the past year in developing their theme visions and missions. All have completed theme websites (<http://medschool.ucla.edu/unified-research-themes>) that communicate their vision and activities. The themes have worked with Vice Dean Steve Smale to plan occupancy of the thematically assigned South Tower space (see above under Space subtitle).

This spring, the themes organized a theme-based seed grant competition (<http://medschool.ucla.edu/seed-grant-program>), with each theme awarding a total of \$400,000 to successful proposals. Many of these grants were awarded to collaborative research teams. We included a seventh category (with equal funding) for projects that did not fit within one of the six research themes.

Over the last several months, working with Dr. Emily Rose, Senior Advisor to the Dean, and several faculty members, I have engaged with colleagues across the school to consider developing a seventh theme that is based on the concept of Health and Social Justice, or Health as a Human Right. This theme would address the social and environmental determinants of health, health policy, law and economics, and health services, and would bring together scholars from across the school and the campus. Like the other six themes, this theme would span from basic social science of medicine to more translational research on health care delivery. And like the other themes, this theme would be aimed directly at identifying solutions to a critical problem in health and medicine: How can we effectively address the health needs of all individuals, and how can our scholarship advance the promise of health as a human right? My hope is that we will be able to announce this new theme within the coming year.

RESEARCH THEME WEBSITES

Innovation and Entrepreneurship

The past year has been a time of increased interactions between the DGSOM and the UCLA Technology Group (TDG), under the new leadership of Amir Naiberg (<http://newsroom.ucla.edu/releases/ucla-names-amir-naiberg-associate-vice-chancellor-for-research>). To advance therapeutics, medical devices/diagnostics and digital health technologies, the DGSOM and UCLA Health partnered this spring with the Henry Samueli School of Engineering and Applied Sciences, College Divisions of Life Sciences and Physical Sciences, and the UCLA TDG to develop a UCLA Innovation Fund. Under the leadership of Dr. Judy Gasson, Senior Director of the DGSOM Accelerator, and Desert Horse-Grant, Senior Director for Research and Innovation, the UCLA Innovation Fund hosted a campus-wide competition for Innovation Seed Grants (<http://medschool.ucla.edu/innovationfund>), open to all UCLA faculty who have signed the UCLA Patent Policy. Over 100 proposals were submitted to the Innovation Seed Grant competition, highlighting the level of interest and potential in bringing discoveries to the marketplace.

Precision Health

This year, the DGSOM also announced the establishment of the UCLA Institute for Precision Health (UCLA IPH), led by Dr. Daniel Geschwind, with Dr. Clara Lajonchere as the Deputy Director. The UCLA IPH will serve as a nexus for interdisciplinary collaboration across the DGSOM, UCLA Health System and the university. The vision and activities of the UCLA IPH can be found and followed here: <https://www.uclahealth.org/precision-health/>. Among its accomplishments, the IPH has implemented a Universal Consent program across the UCLA Health System (<https://www.uclahealth.org/precision-health/universal-consent>). Using this iPad-based video consent, patients are invited to share biological samples (remnant blood or additional tube of blood) that are collected through the course of routine care, and clinical information from their electronic health record, to create a robust big-data research engine that will accelerate novel discoveries and new personalized treatments for patients. The consent process utilizes a short video, currently available in English and Spanish, available at kiosks and on iPads at locations throughout the UCLA Medical Plaza. The Universal Consent serves as the recruitment engine for the AtLAS project (<https://www.uclahealth.org/precision-health/atlas-california-health-initiative>), which will perform genome-wide genetic analyses using Illumina Global Screening arrays, which test for a panel of single nucleotide polymorphisms (SNPs), to identify genetic variations in 150,000 UCLA patients over a three-year period. The major goal of the AtLAS project is to advance our understanding of common genetic contributions to disease in our patients. This is one of the many ways in which the IPH promises to uncover the basis of human disease and to tailor the appropriate treatment to each individual. It also illustrates the way in we are partnering with our patients and the Los Angeles community in our quest to promote health and cure disease.

In August 2016, UCLA hosted the annual California Initiative to Advance Precision Medicine (CIAPM) at the Luskin Center, bringing together precision medicine leaders from California and nationally to UCLA. To showcase the new UCLA IPH and generate new ideas around precision health at UCLA, the DGSOM Dean's Office focused its 2017 DGSOM Annual Leadership Retreat in March on precision health, with participation from all the senior leadership, chairs, ORU directors and theme leaders at DGSOM and UCLA Health, Dean Jayathi Murthy of the Henry Samueli School Engineering and Applied Sciences, Dean Victoria Sork of the College Division of Life Sciences and Dr. Elizabeth Baca from Governor Brown's office. Dr. Marc Williams, Director of the Genomics Institute at the Geisinger Health System, described Geisinger's precision health program in his keynote lecture titled "Realizing Value through Precision Medicine," and attendees participated in one of three breakout groups focused on i) Biobanking and Community Engagement, ii) EHR integration and iii) Innovation and Digital Health.

The UCLA IPH is poised to build on these first steps to advance precision health initiatives in clinical care, community outreach, education and research in the coming year. Specific initiatives include partnering with departments to recruit faculty working in precision health, establishing a masters program in genetic counseling, and integrating our medical genetics programs into an integrated UCLA Health clinical genetics program.

Community, Culture, Diversity and Inclusion

Community Engagement

Community Engagement emerged as one of our school's four core mission areas during the Strategic Planning exercise we undertook in 2010. This mission is especially important to the DGSOM as a public academic medical center situated in one of the largest and most diverse cities in the nation. Under the leadership of Dr. Carol Mangione, and working hand in hand with the CTSI, DGSOM faculty, staff and trainees have engaged in many impactful community engagement activities throughout the year. Among these, over 300 physicians, nurses and students volunteered at the 2017 Care Harbor LA, providing health care to thousands of uninsured, underinsured and at-risk individuals from across Southern California.

Physicians and students also partnered with the Lennox School District to provide preventive health care to families at the biannual Lennox Health Fair. DGSOM members have also participated in multiple pipeline programs designed to introduce young students from a range of backgrounds to careers in the health sciences. These range from the Allied Health Careers Summer Internship program generously supported by Lauren and Bobby Turner, which introduces high school students to different career opportunities in the health care field (<http://newsroom.ucla.edu/stories/high-school-seniors>) to the six-week Summer Health Professions Education Program aimed at increasing diversity among health care professionals (<http://newsroom.ucla.edu/stories/summer-program-at-ucla-helps-build-more-diverse-pipeline-for-health-care-field>).

Our community engagement activities are highlighted on the DGSOM website at <http://medschool.ucla.edu/communityengagement>. The website includes a link to an interactive tally of community engagement activities. The effort to share information about these activities is especially important in realizing our full potential in the community. Indeed, during the annual departmental budget meetings, I was delighted to learn about many community engagement and outreach programs our faculty are involved in through the departments and ORUs. These include, among others: the UCLA Physiology Outreach Program (POP, <http://uclapop.org/>) for high school students; a high-school partnership and internship program with LAUSD Los Angeles Center for Enriched Studies (LACES); a "science day" program for LAUSD elementary school students; the Steve Tisch BrainSPORT Prevention and Outreach program (<https://www.uclahealth.org/brainsport/prevention-and-outreach>); the BRI-SURE and NeuroCamp Programs; BRI High School Addiction Outreach Program; and many, many more. Consistent with the theme of our Strategic Plan Refresh, the next challenge for us is to align our many community engagement activities in a manner that maintains the quality of each local effort while increasing our impact by being more cohesively and visibly coordinated—i.e. by working together to address the needs of our community.

Center for World Health

The DGSOM has been actively engaged in the global community through the Center for World Health (CWH, <https://worldhealth.med.ucla.edu/>), led by Dr. Thomas Coates. During FY16, over 50 students traveled to eight countries for supervised clinical rotations, and nine medical students pursued mentored research projects abroad. The CWH also provides support for international electives and global health programs for several DGSOM residency programs. The transformative impact these experiences have had on our trainees, and the many successful partnerships in research and clinical care cultivated by the CWH over the past year are available in their [2016-2017 annual report](#). I would like to add that the integration between UCLA Health International Services (led by Mr. Michael Burke) and the Center for World Health, collectively referred to as UCLA Health Medical Enterprise International (UCLA HMEI), serves as a model of the power of aligning efforts across the UCLA Health enterprise.

Open Forums

Last summer, Senior Associate Dean for Diversity Lynn Gordon and Vice Dean for Education Clarence Braddock initiated a series of bimonthly Open Forums for Discussion. These gatherings, open to all members of the DGSOM community, have fostered open discussions around issues of diversity, tolerance and inclusion within our school. I have especially appreciated the willingness of our students, faculty and staff to share their experiences, as their thoughts and voices are critical ingredients of many of the initiatives we are undertaking.

Staff and Faculty Engagement

Over the past year, many DGSOM staff members completed the Press Ganey employee engagement survey, and many DGSOM faculty completed the AAMC Faculty Forward survey. Most DGSOM staff and faculty expressed significant job satisfaction, finding great value and connection between their work and our mission. The survey also revealed several common concerns. These included: dissatisfaction with internal communications; a sense that the efforts of individuals were not sufficiently acknowledged; inadequate leadership opportunities; and a feeling of “burn-out.”

We are developing programs to directly address specific practical issues around improving the internal communications infrastructure and establishing leadership programs for our faculty and staff. In addition, we plan to undertake a communal effort to articulate the cultural values of our school later this fall. The goal is to have faculty, staff and students work together to define the values that we consider most central to the mission of our school, and to specify the qualities and characteristics we value most in our faculty, staff and students. Many organizations, including academic medical centers, have well-established cultural values that guide the hiring and the evaluation of employees. These values also serve as a glue that unites all the members of an organization.

Diversity

In the fall of 2016 we started the first annual faculty diversity welcome reception for new and continuing faculty. This successful event promoted networking and collaborations between individuals who are passionate about their fields. Along with Dr. Kate Perkins, Associate Dean for Graduate Medical Education, the Office for Diversity Affairs helped support a Residency Applicant Second Look Day in January of 2017. This event drew many individuals who were interested in issues of equity and inclusion, in health care for underserved populations, and in improving the diversity of the DGSOM medical community.

In addition to the “second look” day, a UCLA Health System Resident Diversity Group was started by a group of residents who are passionate advocates, and they have been working through the year to enhance cross-disciplinary networking and to mentor DGSOM medical students.

In conjunction with colleagues at the Cedars-Sinai Medical Center, a longitudinal mid-career leadership program for women faculty was initiated with an inaugural group of 26 faculty, 27% of whom were from groups historically underrepresented in medicine. This successful program will be continued in the next academic year.

Scientists and clinicians are trained to view problems from multiple perspectives, to seek out second opinions, to consult and share our thinking with colleagues, to constantly test our hypotheses. While one would expect that this way of thinking would naturally embrace a diverse work force, achieving diversity in the medical and STEM fields has been slow. I recognize that, as a school, we need to pursue active approaches to enhancing our diversity, to becoming a school that truly reflects the demographics of population we serve. In partnership with Dr. Lynn Gordon, Senior Associate Dean for Diversity, this will be a focus of my efforts in the coming year. It will include focusing our next Leadership Retreat on diversity, making our leaders more accountable for the diversity of their units, and implementing new measures to increase diversity in faculty searches and to incentivize the hiring of a diverse workforce. These efforts will require self-reflection as an institution as well as open conversations among the members of our community.

Final Reflections and a Look Forward

This past October, we celebrated the life of Dr. Sherman Mellinkoff, Dean of the SOM from 1962 to 1986, who passed away in July 2016. Dean Mellinkoff was the heart and soul of our school, a dedicated and caring physician, scholar and humanitarian who was beloved and respected by all and who oversaw the growth of UCLA into a preeminent academic medical school. Dr. Mellinkoff was dedicated to the health of Los Angeles, and forged partnerships with the Veterans Administration, Harbor and Olive View medical centers, the Venice Family Clinic and Charles R. Drew University of Medicine and Science. These partnerships have not only persisted, but have grown to become an integral part of our community and our mission at DGSOM.

Dean Mellinkoff imbued our school with a vision of scholarship and humanitarianism. Medicine and science have changed dramatically since 1986, and yet we continue to be motivated by the same values and vision that Dean Mellinkoff so passionately nurtured at UCLA. I am amazed at what we have accomplished in our short history. We are the youngest medical school in the nation to be a top-10 health system and medical school.

We have grown exponentially over the last 50 years and have become a school of 24 remarkable departments, full of outstanding clinicians, educators and scientists and amazing staff and students. Our next challenge will bring us to a new level of excellence. We recognize that critical improvements in climate and culture, along with the incredible talent of our community, will allow us to realize our vision as a unified team with UCLA Health. As UCLA Health, we can achieve more than the sum of our parts. I believe in this transition and I look forward to working with all of you in the coming years toward that end.

Sincerely,

Kelsey Martin, MD, PhD

Dean, David Geffen School of Medicine at UCLA

