UCSF 2.0:
Ideas for the next decade
Summary and Update

May 2014
UCSF “2.0”: Why did we do this?

- To engage the broader community to come up with bold ideas for the future (10-15 years out)
- To inspire our community and generate enthusiasm for the future of UCSF
- To help leadership come up with new ideas to help us plan for the future, proactively and creatively
- To complement existing strategic planning efforts in the Schools, Programs and Med Center
- *(added during exercise)* – to identify shorter term initiatives that can be implemented now
Evolving an UCSF Enterprise for the future

Phase 1: > 24,000 ideas from 2,500 players

Phase 2:
- 12 focus groups
- 7 day long workshops
- Faculty, students, staff and friends of UCSF across campuses and disciplines
- Facilitated by Institute of the Future

Phase 3:
Discussion with individuals, thought leaders and groups to get reactions and synthesize

Phase 1-3: 1000’s of ideas \(\rightarrow\) handful of big ideas
# Key Themes (to date)

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<th>Theme</th>
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| Integration with Bay Area - Silicon Valley, the City, other UC’s, local institutions | • Ambition for UCSF to become institutionally embedded within the San Francisco Bay Area ecosystem for innovation and creativity  
• Enabling new sources of revenue and partnership |
| Redefining the UCSF model: need for partnerships                     | Awareness of the need to enhance our existing business & funding model  
  o Partnerships- both public and private, to enable transformation of health and research  
  o Alternative sources of revenue |
| Institutionalizing Risk Taking, Collaboration, & Innovation          | • Valuing innovation and respecting failure  
• Leveraging our power to make an impact on policy, the Regents, UCOP, regulation |
| Strategic Organization                                               | • Rethinking the way we use space and design our organizational structures to enable our long term strategy  
• Redefining the scientist/academic life cycle to take account of a changing environment |
| Addressing Today’s Issues                                           | • Enabling ambitious thinking about 2025 requires feeling supported today  
• Alignment/overlap with existing strategic planning efforts |
“BioSilicon Collaboratory” - UCSF embedded in Silicon Valley/Silicon Valley as part of UCSF

- UCSF is a core component of the Silicon Valley ecosystem for innovation and new ideas
- Envision UCSF serving patients around Northern CA through digital sensing, virtual consultations and telemedicine; as a result of UCSF becoming a highly valued and sought after partner for high tech, social media, digital technology
- Robust and UCSF-wide one stop shop for business development: alignment of UCSF research strengths with industry/ VC needs
UCSF – UC Berkeley joint venture/ 501c3

- Overarching vision around a specific, joint objective (for e.g.): precision medicine, enhancement of SF public health. Largely virtual, with small physical footprint and formulated around goals vs. politics
- Jointly pursue bold ideas, present compelling capabilities to donors/prospects
- Blending departments between the 2 UC’s (dependent on partnership objective). “Adopt” areas UCSF has gaps in: Computer Science, Public Health, Business, Engineering
Transformative Partnerships/ Bay Area Integration

UC Health Campuses Merge - Top Health System in the US

- Partner across research, education and patient care with other UC health campuses; $10B+ system

- Leverage patient base: data, records, relationships, to enhance patient care and research; Enhance professional school curriculum leveraging best practices, pilots, lessons learned; Develop an unmatched research powerhouse

- Leverage size and patient/student volume in partnership strategy (to help effect, for e.g. BioSilicon Valley integration vision, present a compelling story for potential Valley partners and prospects/donors/cross UC alum)
Healthiest Region in the World: SF Bay Area/Northern CA

- Envision the healthiest region in the world, working with Mayor’s office, industry in SF, SFUSD, the Giants. Begin with SF - potentially expand vision to Bay Area and Northern CA
- Begin with specific pilots and areas - consider a pilot with our own population of 20000+
- Create a foundation through attracting public, private and philanthropic partnerships

Transformative Partnerships/ Bay Area Integration
Rewrite the Rules of Aging

- Focus on the boomer population and their needs—educationally, socially, technologically and in terms of preventive as well as reactive care.
- Develop expertise in healthy aging including in palliative and hospice care, and communication with elders and their caregivers.
- Engagement with partners and patients, across life stages and generations: Expertise in Transition Care.
- Build a pipeline for data acquisition on wellness and aging.

“Addressing Aging implies Caring, not just Curing…”
BioSilicon Venture for Wellness

- Build engagement with patients/partners across life stages, lifetimes, and multiple generations: with the objective of enhancing wellness
- Start with new mothers and babies; serve needs all the way through death and dying; acquiring & using data along the way to develop insight and action
- Develop joint ventures that can leverage shared infrastructure and specializations (e.g. bioinformatics, marketing, computer science)
- Move from being more than a Medical Center: a Wellness & Medical Center
- Pilot with UCSF employees
Institutionalizing Innovation/ Strategic Organization

Change the Academic LifeCycle and Criteria for Success

- Change the way faculty are promoted and valued, focusing on collaboration and cross disciplinary work. Start with UCSF as a pilot, work with other UC’s to begin to influence NIH
- Rethink departments:
  - assign people by skills, areas, or points of view to work across areas rather than schools or departments
- Hire junior faculty and promote them in team based cohorts; joint career development paths focused on team based sciences
- Scale up interdisciplinary research and patient care teams
- Rethink curriculum: team-based problem solving rather than on formal tests of specific knowledge requirements
- Develop professionals capable of treating the “whole person” needs
Rethink Space as a Tool to Enable Strategy

- Use space as a tool to promote collaboration: e.g. social spaces for scientists from different areas; space shared with potential non academic industry or tech partners
- Repurpose classrooms for community use
- Design public spaces, atriums to promote informal social exchange, which will lead to professional collaboration
- Recycle and repurpose space, vs. frequent new modern buildings
Strategic Organization

Transform Education and Learning

- Core curriculum is online and simulation based
- Develop a global IT Hub, with satellite centers
- Think in terms of tasks and teams, rather than schools or areas
- Innovate learning spaces to be more open and inclusive, and allow for focused, deep learning
- Leverage new technologies like Google Glass, simulation for sharing, collaborating and learning anywhere, anytime
Nearer Term Opportunities

HEALTH AND WELLNESS
Becoming a demo site for healthy behaviors, eating, living and wellness
Incenting this behavior organizationally

TRANSPORTATION
Partnering with transit agencies to improve employees’ quality of life
Parking solutions

SUSTAINABLE CAMPUS
Ideas for quick wins to reduce our carbon footprint
Headlines from the Future: Examples

UCSF wins the World Wide Aging Healthcare Award!
- Memory loss no longer features in Alzheimer’s
- Concierge for Caregivers/Families

SF is World’s First AIDS-Free City, thanks to UCSF-SF Partnership

UCSF Researchers Cure Cancer Over Lunch

Industry Funding Equals NIH Funding for UCSF PI’s

BioSilicon Collaboratory: UCSF and Google Partner for Smart Clinics All Over SF

UCSF student performs “Malarial Mission Impossible” in Uganda
- Uses distance sensors and FedEx Diagnostic Drones to diagnose entire villages and eradicate epidemics

UCSF – Benioff Children’s Hospital Discharges Last Pediatric Leukemia Patient
Stories from the Future

UCSF Benioff Hospital Discharges
Last Pediatric Leukemia Patient

- Through partnerships and funding developed through BioSilicon Collaboratory, develop sensor detection technology to detect disease early and intervene
- UCSF gets a windfall from licensing technology as well as contributes to improved human health

UCSF Eliminates Inner City Asthma – Healthy SF

- UCSF- BioSilicon Collaboratory-developed sensors help the City and SFUSD test for asthma risk
- Relationships with regional and national partners (Kaiser, Sutter, Stanford) to identify at-risk characteristics and connect with local and national communities to implement preventive strategies

UCSF Digital Health - the new Reality

- Implantable devices like chips under the skin monitor blood, nutrition, and exercise to study biochemical changes in the body and enable precise medical interventions
- Big data analytics and advances in virtual medicine facilitate delivery of specific, personalized medications
Next Steps

• Visual depiction of major ideas, grouped into categories of innovation, available in hard copy and on the UCSF faculty and staff web pages

• Series of stories to communicate/share big ideas and also existing innovators contributing/participating

• In process of identifying champions and key workgroup leads for big ideas, and support to take these forward