Clinical and Translational Science Institute / CTSI
at the University of California, San Francisco

Expanded Board Inaugural Meeting
April 4th 2012
UCSF CTSI

- Second largest award out of 60
- Renewed in 2011 for $112 million over 5 years (Year 6 now)
- Under new NIH institute ‘NCATS’ – period of transition & some uncertainty
CTSI Program Budget Distribution*

*Percentages represent Yr07 program budget allocations from NIH and institutional support and do not include revenues, such as recharge income.
CTSI – Overarching Strategies

- Measure and improve impact of CTSI by amplifying effective interventions
- Plan for new areas of impact (eg. Center for Healthcare Value)
- Continue to clarify role of CTSI within the University
- Diversify and expand revenue sources
  - Prepare for reduction in NIH budget
  - Enable transformation of business models across programs
CTSI Overarching Strategy

• Initially, fix problems.

• Then, build based on faculty needs.

• Now, support faculty to identify needs and opportunities and help them address them.
CTSI – Recent Areas of Progress

1. UC BRAID
   • UC ReX

2. Early Translational Research (T1)

3. Clinical Research Services

4. San Francisco Health Improvement Partnerships

5. Online Learning

6. UCSF Profiles

7. Planning, Evaluation & Tracking
   • Data-driven enterprise
The 5 UC medical campuses Deans, in collaboration with the UC Office of the President (UCOP) have identified system-wide collaboration in biomedical research as an opportunity to enhance clinical and translational research efforts. In response, they launched an initiative in 2010 to identify policy changes and areas of collaboration to accelerate biomedical research across the UC biomedical campuses. The UC Biomedical Research Acceleration, Integration, and Development (UC BRAID) program, is this effort to accelerate clinical and translational research.

Areas of initial attention include:
- Contracting
- Drug and Device Discovery and Development (D4)

"These are issues better solved together than separately, not just because of efficiency but also because of the need for a force of will."

— Clay Johnston, UCSF
UC BRAID

• Major initiatives
  – Contracting
  – IRB coordination
  – Drug Development
  – Metrics
  – Informatics
  – ?Biospecimens

• Proposal for core support from UCOP
Informatics: UC ReX

- $5 million for 5 years from UCOP to develop infrastructure to support cross-UC usage of clinical data
  - Participant recruitment
  - Research using clinical data
  - Quality improvement?

- Near-term milestones
  - Launch of cross-UC cohort discovery Fall 2012
  - 5-year vision and technology strategy

- Challenges:
  - Clarify case for greater involvement by Med Center CIOs
T1 Translational Catalyst Award
Value Proposition

Identify
Expert review panels
- Therapeutics
- Devices
- Diagnostics
- Health IT

Support
Customized awards
- Consultation awards
- Pilot awards
- Development awards

Enable
Building value
- IP
- Partnerships
- Follow-on funding

Fall 2011
$230K

Spring 2011
$150K

Fall 2010
$135K

Spring 2010
$125K

Therapeutics
Devices
Diagnostics
Health IT

Clinical and Translational Science Institute / CTSI
Accelerating research to improve health
Early Translational Research

**Services**
- Educational efforts
- Multidisciplinary research team building
- ETR Consultation services
  - ADME/ PK
  - Assay development
  - HTS
  - GLP toxicology
  - Others

**Funding**
- T1 Catalyst Program
  - Expert consultants
  - Pilot grants
  - Catalyst award
- Multiple tracks
  - Therapeutics
  - Diagnostics
  - Devices
  - Digital health

**Longterm Strategy**
- Advisory Board
  - Business development
- Orphan diseases
- Gap fund
• Currently 9 research units at 7 sites
  o 6 university-operated
  o 3 affiliate relationships
  o Planning underway for new sites at MB
    o Neurosciences Building
    o Benioff Children’s Hospital
• 300+ unique investigators annually
• 365 inpatient and outpatient protocols annually
CRS Initiatives

• Develop a sustainable business model
  – Implement cost recovery
  – Reorganize staff

• Improve support to investigators to advance clinical research
  – Participant recruitment core service
  – Clinical research coordinator core service
  – Scatter nursing services
  – Clinical research HUB
  – Mission Bay sites
SF Health Improvement Partnerships

**Partnership working groups formed**
- Physical activity and healthy eating
- Hepatitis B
- High utilizers of multiple services
- Alcohol use
- Children’s oral health

**Baseline measures gathered for two (Physical activity/healthy eating & Hep B)**

**Additional funds raised - $1.8 million to advance physical activity/health eating**
Online Learning - Approach

• Background: CTSI Training Programs
  – 36 courses, Introductory Workshop, 1-year Certificate, 2-year Masters
  – 8 level or discipline specific training programs

• Aims:
  – Extend current courses to students outside UCSF
  – Develop new courses

• Strategy
  – Develop asynchronous versions of flagship course, summer workshop
  – Develop synchronous “small group” experiences
  – Make courses flexible to fit varied formats/learners
  – Bundle courses as modules
  – Acquire experience for development of degree program
Online Learning - Progress

• **Asynchronous courses**
  – Designing Clinical Research (8/11)
  – Responsible Conduct of Research (7/12)
  – Advanced Laboratory Assays in Immunology
  – Advanced Methods in Bioimaging

• **Synchronous small groups**
  – Technologically challenging

• **Plans**
  – Develop online version of Clinical Trials I, II
  – Market current courses, implement business plan
  – Collaborate with CA CTSI sites to develop course(s), modules on drug and device development

Workshop
UCSF Profiles – Key Campus Resource

Total visits/month to UCSF Profiles

Highest-impact visits/month to UCSF Profiles (definition: 2+ minutes long, from inside the UCSF network)

% age of faculty who self-edited profiles, from launch+18 months

- Asst Professor
- Assoc Professor
- Professor

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Accelerating research to improve health
UCSF Profiles – Efficiencies & Integration

- 800+ faculty profiles across campus now being automatically updated via feeds from UCSF Profiles
- First integration with Advance live. More to come
- Maturing integration & partnership with public affairs (ucsf.edu) and ITS (White Pages & mobile UCSF)
Planning, Evaluation & Tracking - Overview

- **New senior Director** from Industry/Genentech
- Maturing implementation of ‘**Balanced Scorecard**’
- Facilitating **campus coordinated approach** on research analytics
- Launching pilot using **Lean Six Sigma** to improve operations for Clinical Research Services (CRS)
- Launching **models of collaboration within UCSF & across UCs** to leverage expertise in Balanced Scorecard, performance management and Lean Six Sigma.
Launched first version of CTSI data ‘shoebox’ and automated ‘Annual Progress’ reporting.
Discussion