

*e-IHPS NEWSLETTER!*

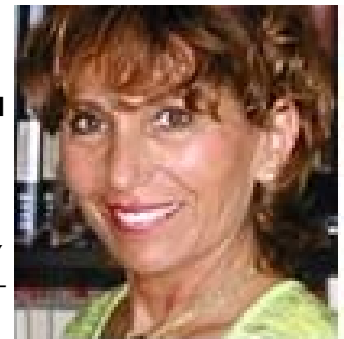
**Inside this issue:**

IHPS Profile: Helene Lipton	1-3
Announcements	4
Artist's Corner Calendar	5 6
Strategic Plan Update	Addendum

The Institute's Strategic Development Committee surveyed faculty members, asking them to write about what they regard as their greatest past contributions—to health policy, to health care, to the health of the public, or other contributions, during their tenure at IHPS, and what future contributions they would like to make. The faculty's responses together make up the story of what the IHPS has accomplished as an institution over more than thirty years, as well as what core faculty hope to accomplish at IHPS in the next ten years. Their stories tell in a compelling way the history of the Institute—and its future as well—and the vision and values of many of the people who are a part of the Institute. Each month the IHPS e-letter will profile a faculty member's story about his or her contributions, past and future tense. —**Claire Brindis**, Acting Director, and Associate Director for Strategic Planning and Development, IHPS.

**Helene Levens Lipton, PhD**

**Professor of Health Policy, Department of Clinical Pharmacy, School of Pharmacy and Institute for Health Policy Studies, School of Medicine**



"The policies that affect the health and wellbeing of people, and especially the underserved, regardless of where they live, are fascinating to study and often very important to influence." Health-related policies affect the lives and prospects of vast numbers of people. I am passionate about doing what I can to ensure that good policies prevail." -Helene Levens Lipton

**Prescription Drug Policies**

The United States is a land of pills. Americans take them for prevention, treatment and relief of pain, whether psychological or physical, not to mention "recreation." Whether purchasing promises of life extension or memory enhancement from an infomercial, or feeling disappointed if a doctor visit doesn't result in a prescription, we all consciously or unconsciously, understand the importance of drugs.

Dr. Helene Lipton's career has focused on prescription medications, as their effectiveness, use, and costs have grown rapidly. Policymakers continue to be challenged by how best to assure access to, and the quality and safety of, these medications.

The story of prescription drugs is multi-layered and intricately woven and lies at the intersection of science, business, health care delivery organizations, distribution systems, law, health professional training, ethics, governments and their political calculus, and the individual patient. These linkages cannot be addressed by any one discipline. The multidisciplinary approach that has characterized the Institute for Health Policy Studies and Dr. Lipton's work is unique in actively reaching out across schools and departments to bring the best thinking to bear on such complex but important health problems.

Dr. Lipton's examines this complex phenomenon through two lenses: 1) physician prescribing and 2) access to safe, effective, and affordable drugs. Her overarching goals are to:

- 1) Understand the social, clinical, and ethical implications of use of health services by the elderly and the chronically ill (the heaviest users of health services and prescription medications, in particular);
- 2) Create, test, and evaluate innovative interventions to improve physicians' prescribing patterns and choices, thereby increasing the quality of, and access to, prescription drugs, especially for underserved patients; and
- 3) Spotlight and analyze the impacts of emerging pharmaceutical programs and policies.

What follows is a selective review of Dr. Lipton's achievements toward meeting each of these goals and how the Institute has fostered and supported this work.

**Social, Clinical, and Ethical Implications of Health Service Use in the Elderly and Chronically Ill**

One of Dr. Lipton's earliest publications on this theme was the 1988 book, *Drugs and the Elderly: Clinical, Social, and Policy Perspectives*, co-authored with Dr. Philip Lee and published by Stanford University Press. This collaborative effort was the beginning of Dr. Lipton's career at the Institute and her interest in prescription drug policy.

(Helene Levens Lipton, PhD cont'd.)

It also gave her the opportunity to work with the founder of the Institute, Dr. Lee, whose passion, compassion and collaborative imperatives became the hallmarks of her own career. The book considered social, clinical and policy implications of prescription drug use and misuse in the elderly. One major outcome of this research was an invitation to Dr. Lipton to testify on geriatric drug policy issues before the Special Committee on Aging, US Senate, and the Subcommittee on Human Services, US House of Representatives

### **Creating, Testing, and Evaluating Innovative Interventions to Improve Physicians' Prescribing**

In 1989, with funding from the John A. Hartford Foundation, Dr. Lipton established—along with IHPS and colleagues from the Department of Clinical Pharmacy in the School of Pharmacy—a pharmacist-directed consultation service for geriatric patients and their physicians as part of a prospective randomized controlled trial conducted in a large non-teaching community hospital. Results showed that clinical pharmacy consultations can significantly reduce prescribing errors and improve elderly patients' compliance with complex drug regimens. The policy impact of the study was significant: 1) The pharmacist-directed service was integrated into the hospital and outpatient clinics and remains there until this day. 2) The Office of the US Inspector General, Department of Health and Human Services, chose the Hartford Project as one of four "innovative clinical pharmacy practices" in the country.

In addition, Dr. Lipton maintained a strong interest in drug utilization review (DUR), whereby organizations compare actual prescribing patterns to predetermined criteria and then disseminate impartial information to prescribers, intending to minimize future inappropriate prescribing by raising their awareness of their deviation from the standard. Dr. Lipton conducted an empirical assessment of DUR via a controlled trial, "Reducing Geriatric Drug-Therapy Problems: Two Approaches," funded by the National Institute on Aging. This trial and related research led to a *NEJM Sounding Board* (Soumerai and Lipton 1995) publication, a policy analysis assessing the risk and benefits of specific DUR technologies and programs. Additionally, Dr. Lipton was selected as one of six academics from different disciplines in the US to advise 40 health care organizations across the country on improving physicians' prescribing practices and the quality of patient care. The collaboration was sponsored by the Institute for Healthcare Improvement, headed by Dr. Donald Berwick.

### **The Impact of Emerging Pharmaceutical Programs and Policies**

Dr. Lipton's interest in programs and policies that have the potential to influence the quality and economy of physicians' prescribing and patients' drug use has led to a focus on emerging, unstudied phenomena. First among these have been her studies of pharmacy benefit managers (PBMs) who are new and powerful players in the US health care system. PBMs serve as brokers between health insurers and drug companies. Her studies were among the first empirical investigations of the nature and impact of this industry. This work culminated in an invitation to write a comprehensive and detailed analysis of the PBM field (*Annual Reviews of Public Health*, 1999). This was followed by a study published in *Health Affairs* (2000), which is the nation's leading health policy journal. The piece was described as a "ground-breaking paper" by founding and current editor John Iglehart.

More recently, Dr. Lipton conducted a study with colleagues of a previously unevaluated national program: patient assistance programs (PAPs), i.e., those charity programs run by drug manufacturers where eligible patients receive free or low-cost medications. Results revealed that although PAPs help fill a major gap in health insurance coverage, publicly available data on these programs is lacking and consistent eligibility criteria and application procedures are needed. Results have been disseminated at national meetings of pharmacists, safety net providers, and drug company officials. The policy impact has been significant, as evidenced by language in two pending California bills, AB 2911 by Assembly Speaker Nunez and AB 75 by Assembly Majority Leader Fromer, built on findings from this study.

Working collaboratively with pharmacy and IHPS colleagues, Dr. Lipton conducted a study evaluating the Pharmacist Review to Increase Cost-Effectiveness (PRICE) Clinic in Sacramento, a pharmacist-directed, multidisciplinary clinic pioneered by Dr. Marilyn Stebbins, UCSF School of Pharmacy. Their evaluation found that this intervention helps low-income elderly patients decrease drug expenses and ensures more appropriate prescribing. Findings have been published and widely disseminated.

(Helene Levens Lipton, PhD cont'd.)

### Future Contributions: Pioneering Innovations to Help Underserved Elderly Navigate Medicare's New Drug Benefit

Recently, Drs. Lipton and Stebbins were awarded a \$3.7 million grant from The Amgen Foundation to develop and evaluate innovative programs designed to help underserved elderly Californians learn about and select from Medicare prescription drug plans under the nation's new Medicare prescription drug benefit. Called "Partners in D," the three-and-a-half year program will create a statewide educational system and collaborative outreach network for pharmacy school students and faculty, community pharmacists, and health professional students. Under the grant, UCSF will work with the six other schools of pharmacy in California and other health professional students to be involved in the Partners in D program. This translational research will develop and evaluate new education models designed to ultimately help underserved seniors make the best Part D plan choices.

While her future work will continue to evaluate national pharmaceutical policies and programs for patients, health providers and society, Dr. Lipton is now broadening the scope of her research to include underserved and disenfranchised people in developing countries. As the first Visiting Scholar of the Institute for OneWorld Health, which is the nation's first and only nonprofit drug company, Dr. Lipton collaborated in research efforts designed to develop and distribute safe, effective and affordable drugs for diseases of poverty. With the CEO and founder of the company, Dr. Victoria Hale, Dr. Lipton wrote a *Health Affairs* paper that examined existing drug development models, analyzing differentiating elements and challenges confronting each (Hale, Woo and Lipton, 2005).

### Announcing:

Violet Lucy Brindis-Reich! Born February 19, 2007. Congratulations to Claire and Ralph Brindis on the birth of their first grandchild! And to Seth & Stephanie, the proud parents, living in Redondo Beach, California



Dr. Helene Levens Lipton is a medical sociologist. She received her doctorate from the University of Wisconsin (Madison) and did a post-doctoral fellowship at the Center for Advanced Studies at Stanford University. She is happily married (35 years!) to Dr. Andrew Lipton, a practicing gastroenterologist. She has two children: Josh, a reporter and on-camera analyst for Forbes.com, who lives and works in New York City (and is looking for a Nice Jewish Girl—maybe somebody knows someone?); and Shira, (who's getting married May 6!) a graduating UCLA medical student (June 1) who is northward bound, having recently received news that she will be doing a residency in dermatology at UCSF.

### My aren't we a Fund Department !:

Noon time poker FOR FUN starting up Contact: [Richrd.Kite@ucsf.edu](mailto:Richrd.Kite@ucsf.edu) to signup!



### We Want you!

- Please send in material for Issue #9 by May 15, 2007
- Feedback on our newsletter? We want your input!
- Writers for e-IHPS columns
- Please contact:  
[annie.larson@ucsf.edu](mailto:annie.larson@ucsf.edu)

## Awards, Publications & Announcements

In a commentary article in the March 14, 2007 issue of JAMA, **Hal Luft** presents his strategy to provide universal health care for major and chronic illness for everyone by instituting a plan that incorporates aspects of both a single-payer model and a plan similar to a preferred provider organization, known as a PPO.

**Luft, H. S.** (2007). Universal Health Care Coverage: A Potential Hybrid Solution. *JAMA*, 297(10), 1115-1118.

**Hal's** plan was also cited in the Sunday, March 18 San Francisco Chronicle article by David Lazarus:  
<http://www.sfgate.com/cgi-bin/article.cgi?file=/c/a/2007/03/18/BUGV4OM5FC1.DTL>

"Working with Logic Models to Evaluate a Policy and Advocacy Program" by **Annette Gardner & Sara Geierstanger**  
<http://www.gse.harvard.edu/hfrp/eval/issue34/index.html>

"Increasing Access to Care for the Uninsured: Considering the Options in California Counties" *Journal on Health Care for the Poor and Underserved* in November 2006. By **Annette Gardner & James G. Kahn**  
[http://muse.jhu.edu/journals/journal\\_of\\_health\\_care\\_for\\_the\\_poor\\_and\\_underserved/toc/hpu17.4.html](http://muse.jhu.edu/journals/journal_of_health_care_for_the_poor_and_underserved/toc/hpu17.4.html)

**Annette Gardner** also completed a small study for CPAC on four county models of care on March 3, 2007.  
<http://www1.pressdemocrat.com/apps/pbcs.dll/article?AID=/20070303/NEWS/703030332&SearchID=73276440782562>

Reducing Health Disparities Among Children: Strategies and Programs for Health Plans, an issue paper released by the National Institute for Health Care Management, and authored by **Dana Hughes and Mary Kreger**, et al, is now available on the website: <http://www.nihcm.org>

Several women from UCSF were honored during March for Women's History month. [http://www.medschool.ucsf.edu/news/features/public\\_service/20070326\\_womens\\_awards.aspx](http://www.medschool.ucsf.edu/news/features/public_service/20070326_womens_awards.aspx)  
 UCSF School of Medicine - Women's History Month

The IHPS/IHA noon seminar made the local press: Title: Elder Abuse Policy and Law: A San Francisco Case Study, with presenters: **Joanna Weinberg, Monica Smith, DC, Ph.D**, April 16 Original article can be found at: SFGate.com :<http://www.sfgate.com/cgi-bin/article.cgi?file=/c/a/2007/04/06/MNGAMP44NM1.DTL>

**Kevin Bozic MD, MBA** has been elected to the Board of Directors of the American Academy of Orthopaedic Surgeons.  
<http://pub.ucsf.edu/today/cache/news/200704184.html>

## Comings & Goings

Welcome to **Jan Malvin**, the new Project Director for the Teen Pregnancy Prevention program evaluation! Jan comes to us with experience as a research psychologist with doctoral training in evaluation methodology and nearly twenty years experience evaluating social programs, including tobacco and mental health programs, Cal-Learn, and the HIV/STD Prevention Education Technical Assistance Network. Jan has two children – a son attending UC Santa Cruz and a daughter at UCLA Law School. She's braving the commute across the Bay Bridge for the first time as she and her husband live in Oakland. We are excited to have Jan here and to be able to share in her wealth of knowledge and experience.–The TPP Team

And.....we welcome:

**Dr. Ariel Hurtado**, a Patient Record Abstractor working with **Mitzi Dean** on an **Adams Dudley** project.

**Gail Harden**, Project Manager with the OAASIS group. Gail worked at UCSF for 18 1/2 years, before taking a break. Welcome back, Gail.

**Michael Dore**, Technical Project Manager with the OAASIS group. Michael is also returning to UCSF. Welcome back, Michael.

**Kathryn Philips** is on sabbatical leave in Boston until the end of June. The purpose is to develop collaborative activities in the areas of evaluating new technologies, particularly the application of genomic information through genetic testing, pharmacogenomics, and targeted therapies. While in Boston, she has homes in two organizations: Harvard Partners Center for Genetics and Genomics; and New England Health Institute (a policy thinktank with members from across various sectors-payors, industry, academia). She can be reached through her UCSF e-mail: [PhilipsK@pharmacy.ucsf.edu](mailto:PhilipsK@pharmacy.ucsf.edu)

## ARTISTS' CORNER

"Family jam sessions were a regular occurrence"-Annie Larson

**Annie Larson****How long have you been acting, singing?**

My first memories are of when I was about four. I would imitate my "eccentric" family members for laughs. In school, I entertained my classmates lampooning the nuns. I spent a lot of time in my good friend, Sister Gerard Marie's (the principal) office. Did plays in high school, and college. Later, I got involved with *Over Our Heads*, an all women's improv comedy troupe, and we performed together for 15 years. I still do an occasional improv gig. In 1995, I ventured into solo performance, some radio work, even a couple of films. Currently, I am studying musical theater at Studio A.C.T. (American Conservatory Theater) Been singing all my life, but never had any voice training. I'm getting it there.

**What is your creative process? Do you have a regular schedule when you write, a time of day?**

If I am writing some new material, morning is the best. If I'm involved in a new performance, or production, I need to spend some time every day working with the material. If memorizing lines, I write them down on little cards, and carry them with me everywhere, so I can work on them.

**Is it about waiting for inspiration?**

Nah, if I waited for inspiration, I wouldn't do anything. I have had to work at developing a discipline. I learn from observing how others work, and have had to find my own way in order to meet deadlines, otherwise, I can get lazy.

**Who are some of your influences?**

Ooooo....There are so many: Lucille Ball, Carol Burnett, Lily Tomlin, Gracie Allen, The Marx Brothers, Louis Nye, The Smothers Brothers, Frank Gorshin, Mel Blanc, Judy Holiday, Jonathan Winters.

**Is/was there someone in your family or family of friends who encouraged you?**

I grew up in a musical family, so I received a lot of encouragement. My mother and her brother (my uncle) both sang, my maternal grandmother played piano, my great uncles also sang. Another cousin played drums. I play guitar and provided comic relief from family drama. Family jam sessions were a regular occurrence (the musical kind).

**What does inspire you?**

Travel, trees, getting people to laugh, the ocean, children, my partner & muse, Linda, always supportive and The SF Mime Troupe.

**How do you balance your creative endeavors with working at IHPS full time?**

I have always worked full time as well as performing at night and on the weekends. Patrick Henderson described it well in the October issue. It is a constant struggle to find

the time and the physical, emotional, and mental energy left at the end of the day to work on anything creative. I share this struggle with all the other artists who need to have a day job in order to make a living, since the arts don't pay unless you happen to "make it". I never had that illusion.

**What was your most memorable performance. Was it something with a theater company, or something that you'd written and performed?**

It was with George Coates Performance Works. We did Valerie Solanas' (she shot Andy Warhol) play, "UYA". An all female cast playing both female and male roles, and the script was so bad, we set the whole thing to 60's R&B music. It was very successful and had a great cast. It ran here for about six months and we developed a cult following, then we took it to New York, to PS 122 for three weeks. Since Valerie used to hang out in the East Village, people who knew her would come to see the show, and we got good reviews. (come see me to find out what the initials stand for).

**When can we see you perform next, and not just in the hallways?**

Studio A.C.T.'s Spring Cabaret: "The Music That Makes Me Dance" -a tribute to the Golden Age of Broadway, at the Geary Theater, 415 Geary St., SF.

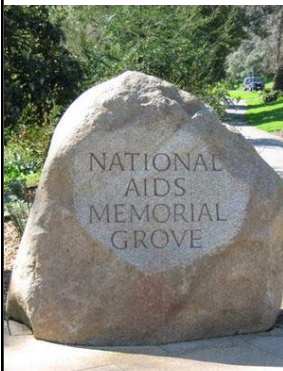
Come see me May 10, 11, 12, 13<sup>th</sup>.

**Art Calendar:**

The San Francisco Scottish Fiddlers (with **Vince Moulton, and Vince's mom**) Spring Concerts 2007: Friday, April 27 at 8:00 pm

Holy Names University, 3500 Mountain Boulevard, Oakland. Info/tickets: sfsfoakland@sbcglobal.net (510-530-2661)

See website for other concerts in Davis and Santa Rosa. [http://www.sfscottishfiddlers.org/images/index\\_r2\\_c10.gif](http://www.sfscottishfiddlers.org/images/index_r2_c10.gif)



The San Francisco AIDS Memorial Grove in Golden Gate Park is a living tribute to all whose lives have been affected by the worldwide AIDS pandemic. The SF AIDS Memorial Grove relies heavily on volunteer efforts to keep this space beautiful, and has a volunteer workday on the 3rd Saturday of each month between March and November.

Please join a group of your colleagues, friends, and their family members as

part of an **IHPS/ARG volunteer work group** on Saturday, May 19th from 9 am to about noon. We are usually well-fed (come at 8:30 for coffee, juice, and bagels) and lunch is usually provided and is generally pretty good! Enjoy a morning of community work with your friends, colleagues, and family, in the beautiful AIDS Memorial Grove. Children and significant others are most welcome!

<http://www.aidsmemorial.org/index.html>

**Where are they now? Desperately Seeking....the following:**

Shoshana Colman, PhD  
Former Pew Health Policy Fellow  
9/01/93–12/31/95  
Last seen....UC Berkeley, School of Public Health

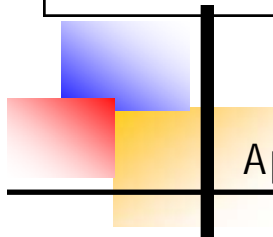
Michael Curtis, PhD  
Former Agency for Health Care Policy & Research Fellow  
9/01/95–08/31/96  
Last seen... California Department of Health Services

Paula Fujiwara, MD  
Former Agency for Health Care Policy & Research Fellow  
7/01/89–06/30/91  
Last seen... At NYC Department of Public Health (Tuberculosis unit)

Theodore Tsoukalas  
Tobacco Research Fellow 1/01/2000 – 08/31/2002  
Last seen.....somewhere at Laurel Heights?

Augusta 'Toti' Villanueva, PhD  
Former Pew Health Policy Fellow 07/01/85 – 06/30/87  
Last seen....Allegheny University of the Health Sciences Philadelphia, PA

Please contact Ernestine.Florence@ucsf.edu if you have any information



April 2007

- ♣ Health Policy Seminars Mondays 12-1:30 PM
- ♦ IHPS Grand Rounds Monthly at Noon Room 263

♦ Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	♣ Stan Glantz, Ph.D.	10	11	12	13	14
15	♣ Joanne Weinberg, JD Monica Smith, DC, Ph.D.	17	18	19	20	21
22	♣ Sharon Kaufman, Ph.D.	24	25	26	27	28
20	30	May 1	May 2	♦ Grand Rounds Phil Lee, Pat Franks, Nancy Rockafellar, Molly Sutphen "On Diversity"	May 4	May 5
May 6	May 7	Dr. James Weinstein "Shared Decision Making" 4:00 PM				

**April 2007**  
**Update**  
CELEBRATIONS TO HONOR PHILIP R. LEE, MD  
IHPS 35<sup>TH</sup> ANNIVERSARY

**IHPS Strategic Development Activities**

- ◆ **This April marks Dr. Philip R. Lee's 83<sup>rd</sup> birthday** and the beginning of our celebration of his life and contributions to health policy, health care, and the health of the public.
  
- ◆ **This year also marks the Institute for Health Policy Studies' 35<sup>th</sup> anniversary.**
  
- ◆ **The Institute convened a Leadership Group in March 2007** to help us honor Phil and reach our initial fund development goal. Our Leadership Group includes Molly Joel Coye, Kevin Grumbach, Sandra Hernandez, Dixie Horning, Peter V. Lee, Lauren LeRoy, Doug Levy, Woodrow Myers, Mervyn Silverman, and Richard Trudell.
  
- ◆ **We're asking you to join us in celebrating Phil's life and contributions in several ways:**
  
- ◆ **Contribute to the Philip R. Lee Distinguished Professorship of Health Policy Endowment Fund.** We are seeking \$2.5 million to endow a professorship at the Institute as our initial fund development goal. The purpose of this endowment is to honor Dr. Lee's vision and values as founder of the Institute and to sustain his leadership in health policy research, education and training, and public service. All gifts are welcome— from \$10 to \$1 million and more.
  
- ◆ **Celebrate with us on September 24 and 25, 2007 at UCSF's Mission Bay Campus when we announce that we've surpassed our initial \$2.5 million goal.** The first event, on September 24<sup>th</sup>, is a symposium, "Looking Back—Looking Forward: Health Policy 1970s-2020s," reflecting on major health policy and research issues over a span of 50 years. The second event, on September 25<sup>th</sup>, is a program honoring Dr. Lee and renaming the Institute as "The Philip R. Lee Institute for Health Policy Studies." UCSF Chancellor Michael Bishop, Executive Vice Chancellor and Provost A. Eugene Washington, School of Medicine Dean David Kessler, and others from throughout his career will honor Dr. Lee's service as senior federal health policy official in two administrations (1965-1969) and (1993-1997), as UCSF's Third Chancellor (1969-1972) and as Institute founder and director (1972-1993).
  
- ◆ **Write to Phil and let him know what his life and contributions have meant to you.** Phil continues to be a teacher and mentor for many who are now in key positions as researchers and teachers in academia, and as leaders of professional associations, public health agencies, foundations, and in the private sector. He continues to be sought out by the next generation of leaders because of his capacity to inspire and to offer guidance and advice. He is a rare role model in his exceptional accomplishments, as well as in his enthusiasm, tenacity, integrity, imagination, and compassion. We will be preparing a memory book to present to Phil on September 25<sup>th</sup>.

(Cont'd on next page)

**April 2007**  
**Update**  
CELEBRATIONS TO HONOR PHILIP R. LEE, MD  
IHPS 35<sup>TH</sup> ANNIVERSARY

- ◆ **Join “Friends of Phil” and please let us know how you’d like to help us celebrate. There are plenty of opportunities.** You can help us get in touch with other friends, colleagues, students, and mentees of Phil to make the Philip R. Lee, Distinguished Professorship of Health Policy a reality by September 2007 and assist us with a variety of tasks to make the event a success. For Institute family, you can sign-up on lists posted for Planning Committees (Invitations, Venue and Special Arrangements, Welcome, and Food). An active Symposium Planning Committee could also use your help. **We welcome other ideas you may have and your enthusiasm in celebrating Dr. Lee’s life. Send us an e-mail ([Patricia.Franks@ucsf.edu](mailto:Patricia.Franks@ucsf.edu)) and let us know how you’d like to help.**
  
- ◆ **If you have photos or other mementos that you’d like to share (or you’d like to make a CD or DVD to share if you can’t join us in September), please direct your letter to: Philip R. Lee, MD, Professor of Social Medicine (Emeritus) and send your letter and materials by September 1, 2007 to:**

Eunice Chee  
Institute for Health Policy Studies  
University of California, San Francisco  
3333 California Street, Suite 265  
San Francisco, CA 94118  
(for UCSF campus mail: Box 0936)

- ◆ **To make a contribution to the Philip R. Lee Distinguished Professorship of Health Policy Endowment Fund, please make a check payable to UC Regents noting “Philip R. Lee Distinguished Professorship” on the front of the check and send to:**

Claire D. Brindis, Dr PH  
Acting Director and  
Associate Director for Strategic Planning and Development  
Institute for Health Policy Studies  
School of Medicine  
University of California, San Francisco  
3333 California Street, Suite 265  
San Francisco, CA 94118