

SAN FRANCISCO GENERAL HOSPITAL MEDICAL CENTER
GOALS & ACCOMPLISHMENTS
FISCAL YEAR 2006 - 2007

1. PROMOTE PATIENT SAFETY.

- Implemented medication reconciliation processes and procedures for admitted patients. Currently expanding the process to include the Emergency Department
- Instituted a hard stop on medication orders written at the time of admission, transfer, and change in level of care unless orders are generated through the use of the medication reconciliation process
- Established the Adverse Drug Event task force to improve processes for reporting, monitoring, and preventing adverse drug events, defined as medication errors and adverse drug reactions (ADR)
- Implemented computer-generated printed medication administration records (MAR) on medical-surgical units to decrease medication errors related to nurse transcription errors
- Evaluated the use of an electronic Patient Discharge Plan and medication reconciliation software
- Implemented the Falling Star program to reduce incident of patient falls
- Developed and opened Acute Care for the Elderly (ACE) unit program
- Implemented a hospital-wide hand-washing campaign
- Implemented a violence reduction initiative to reduce seclusion and restraint episodes in Psychiatry
- Implemented a sentinel event review process with Risk Management taking an active leadership role in monitoring action plans and implementing systems changes
- Developed and implemented a critical results reporting procedure for Clinical Labs, Pathology, Radiology, and Cardiology
- Standardized the patient hand-off process using SBAR (Situation, Background, Assessment and Recommendation) to improve the effectiveness of communication among caregivers
- Instituted new training and practice for bundled consent, universal protocol, and moderate sedation
- Completed metrics based on the Institute for Healthcare Improvement initiatives sponsored by the Gordon and Betty Moore Foundation grant: Smoking Cessation, Medical Emergency Response Team and Medication Reconciliation

2. PROMOTE ORGANIZATIONAL AND STAFF CULTURAL COMPETENCY.

- Attended the March 2007 California Endowment sponsored: “Building Culturally Competent Health Systems in California Symposium”
- Established a task force to expand hospital-wide efforts to address language and cultural barriers identified in the informed consent process
- Expanded the Video Medical Interpretation Project to the Positive Health Clinic, Hematology/Oncology Clinic, Family Health Clinic, GI Clinic, and the Urgent Care Clinic
- Established a steering committee to evaluate the feasibility of expanding Psychiatry and Nursing Cultural Competence Programs to a hospital-wide program

- Received the American Medical Association Patient-Centered Communication Initiative award for cultural competency

3. IMPROVE ACCESS TO HEALTHCARE SERVICES AND ACHIEVE THE GOALS OF THE HEALTH ACCESS PROGRAM.

- Participated in the development and implementation of Healthy San Francisco
- Expanded the role of the patient advocate to include the Healthy San Francisco program
- Implemented San Francisco Health Plan-sponsored eReferral Project in the Medical Specialty Clinics, reducing patient wait times for next available appointments and providing more appropriate triaging of patients: decreased wait times in Endocrine from 232 to 87 days, in Cardiology from 47 to 26 days, in Pulmonary from 148 to 3 days, and in Rheumatology from 141 to 72 days
- Began implementation of business initiatives to increase patient encounters:
 - Family Health Evening Clinic Expansion
 - 6,000 primary care encounters during the evening in the first year, and open 1,500 appointments for new HSF patients
 - GMC Evening Clinic Expansion
 - 5,000 provider encounters during the evening in the first year, with approximately 500 of these allotted for new HSF patient appointments
 - Medicine Specialty Wait Times Reduction
 - Add 1.0 FTE Physician in the following specialties: Gastroenterology, Endocrinology, Nephrology, Pulmonary, and Rheumatology
 - GMC Chronic Care Redesign & Continuity Redesign
 - GMC will implement a Continuity Project utilizing NPs as providers. GMC will also be the lead primary care clinic for two chronic care projects, heart failure and asthma/COPD (chronic obstructive pulmonary disease). The Continuity Project, heart failure and asthma initiatives will result in an additional 9,355 patient encounters.
 - Family Health Chronic Care Redesign
 - Family Health Center will be the lead primary care clinic for three chronic care initiatives, which bring specialty care to the patient in the primary care clinic setting: 1) Diabetes-Endocrine; 2) Back Pain-Orthopedics; 3) Mental Health-Primary Care Interface. The Chronic Care Redesign will result in 11,665 additional patient encounters.
 - HSF Hospital Ancillary & Diagnostic Improvement (Bi-Plane Interventional Radiology)
 - Surgical Specialty/Radiology Wait Times Reduction & eReferral Implementation (Nurse Practitioners)
 - This program provides for surgical specialists (MD's) to train Nurse Practitioners to review 100% of referrals as to their appropriateness and priority. The goal is to improve wait times in all surgical specialty clinics to 30 days or less for next available appointments.

4. IMPROVE STAFF RETENTION AND RECRUITMENT.

- Participated in the Shape Up San Francisco/Active for Life program to promote a healthy, active workforce
- Implemented sign-on bonuses and increased salaries to market rates for pharmacists and nurses
- Increased promotional opportunities for pharmacists
- Attended a nursing Magnet Recognition Program conference and drafted a grant proposal for Magnet status
- Implemented an expedited hiring process for nurses, health workers and other classifications
- Initiated a new manager training program
- Promoted awareness of the joint SEIU-Employer Education Trust Fund
- Participated in National Pharmacy Conference and the UCSF career fair to recruit pharmacists
- Promoted and trained new staff in Quality Management and Legal Affairs units
- Started RN BSN to MSN program in collaboration with USF at the SFGHMC campus with 10 participants
- Started RN Associate Degree to MSN program in collaboration with USF at the SFGHMC campus with 10 participants
- Trained 20 advanced practice nurses in principles of evidence based practice
- Started a staff nurse Evidence Based Practice Fellowship Program with five participants

5. COMPLY WITH ALL REGULATORY STANDARDS.

- Received American College of Surgeons Committee on Trauma Level 1 re-certification
- Received Joint Commission on the Accreditation of Hospitals and Health Care Facilities Stroke Center designation
- Completed Joint Commission Laboratory survey
- Completed San Francisco Health Plan survey of General Medicine Clinic
- Completed Commission on Accreditation of Rehabilitation Facilities survey of the outpatient opiate treatment program Enhanced radiation safety/dosimetry monitoring
- Completed successful Long Term Care survey and Department of Mental Health survey
- Obtained National Provider Identifiers (NPIs) for all billable providers
- Implemented CA Department of Public Health's new reporting requirements
- Trained pharmacy staff to use isolation barrier chambers to mix all IV solutions to comply with USP 797, Joint Commission, and Board of Pharmacy regulations
- Clarified organizational, licensing, and billing issues for outpatient mental health and substance abuse programs
- Achieved 100% compliance in Medical Staff audits conducted by the San Francisco Health Plan and Wellpoint/Blue Cross
- Developed new training tool for Universal Precautions and Moderate Sedation
- Implemented initiatives to fulfill Mayoral directive on waste diversion

6. IMPLEMENT AND SUPPORT ELECTRONIC CLINICAL, FINANCIAL, AND ADMINISTRATIVE INITIATIVES.

- Implemented e-Patient documentation pilot in medical-surgical inpatient units

- Implemented Healthy San Francisco and the centralized Eligibility Office
- Replaced physician dictation system
- Upgraded reporting capabilities of Omnicell automated medication dispensing devices to improve monitoring of medication storage, use and dispensing outside of the Pharmacy
- Implemented Siemens Decision Support System to improve financial reporting
- Implemented San Francisco Health Plan eReferral Project in the Medical Specialty Clinics, reducing patient wait times for next available appointments and providing more appropriate triaging of patients
- Installed wireless devices in the clinic M-Tower to assist in achieving Joint Commission goal of one location for display of medication orders
- Purchased Performance Logic software to create a hospital project management and performance measure dashboard tool
- Began process for replacing the DPH materials management system with new web-based system, Pathways
- Participated in the Department of Public Health ad hoc ambulatory care committee
- Instituted new medical staff IT steering committee
- Completed pilot unit for implementation of the Patient Assessment Tool in Invision.
- Upgraded Pharmacy computer system and Invision to Pharmacy computer system interface

7. PLAN AND DESIGN AIR MEDICAL ACCESS FOR SFGH.

- Submitted preliminary construction documents to Office of Statewide Health Planning and Development
- Continued to work on publication of the Draft Environmental Impact Report
- Revised noise and safety study
- Finalized project description
- Attended community meetings and worked closely with Mayor's office to address concerns

8. PLAN FOR THE REPLACEMENT HOSPITAL.

- Completed the SFGHMC Institutional Master Plan update in September 2006
- Held a town hall meeting in October 2006 to share with neighbors and interested community residents the proposed plan and schedule for the rebuild project
- Conducted site feasibility study, completed hazardous materials assessment and geotechnical analysis in December 2006
- Issued an RFQ in January 2007 for consultants to perform the Environmental Impact Report; initiated the EIR process in March 2007
- Selected the architect and engineering team in April 2007 after a competitive RFQ process
- Completed the Rebuild Space Program with input from interdisciplinary hospital user groups in May 2007. The final program calls for an expanded emergency department; state of the art surgical and diagnostic departments; and 284 patient beds that are designed to address the need for flexibility, provide for more critical care patients, and address the needs of an aging population.
- Presented Institutional Master Plan to the Planning Commission in May 2007
- Initiated campus facility master plan in June 2007

RECOGNITIONS AND OTHER ACCOMPLISHMENTS

- American Medical Association Patient-Centered Communication Initiative award for cultural competency
- California Association Public Hospitals – Safety Net Institute Quality Leader award honoring improvement in system-wide care integration for eReferral Spread Project in specialty clinics
- California Association of Public Hospitals and Health Systems Language Access Technology Leadership Award
- California Transplant Donor Network 2006 recognition award for dedication to improving the organ and tissue donation process
- 2007 Ambulatory Pediatric Association (APA) Health Care Delivery Award
- World Health Organization and UNICEF *Baby Friendly Hospital* Certification
- American Diabetes Association Diabetes Education Certification
- Named Chair of the National Association of Public Hospitals and Health Systems for fiscal year 2007-2008 - Gene Marie O’Connell
- Municipal Fiscal Advisory Committee (MFAC) 2006 Public Managerial Excellence Award – Sue Currin
- Several nurse managers and directors received Local 856 clinical nursing research awards
- UCSF John F. Murray Award for academic excellence and dedication to the humanitarian mission of San Francisco General Hospital - Dan Wlodarczyk