SUMMARY OF THE SFGH CLINICAL PRACTICE GROUP

I. DELEGATION OF AUTHORITY

The Chancellor of the University of California, San Francisco (UCSF) through the Dean of the School of Medicine at UCSF (UCSFSOM) established the San Francisco General Hospital (SFGH) Clinical Practice Group (CPG).

The CPG has authority to negotiate contracts and to manage all third party health services provided by members of the CPG contracting on behalf of the UCSFSOM-based Departments at SFGH ("SFGH Departments").

II. CPG ROLE AND PURPOSES

The CPG has the following roles and purposes:

A. To act as the agent through which the membership and SFGH Departments enter into and administer health care service agreements with third party payment entities, including but not limited to indemnity insurance carriers, health maintenance organizations, employee benefit trusts and other health care finance and delivery mechanisms, and excluding those contracts covered by the Affiliation Agreement.

B. To negotiate contracts with third party entities jointly with SFGH and the Department of Public Health (DPH).

C. To engage in other contract and market related activities to promote the practice interests of the membership.

D. To develop the ability to respond promptly and effectively to market opportunities and developments.

E. To coordinate with San Francisco General Hospital (SFGH) contracting authorities regarding appropriate third-party payer arrangements.

F. To promote the clinical practices of the membership and SFGH Departments through centralized planning and marketing efforts.

G. To engage in contracting activities compatible with the education, clinical, research, and service programs and the specific health services, facilities and programs of the UCSF School of Medicine (SOM), and consistent with the missions of SFGH and the San Francisco Department of Public Health (DPH).

H. To achieve administrative efficiencies, particularly in centralized billing and coordination of patient care contracts, and provide a forum for effecting clinical efficiencies through improved data review and case management.

I. Anything not explicitly delegated to the CPG remains the domain of the SFGH Departments, the Vice Dean, and/or the faculty.

III. CPG MEMBERSHIP AND PARTICIPATION

A. CPG is a distinct administrative unit within the UCSF SOM with delegated authority to enter into contract agreements on behalf of the membership with third party payers. Participation in CPG contracting arrangements does not affect the terms and conditions of a member's employment. All net revenue derived from professional services performed by members through CPG contract arrangements for third party payers, in excess of CPG's operating expenses and other necessary reserves, shall be distributed through SFGH Departments in accordance with faculty practice and compensation arrangements and the UCSF SOM Clinical Compensation Plan.

B. In order to become a member or to participate in CPG contract arrangements, all practitioners must be faculty of UCSF, either paid or without salary, and must enter into a written CPG Memorandum of Participation in a form approved by the CPG Board and must abide by all rules and regulations adopted by the CPG.

IV. CLINICAL PRACTICE GROUP BOARD

The authority to govern, manage and administer and to establish operating strategies, policies, rules and procedures governing CPG's operations shall be vested in the CPG Board and in the CPG Executive Committee, acting in accordance with University of California policies.

A. CPG Board Membership

The CPG Board shall be composed of the following members:

- Each SFGH Department Chief
- UCSF Vice Dean at SFGH
- Three Members at Large

B. Other Participants

- CPG Administrative Director, non-voting
- SFGH Dean’s Office Representative, non-voting
- Invited guests as appropriate

C. Duties and Responsibilities

The CPG Board shall be responsible for developing and approving long-term CPG operating strategies, policies, procedures and objectives. The CPG Board shall also review and approve annual CPG operating budgets, and perform additional responsibilities as described in these bylaws.

V. CPG EXECUTIVE COMMITTEE

The CPG Executive Committee is the entity to which authority may be delegated to implement the strategies and objectives adopted by the CPG Board. Responsibilities of the Executive Committee can include developing and overseeing all CPG operating policies, procedures, and efforts. The CPG Executive Committee, through the Administrative Director, may also review and direct the contracting activities of the CPG as designated by the Board.

A. Membership

- Chair, CPG Board
- Vice Chair, CPG Board
- Chair, CPG Finance Committee
- Chair, CPG Clinical Operations, Metrics and Performance (COMP) Committee
- UCSF Vice Dean at SFGH

B. Other Participants

- CPG Executive Committee meetings are open to all SFGH Department Chiefs who are not members of the CPG Executive Committee, unless the Executive Committee calls an executive session to discuss confidential issues.
- CPG Administrative Director, non-voting
- The SFGH Dean's Office Representative may be invited to meetings of the CPG Executive Committee, but shall attend without vote.
- Invited guests as appropriate.

C. Duties and Responsibilities

- Perform responsibilities as delegated to it by the CPG Board and oversee implementation of policies and operations established by the CPG Board.
- Negotiate acceptable contract reimbursement rates for the professional services of CPG members and establish policies for billing, collecting, accounting for, and distributing clinical funds earned through patient service contracts.
- Develop policies and budgets for, establish, approve, and oversee systems for managing resources as required by patient service contracts of the CPG, including but not limited to UR/QA, medical practice and patient access standards, operating budget, departmental assessments, and provider beneficiary grievance systems.
- Participate in the hiring and evaluation of the CPG Administrative Director in accordance with University policy.
- Appoint all non-Chair committee members.

VI. OTHER COMMITTEES

A. CPG Finance Committee

1. Membership

The CPG Executive Committee shall appoint non-Chair Finance Committee members to include three or more active CPG members who represent the diverse interests of the membership. The Vice Dean or his/her designee shall also be a member of the CPG Finance Committee. The Chair of the CPG Finance Committee shall serve on the CPG Executive Committee.

2. Duties and Responsibilities

The Finance Committee shall be accountable to the CPG Board and shall have the following duties and responsibilities:

- To exercise oversight authority over the CPG's claims payment and billing functions.
- To develop for CPG Board approval of the CPG annual operating budget.
- To undertake such other duties as the CPG Board or CPG Executive Committee may, from time to time, delegate by resolution.

B. CPG Clinical Operations, Metrics and Performance Committee

1. Membership

The CPG Executive Committee shall appoint non-Chair Clinical Operations, Metrics and Performance Committee members to include three or more active CPG members who represent the diverse interests of the membership. The Vice Dean or his/her designee shall also be a member of the CPG Clinical Operations, Metrics and Performance Committee. The Chair of the CPG Clinical Operations, Metrics and Performance Committee shall serve on the CPG Executive Committee.

2. Duties and Responsibilities

The Clinical Operations, Metrics and Performance Committee shall be accountable to the CPG Board and shall have the following duties and responsibilities:

- To exercise oversight authority over the CPG members' clinical performance and quality of care activities, particularly as they pertain to billing and claims payment as well as pay for performance and incentive-based reimbursement metrics.

- To develop clinical initiatives and recommendations required to maximize reimbursement and improve quality measures for CPG Board review and approval.
- To undertake such other duties as the CPG Board or CPG Executive Committee may, from time to time, delegate by resolution.

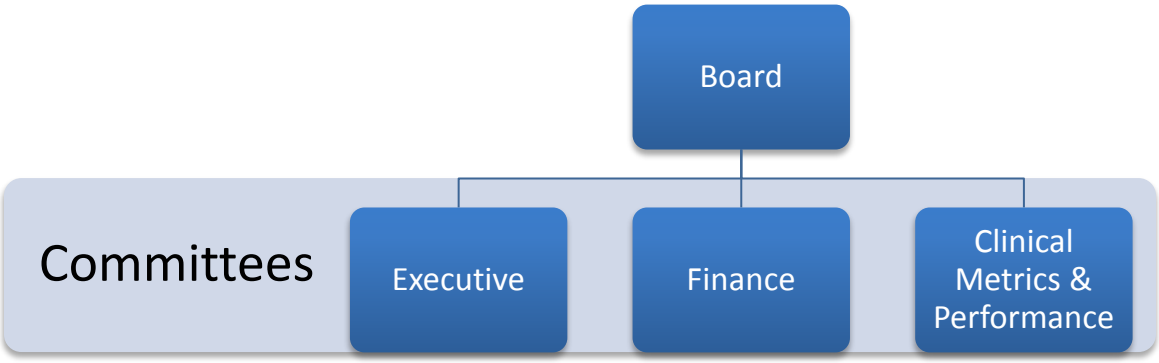
VII. MANAGEMENT POSITIONS

A. CPG Chair

The CPG Chair shall have the following responsibilities:

- Chairing the CPG Board and the CPG Executive Committees.
- Providing leadership in the planning and resolution of CPG-related issues.
- Reviewing and signing the CPG contracts stated in Article VIII.
- The CPG Board Chair may be compensated in accordance with the applicable UCSF SOM Clinical Compensation Plan if approved by the CPG Board and shall be reimbursed for reasonable expenses incurred in the performance of his/her duties.

B. CPG Vice Chair

The CPG Vice Chair shall serve in the absence of the Chair.

VIII. ORGANIZATIONAL CHART