

ZSFG CHIEF OF STAFF REPORT
Presented to the JCC-ZSFG on November 27, 2018
11/05/18 Leadership MEC and 11/15/18 Business MEC

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK:

- Leadership Techniques in the Era of Epic and DMS Rollout – Dr. Horton initiated an MEC forum to discuss how Clinical Chiefs are preparing their faculty and staff for Epic. Three MEC members, Dr. Gabe Ortiz, Dr. Rebecca Jackson and Dr. Ben Breyer shared with members their approach and actions/activities undertaken to date within their respective Clinical Services necessary for a smooth go-live.

CLINICAL SERVICE REPORT:

Psychiatry Service Report– Mark Leary, MD, MPH, Interim Service Chief

The report provided an overview of the following:

- Clinical Services on Campus– Updates about each of the Divisions in Psychiatry on campus – Acute and Emergency Services (includes PES, Inpatient, C-L), Infant/Child/Adolescent Psychiatry, and Substance Abuse/Addiction Medicine (DSAAM).
- Clinical Services off Campus – Updates about each of the Divisions off Campus – Alliance Health Project, Citywide Case Management, Trauma Recovery Services and Jail Behavioral Health Services.
- FY18 ZSFG Psychiatry Departmental Budget
- 2018 Faculty Service on ZSFG Committees
- Faculty/Training – UCSF Public Psychiatry Fellowship
- Recovery Principles, Team Goals – This year, the Recovery Model was implemented in the Inpatient Psychiatry Unit. The goal is to create a relationship space and a physical space where staff and patient can engage, and to promote a “partnership in care” atmosphere between staff and patients.
- Departmental Achievements –
 - Sustained inpatient Administrative Day billing generating \$1M annually
 - Implemented Recovery Model for inpatient psychiatry to improve patient experience
 - Implemented Post-Acute Community Conservatorship with SF Conservator’s Office
 - Significantly increased transfer rate from other SF hospital ED’s to ZSFG PES
- Challenges/Goals for next year –
 - Epic Rollout
 - Daily Management System rollout
 - Plan for expansion/build out of PES; renovation of inpatient units
 - Promote patient flow while working with DoCC/Compliance to improve documentation
 - Medical Staff recruitment/retention
 - Complete major recruitments – Chief of Psychiatry and Director of Administrations
- “Did You Know” Sheet – Attached is a “Did you know” sheet that provides interesting facts about the ZSFG Psychiatry Service. The sheet will be updated as needed.

Highlights include:

- Early this year, the Service partnered with a community nonprofit Progress Foundation to be able to transfer quickly people identified as needing a lower level of care needs to Progress Foundation’s Psychiatric Urgent Care. This resulted in a decrease in the PES average length of stay which translated to a decrease in PES Condition Red.
- The Service continues to work on resolving the issue of Lower Level of Care patients in the inpatient unit. % Acuity is around 25% only, meaning that ¾ of patients are lower level of care. Two major causes – (1) Lack of sub-acute bed resources available to discharge patients to, and (2) Very restrictive acuity medical necessity guidelines by the CA State Department of Health Care Services.

- Trauma Recovery Center Replication – The TRC model developed by Dr. Alicia Boccellari has been replicated throughout CA and other states.
- Jail Behavioral Health Services – The program was started about a year ago. UCSF Psychiatry faculty now provides outpatient care services at the SF County Jail. This has enabled integrated continuity of care and treatment plans for inmates.

Members applauded Dr. Mark Leary for his excellent report, and his service as Interim Clinical Chief. Members also expressed appreciation of the outstanding work of the Psychiatry Service at ZSFG and the community.