The DOM (Department of Medicine) report highlighted the following:

**CLINICAL SERVICE REPORT:**

**Dental and Oral Maxillofacial Surgery Service Report**– Brian Bast, MD Service Chief

The report highlighted the following:

- **Scope of Service** – Hospital Based Oral/Maxillofacial Surgery and Ambulatory Oral/Maxillofacial Surgery.
  - Laguna Honda Hospital is now managed by the UCSF Department of Oral and Maxillofacial Care. This contract with LHH has enabled better and coordinated care as well as improved communication for LHH patients transferred to ZSFG.
  - Dr. Bast highlighted improvements in the Ambulatory Service, particularly the overall appearance of clinic rooms. TNAA (Third Next Available Appointment) has gone down drastically through the years, and the Service continues to find ways to further improve the rate.
- **Faculty and Residents** – Dr. Bast was pleased to note that 70% of the residency training graduates over the last ten years have gone on to complete fellowship trainings, and have remained in academic programs across the country. Dr. Bast also highlighted work with the UCSF Unique Programs Committee on the Bridges Curriculum, which is the most integrated MD and Oral Maxillofacial training in the country.
- **Performance Improvement Activities** – TNAA, Clinic No Show Rate, and Clinic Patient Volume. The Service continues to engage in small interventions to improve TNAA rate, study and review impacts for a period of time, and if needed, determine other interventions that may provide better impact.

Dr. Bast pointed out the Service’s people across the board (students, residents, faculty, and nurse leadership) as the Service’s main strength. Everyone in the Service continues to actively engage every single day in work to deliver more efficient, safer, and higher quality care. The challenge, just like what other Clinical Services are facing, is the theme of trying to do more with less resources. The Service aims to keep doing things better.

Members noted the exceptional consultation services provided by the Oral Maxillofacial residents in the ED. Members thanked Dr. Bast for the great presentation, his outstanding leadership, and his unyielding commitment to the SFGH Dental and Oral Maxillofacial Surgery Service.

**Medicine Service Report**– Neil Powe, MD Service Chief

The DOM (Department of Medicine) report highlighted the following:
• Organization & People: Dr. Powe highlighted the 14 Divisions, which include 12 Clinical Units and two Laboratory Science organized units, the Experimental Medicine Unit and the Lung Biology Center. The service has a total of 168 full time faculty and a total of 654 faculty and staff as of 10/31/2017.

• Budget and Finance: For Fiscal Year 2017, the Service has a total budget of $152M. Although clinical activities are large, Medicine is also a research intensive department with 68% of the budget coming from contracts and research grants. The Service is working on addressing financial deficits experienced since 2015.

• Clinical Services & Performance:
  SFGH Medicine Clinical Operations - eConsult has led to effective triage with over 26% of patients not needing to be seen.
  Performance Improvement –
    -Inpatient: DOM Inpatient Drivers Dashboard for True North goals in Quality (Preventable Mortality, Reduce Readmissions), Safety (Reduce Patient Harm), Care Experience (Patient Satisfaction, Post-Building 25 Flow, Access and Flow), and Developing People (Developing Problem Solvers who will help transform the hospital’s healthcare).
    -Outpatient: Richard H Fine People’s Clinic (RFPC): RFPC is the first campus-based primary care clinic to launch LEAN Daily Management System, with 3X weekly improvement huddles and daily management operations huddles. Clinical quality improvement work on Colorectal Cancer Screening and Primary Care Based Hepatitis C Treatment services were highlighted.

• Educational Activities: UCSF was named by US News as the top medical school for Internal Medicine training the county for 2017.

• Research Activities: Research funding for the ZSFG Medicine Service has amounted to close to $100M in 2017. Research funding is directed at problems seen on the Medicine Service and experienced by ZSFG patients and SF residents. The HIV/AIDS/Global Medicine has a large amount of funding.

• Goals & Challenges:
  -Goals: Innovate and improve quality, safety, patient-centeredness, integration and efficiency of care, maintain resilience and economic stability that supports the entire mission, improve communication and collaboration within the department and with others, recruit, develop, manage and maintain talent (faculty, trainees and staff) and advance philanthropy.
  -Challenges: Healthcare uncertainties, financial deficits and new funds flow, sun-setting EHR and preparation for enterprise EHR to support diverse clinical operations, lower level of care patients, generating clinical and operational data in a timely fashion for feedback on performance, space and infrastructure limitations that create obstacles to attract and retain outstanding workforce, and changes in AVON breast cancer grant mechanism (uncertainty on continued Avon funding for the HemOnc Program).

• Future Action Plans:
  -Continue to align goals with SFHN, and parent DOM and UCSF
  -Work collaboratively and foster partnerships with other Services that propel clinical and academic enterprise to excellence.
  -Create a learning health care system by encouraging workforce to problem solve – learning and continuing use of Lean tools.
  -Harness physician engagement to have demonstrable results (improve flow, access, no-show rates, integration and coordination)
  -Work to implement and harness capability of new EHR
  -Recruit Division Chiefs/Directors for Pulmonary and Critical Care Division, ZSFG Primary Care Internal Medicine Residency, Hematology, Occupational Medicine Service, and Division of Experimental Medicine.
  -Solve the Service’s deficit problem

Members thanked Dr. Powe for his comprehensive report

Surgery Service Report – Shant Vartanian, MD, Interim Service Chief
Highlights of the report includes:
• Mission Statement – The surgical faculty at ZSFG are dedicated to providing exceptional clinical care to the citizens of San Francisco and the surrounding areas, regardless of their social or financial status. The Service’s purpose is to deliver an outstanding training environment to students and residents, to make significant advances in scientific knowledge and clinical practice through basic and clinical research and to produce the next generation of leaders in surgery.

• Scope of Service – Trauma Surgery, Critical Care, Acute Care Surgery, Elective General Surgery, Diagnostic Service (Vascular Lab), SF Injury Prevention Center (Wraparound Program and Pedestrian Injury Prevention), Surgical Subspecialty Care (Plastics, Breast, Surgical Oncology, Minimally Invasive, Vascular, Cardiothoracic, and Colorectal). Volume Statistics – Trauma Surgery, Ambulatory Services and OR Services (Physician Services)
  - 2016 Trauma Surgery Volume (most recent available data) - 4381 trauma activations in 2016 (more than John Muir, Highland and Marin General combined). Of this total, the number of annual trauma admissions was 2353. Dr. Vartanian noted that the average daily inpatient census in 2016 was 32, all complex cases.
  - Ambulatory Services (3M Outpatient Encounters) - FY 2017 3M Outpatient Encounters report indicated increases in General Surgery, Vascular Surgery, Plastic Surgery, Hand Clinic and Transgender encounters. The new Vascular Lab (housed in 3M and provides diagnostic services for a variety of vascular diseases) completed 1236 studies in its first reporting year. 3rd next Available Routine Appointment for New Patients has shown improvements in all clinics. Biggest outlier is General (Elective) Surgery Clinic which currently is at 92 days. The Service is working on physician recruitment and clinic expansion to resolve the issue.
  - Operating Room Block time and productivity (wRVU) – Improved efficiency as noted in the significant increase in wRVU in FY 2017.

• Surgical Education – Residency, Medical Student Rotation, Fellowship and other trainees. Dr. Vartanian pointed out that ZSFG has been the cornerstone of surgical education at UCSF.

• Research – Active awards from DOD and NIH > $4.3M for DOS faculty.

• Performance Improvement Dashboards – 2 performance initiatives were presented to PIPS in 2017: -Trauma (Preventable Mortality and Possibly Preventable metric goals), and Vascular Surgery (Established prospectively maintained database to evaluate access failures, long term performance and rates of infection, retrospective review of incident HD access rates, with evaluation of system and patient risk factors for catheter use, and bimonthly multidisciplinary conference with IR and Nephrology to review difficult access cases). The implementation of Trauma Quality Improvement Program (TQIP) has been very beneficial in terms of risk-adjusted benchmarking for trauma centers, and identification/sharing of best practices.

• Revenue – Profee collections have improved substantially due to a variety of reasons, including expansion of services provided, and improved billing practices. Overall, net financial position has improved.

In Summary, the Service’s strengths are the following: Exceptional clinical care; Re-dedication to surgical education (positive feedbacks from residents); and bright motivated, resilient and engaged junior faculty. Challenges are this period of transition, understaffing with distortion of work and education balance. Goals for the coming year include: Recruitment (4 open clinical faculty positions at all levels, and endowed PhD Scientific Director); Match clinical demand to provider availability; and Re-invest in current faculty.

Dr. Vartanian thanked members for their support to the Surgery Service. In the few months he has served as Interim Chief, interactions with other members and staff have been warm, open and receptive. Members applauded Dr. Vartanian for his outstanding work as Interim Chief, and thanked him for the comprehensive Surgery Service biennial report.