

ZSFG CHIEF OF STAFF REPORT
Presented to the JCC-ZSFG on June 25, 2019
06/10/19 Leadership MEC and 06/20/19 Business MEC

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK/EPIC TRAINING:

Epic Training Updates –

- Training Status of Enrollment per Location; Overall, DPH is at 95%, with ZSFG DPH at 96%; UCSF providers because of the challenges around the POI system is at 84%;
- EHR Training Enrollment Status by Departments for UCSF Providers - UCSF Providers 84% enrolled and 42% e-learning completed (E-learning report does not take into account “testing out”).
- Enrollment Reporting – Weekly report of enrollment percent with run chart will be sent to Service Chiefs or designees. Report will show the Clinical Service’s entire staff, those who have successfully completed enrollment, and those showing as unenrolled.
- E-learning completion reporting – This is the second report that will be sent to Service Chiefs or designees. The report shows the list of all staff, how many web-based trainings they have outstanding, when their soonest training is with an escalation level that can be filtered. This report has been successful on the DPH side only. Work is underway to resolve issues with the UCSF report.

More Epic updates and discussions will continue at the next MEC meeting. Members congratulated and thanked Dr. Neda Ratanawongsa, newly appointed SFDPH CMIO (Chief Medical Information Officer).

CLINICAL SERVICE REPORT:

Emergency Medicine Service Report– Christopher Colwell, MD Service Chief

Dr. Chris Colwell presented the Emergency Medicine’s biennial report. Highlights include:

- Mission Statement – To provide quality healthcare and trauma services with compassion and respect 24/7 in the only Level 1 Trauma Center in all of San Francisco and surrounding counties for anyone (Adults and Pediatrics) who comes in through its doors. As of May 2019, ZSFG has the highest ambulance receiving volume in the city and had 82863 patients in 2018 (about 10000 increase from the last report in 2017).
- Faculty – 48 Total Faculty with 30 FTE and 18 half time/per diem. Dr. Colwell was pleased to report that each year, the Department continues to improve diversity, inclusion, and equity hiring targets.
- Residency, Fellowships, Medical Students 60– The ED residency program at ZSFG started in 2008. It is a four year program, with 14 residents now in a year since 2014. 85 graduates to date with 30% involved in academics.
- Hospital Committees Participation to Medical Staff and Hospital Leadership
- Staff Communication – Monthly 2.5hr faculty meetings, weekly ED Executive meetings with physician and nursing leadership, biannual departmental faculty retreats (Spring and Fall), annual performance evaluations, biennial OPPE evaluations, email.
- Volume Statistics – ED Triage Census 2018-2019, ED Total Admitted Patients 2018-2019, 2018-2019 LWBS/LWBT patients, Division Status-System Wide, SF 911 Ambulance Volume, Care for Trauma Patients (Activations, Dispositions, Top Ten Mechanism of Injury. Dr. Colwell noted some data points – as the hospital is able to reduce diversion, data shows the following: increase in ambulance volume, increase in patient acuity, and decrease in ED triage census due to ED Diversion Care (Urgent Care Clinic). Admission rate has remained steady. Falls is the top injury of patients seen in the ED.
- Improvement Efforts, True North Alignment – Hospital Flow (Left Without Being Seen (Care Start) PDSA; Right Care/Right Place with UCC), Ambulance Diversion, Social Medicine Team to Prevent Lower Acuity Admissions, Consultation Timeliness (Resident Incentive Program PDSA), and Observation Medicine (TBD). Dr. Colwell pointed out that ED Length of Stay driven by Boarding remains a big concern, and noted that Care-Start has helped decrease ED Discharge LOS. Other improvement work includes Discharge Consult Tracking 2018-19, JAMA’s new Performance

Improvement Series with Podcast, Mission Stroke, Sepsis, Opioid Use Disorder and Cardiac (improvement in DTB time)

- EMS/Disaster Management – ZSFG ED provided medical oversight to EMS in San Francisco, with ED faculty heavily involved in the San Francisco EMS leadership. ZSFG is also the base station for all EMS issues in the City.
- Research – 107 peer-reviewed publications in 2018 and 32 trauma papers; 21 faculty with 30 separate awards/collaborations from 23 different funding sources; collaborations in research with over 12 UCSF departments and specialties and entities outside US and CA; WHO Collaborative Center.
- Patient Satisfaction Data – Best scores are in compassionate care, emotional support, patient safety, access to care and information/education. Challenges in delays in care, unexpected cost of care, involvement of family and friends with language as a major factor, environment, continuity/transition, and Discharge instructions.
- Finance - Revenue, Expenses, Pro-Fee Collections; Dr. Colwell noted that Profee revenue is the biggest revenue source, and one of the biggest areas of growth. Faculty Annual Evaluations include the following parameters: Patients seen per hour and RVUs per hour.
- Faculty and Funding Awards – Awards at different levels, ZSFG, UCSF, regional, and national.
- Strengths – Faculty and staff (mission driven, similar spirit of wanting to work in an unpredictable environment, and devoted to patients), facility, the community served (diverse patient population);
- Challenges – Funnel Effect (Law enforcement, Trauma, Sick medical, Walk ins) Boarding, Ambulance diversion, undifferentiated patient population, 24/7 services, dependency on different staffing resources, ED flow is hospital and campus flow dependent, lack of an enterprise EMR, limited follow up for patients, Resource Use (Availability/Proximity versus indication)
- Goals for 2019-20 –Successful implementation of Epic, Implementation of CDU by Feb 2020, Reduce LOS (Discharged, Admitted, ICU), Streamline work flow algorithms for processes we have control over (provider up front, provider to patient times, work-up and evaluations, dispositions), Right patient, Right Place, Right Time, and increase patient satisfaction (Patient Centered Care (LEAN) and Communications), Increase patient safety, and change culture.

Members commended the Emergency Department’s productive and collaborative work with other Clinical Services, and thanked Dr. Colwell for his excellent report.