

ZSFG CHIEF OF STAFF REPORT
Presented to the JCC-ZSFG on March 26, 2019
03/11/19 Leadership MEC and 03/21/19 Business MEC

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK:

ZSFG Housestaff Incentive Program

Dr. Esther Chen (Chair, Graduate Medical Education Program Committee) and Dr. William Huen (Chair, PIPS) provided status updates to the ZSFG Housestaff Incentive Program A3 to MEC.

Dr. Chen explained that the ACGME requires all residents to participate in quality improvement initiatives within their specialty. UCSF Parnassus has had an incentive program in place for the last 10 years. ZSFG is in its second year of implementation. Last year, the ZSFG program had three hospital wide goals and four departments that submitted their own departmental goals. Almost all the hospital-wide targets were met, and all the departmental targets were met. This year, Dr. Chen reported that the program still has the three hospital-wide goals, but has increased departmental participation (10 departmental projects received). Of the 10 Department Projects, 60 to 70% are on track to meet their goals. Two departments (Anesthesia and Orthopaedic Surgery) are working together to decrease time to OR for frail elderly patients with hip fractures that require surgery. Other departmental projects include:

- Emergency Medicine - #Meds-in-hand Prescription
- FCM- # of Unlocked Notes
- Internal Medicine - # med assisted treatment prescriptions for alcohol use disorder
- Pediatrics - % 7 day Post Discharge Follow Up

The goal has been to increase the visibility of an engagement of residents and fellows in all quality improvement projects throughout ZSFG.

Dr. Chen stated that the biggest challenge is how to engage residents and fellows in the hospital-wide initiatives, particularly on how best they can collaborate with hospital leadership and teams that are already working on hospital wide improvement programs. Discussions on how to encourage participation in these initiatives are ongoing.

CLINICAL SERVICE REPORT:

Ophthalmology – Jay Stewart, MD, Service Chief

Dr. Stewart provided updates on the following:

- UCSF Department of Ophthalmology at ZSFG Organizational Chart –More optometrists and technicians on UC staff in addition to physician providers from UCSF.
- Scope of Clinical Services - Expanded services to include Neuro-Ophthalmology and San Bruno Jail.
- House Staff – 15 UCSF Ophthalmology residents with 3.4 on site. The UCSF Ophthalmology Residency Program is one of the top programs in the country.
- Technical Services – Dr. Stewart highlighted Optical Coherence Tomography (OCT- Angiography) service provided, a cutting edge state of the art evaluation for diabetic retinopathy, one of the main patient care issues in addition to cataracts.
- Coverage
- Clinical Productivity 2018 – 31203 Outpatient Visits, 763 Surgery OR Cases, 2329 Minor Procedures
- Total Clinic Visits at ZSFG (Ophthalmology and Optometry) – Continue growth noted, especially in Optometry
- Eye Van
- LHH
- ZSFG Ophthalmology OR Cases/Type of OR Cases – Largely cataract from a number of specialties covered. No need to refer surgery outside ZSFG.

- Minor Procedures (Clinic-Based) – Dr. Stewart highlighted improved access and reduce wait times for Pterygium removal. Reduced procedure time, and performing it in the minor procedure room in addition to the OR have significantly reduced the appointment wait time for patients, released more OR Block Time, and enabled residents to resume care for clinic patients faster. There is also work to do more procedures (such as oculoplastics procedures) in the Minor Procedure Room.
- ZSFG Eye Clinic Diagnostic Testing
- True North for Eye Care – Equity, Safety, Quality, Experience, Developing People, Financial Stewardship
- ZSFG Ophthalmology Financial Summary
- REDCap-Based Surgery Scheduling – Developed REDCap-based surgery (Research Electronic Data Capture) scheduling/waitlists platform for OR and Minor procedures. The system enables both Ophthalmology providers and scheduling staff to access a real time measure of patients on the list; what issues they have, and prioritizing surgeries.
- San Bruno Jail Eye Expansion – Eye Van with optometrist visits to San Bruno Jail to improve access to care for jail patients.
- Improving Access to Diabetic Retinal Screening
- Diabetic Retinopathy Follow-Up Exams
- Space
- Research

Future goals for Outpatient Clinic include:

- Continue to increase attending engagement
- Optimize optometrist deployment
- Increase diagnostic capacity to relieve delays
- Streamline phone support (phone center)

Future goals for research include:

- Grow SFGH-based wet-lab programs
- Develop clinical research programs for diabetic retinopathy and other ocular diseases – offer patients access to clinical trials.

Dr. Stewart discussed the issue of long wait times for cataract surgery at ZSFG. While more patients have been coming in at ZSFG for cataract surgery due to several factors, including improved tracking process and diagnostic evaluations, Dr. Stewart stated that the Service's ability and capacity to perform cataract surgeries have remained constant. The Service is working on ways to improve access and wait times for cataract surgery.

Members thanked Dr. Stewart for his excellent report, and the outstanding services provided by the ZSFG Ophthalmology Service.