ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK/EPIC STATUS:

EPIC Updates:

Updates to MEC provided by Dr. Neda Ratanawongsa include:

- Key Messages to Share:
  - Go-Live was successful because of operational leadership and cross-area collaboration via domains
  - People need ongoing support and communication. That is the focus of stabilization, led by domains
  - The Epic Leadership Team (ELT – Leadership of ZSFG, LHH, Ambulatory Care, Network) will help prioritize stabilization work, especially cross-domain
  - 4 high priority cross-domain topics identified to date, with substantial progress in patient access and patient movement. Stabilization is critical before any optimization work (enhance or add functionalities that we did not expect at go-live).
- Epic-Post Go-Live Timetable – We are now in the stabilization period (Sept to Dec 2020) where we understand and correct what should be working based on go-live build, i.e. patient access and movement.
- Stabilization Domain Groups: Sponsors and Areas – Dr. Ratanawongsa stated that there are less domains now but bigger in size, partly due to resourcing and efficiency considerations.
- Operational Ownership of Stabilization
  - Local leadership to service area leadership
  - Domain group to evaluate/prioritize tickets and issues, consider cross-domain impact, and categorize stabilization issues vs optimization issues.
  - Epic Leadership Team – Prioritization of resources to tackle complex cross-domain issues
- Top Stabilization Issues and Workflows
  - Patient Movement and Phases of Care
  - Patient Access
  - Ambulatory Billing and Revenue Integrity
  - Analytics
- Domain Resources
  - IT- SFDPH IT Team, SFDPH Training Team, SFDPH Organizational Change Management, Epic Technical Services provides ongoing support for IT team
  - Office of Health Informatics
  - Operational leadership and KPO

Dr. Horton added that she and Mr. Greg Wagner are leading an A3 work on patient access (outpatient appointments and OR scheduling).

CLINICAL SERVICE REPORT:

Obstetrics and Gynecology

Dr. Eleanor Drey, Interim Service Chief presented the following highlights:

- Mission – To promote justice, quality, and equity in women’s health care, seeking to eliminate barriers to good health for women, in SF and around the world. The Service is able to deliver as much services as they can because the ZSFG OB GYN and Reproductive Sciences Division also encompasses the Bixby Center for Global Reproductive Health, a very large research center that leads national and international research and training programs to improve reproductive and sexual health.
- Scope of Services (Clinical):
  - Full Scope OB+GYN. Unusual OB services include breech deliveries, support to pregnant women with mental health and substance abuse issues, low-cost IVF for patients. Dr. Drey talked about a pilot project, Team Lily, which is a HOT team for pregnant patients struggling to engage in prenatal care. The project has been highly successful in treating women with opioid use disorder and in getting patients housed by time of delivery. Dr. Drey also highlighted the opening of the renovated New Generation Health Center inside Homeless Prenatal Program. In addition to its usual client population, the Center has enabled Homeless Prenatal clients to have easy access to OB-GYN services.
  - Research and advocacy highlights – During this increasingly controversial time in terms of abortion and contraception, the Service has actively engaged in advocacy and research work on these issues.
  - Volume Statistics – Family Birth Center, Women’s Option Center (6G), Women’s Health Center, Women’s Health Center TNAA Obstetrics, Women’s Health Center (5M) TNAA Gynecology, Decrease in the number
of births at ZSFG noted, in part driven by the city demographics as well as the inability of the hospital to accept and accommodate as many patients they would like. Dr. Drey also noted that the number of abortions, pregnancies and unintended pregnancies has also been decreasing nationally.

- Clinical Faculty – MDs, Midwives, Consulting MD Faculty. ZSFG OB GYN Service stands out for its excellent and outstanding midwifery care. Dr. Drey noted that the Service’s amazing midwives have added to the culture and safety in Obstetrics, and are available 24/7 in the hospital.
- Residency – Ranked #4 OB GYN Residency Program in the US by Doximity/US News and World Report in 2018-19. The Service has focused on recruitment of UIM (Under Represented in Medicine) residents: 51%.
- PIPS.
  -PRIME Metrics:
    a. Hemorrhage: Blood Product Units Transfused per 1000 Delivery Cases
    b. Exclusive Breast Milk Feeding
- ZSFG Committees –The Service is well represented in various Medical Staff and hospital committees.
- Awards and Honors – Dr. Drey highlighted some national awards:
  -Dr. Jody Steinauer – earned her PhD in Health Professions Education and named the Inaugural Distinguished Philip D Darney Professor of Family Planning and Reproductive Health
  -Dr. Philip Darney – “The Audacious” UCSF Alumni Inaugural Award
  -Monica McLemore, RN, PhD – Abortion Care Network Person of the Year, Thomas N Burbridge Public Service Award
- Scope of Service (Research) – The Service’s research arm is the Bixby Center for Global Reproductive Health founded by Dr. Philip Darney in 1999. Research activities on reproductive health including Family Planning, Reproductive Infectious Diseases, Obstetrics and Education.
- Budget FY 2018-19 – Total of $66.6M.

Dr. Drey highlighted the Service strengths:
- Mission-driven faculty, staff and residents
- Diverse and outstanding residents
- National and International impact of research and advocacy
- Resilience, creativity, and even some good humor during the Epic transition.
- Broad and significant research funding
- Equity Focus

Challenges:
- Clinical – Decreasing Birth Center and abortion volume; No stable funding source to maintain Team Lily despite its successes; Winning the Epic Optimization battle.
- Diversity/Equity – Lack of diversity among relatively small and stable clinical faculty; Lack of funding for ongoing training.
- Education: Family Planning becoming ACFME subspecialty
- Research – No NIH funding for abortion research
- Large Division (50 faculty, 100 staff) so challenging geography – Space Challenges
- Extreme assaults on reproductive health

Goals:
- Clinical – Potential increase in OB volume, increase accessibility to managed care Medi-Cal, San Mateo Health Plan, Further strengthen high-risk OB services by hiring full time MFM (Maternal Fetal Medicine) specialist , optimize outside referrals to Women’s Option Center.
- Diversity and Equity – Hire MFM to reflect our patients’ diversity, Partner with Office of Diversity.
- Change UCSF Policies around allowing ACGME fellows to bill for core clinical duties/moonlighting
- Bixby strategic planning process
- Prepare for post-Roe era and respond to need for abortion services.

Members thanked Dr. Drey for her excellent and comprehensive report. Members also commended and thanked her valuable work and leadership in the OB-GYN Service while Dr. Jackson is on leave. Members praised the outstanding clinical care and professionalism of the residents and the care that Team Lily provides to patients.

Orthopaedic Surgery
Dr. Ted Miclau stated that Orthopaedic Trauma Institute, which is at ZFSG, is a trademark name owned by UCSF and is the umbrella organization and the overarching group that provides services throughout the Bay Area. Dr. Miclau
highlighted the Service’s Mission (to mend the injured, inspire innovators, and empower leaders to restore lives) and Vision (to provide an interdisciplinary team of physicians, nurses and other health care professionals that deliver the highest level of care for its patients, to improve the outcomes and quality of life for patients in San Francisco and beyond, and to support education, research, and training efforts that improve the care of orthopaedic conditions, and to be a nationally recognized center of excellence for orthopaedic trauma care). Highlights include:

- **Clinical** – Scope of Practice includes the following areas: Orthopaedic Subspecialties (Trauma), Physical Medicine and Rehabilitation, Podiatry, and Orthotics and Prosthetics, with focus on the following: (Refer to slide presentation for details):
  - Faculty – Dr. Miclau noted that the Service has the largest number of trauma trained surgeons, 75% with another specialty.
  - Call Services
  - QA projects – Three Areas highlighted on report:
    a. Drivers – Presence of Post-Operative Surgical Site Infections (SSI) (Superficial or Deep – Total Knee (TKA) and Total Hip (THA) Arthroplasties (Safety), Improved management of Hip Fractures (Quality), and Timely ED Consultations (Quality)
    b. Watch – Days for Surgical Schedule (Care Experience) and Third Next Available Appt (TNAA) in Ortho Clinics (Care Experience)
    c. Other – Functional Limb Service Organization/Amputee Support Groups, Patient Education Tutorial Video Series (Post-Amputation Rehabilitation - Completed; Total Joint Arthroplasty – Completed)
  - Faculty Committee Participation/Leadership Positions
  - The OTI’s Clinical Scope 2019 – provides additional volume and financial support to other institutions - UCSF Orthopaedic Institute/UCSF Parnassus Campus, San Jose Medical Center since 2013, and LHH.

- **Finances** (Ortho Service RVU Production, SFGH Payor Mix 2017, Collections per RVU).
  Highlights include:
  - RVU Production remains stable
  - Payor mix has changed slightly but most patients have some type of coverage.
  - SFGH Implant Savings Program which started in 2008 continues to generate savings of approximately $2M per year to the hospital.

- **Education**
  - Student, Resident and Fellow Training – Resident Rotation, Weekly Conferences, Medical Student Training. UCSF Residency program is in the “top ten” choice and the ZSFG Rotation is rated as the housestaff favorite. All anatomy sessions now run at ZSFG.
  - 14th Annual International San Francisco Orthopaedic Trauma Course – The national and now international course is the crown jewel of the Service’s extramural outreach effort for education, and the largest in the nation. The course has had >400 attendees and participants from minimum of 33 States and 10 countries.
  - Surgical Training Facility – Dr. Miclau highlighted usage of the Training Center for academic courses offered by several UCSF/ZSFG Departments and as an outreach for the community like the OTI Jr. Academy. The Center offers the UCSF Orthopaedic Residency Core Surgical Curriculum, the only curriculum of its kind offered in the country.

- **Research**
  - The Department has been ranked 1 and 2 the past year in NIH funding in the country, and ZSFG has accounted for about 25% of the funding.

- **Outreach** – IGOT (Institute for Global Orthopaedics and Traumatology) is OTI’s main international outreach program, and is dedicated to developing sustainable programs in education and research to improve patient care in under-resourced environments.

Goals for 2019-2020 include:

- Develop and promote “UCSF/SFGH Orthopaedic Trauma Institute”, including programs for referrals, outreach, and fundraising,
- Optimization Epic Performance
- Faculty recruitments (Trauma/Spine, Sports) expansion of those services
- Combined Ortho/Neuro Spine Service

Members commended Dr. Miclau for his outstanding presentation and outstanding leadership.