

**ZSFG CHIEF OF STAFF REPORT**  
**Presented to the JCC-ZSFG on December 22, 2020**  
**November and December 2020 MEC Meetings**

**Clinical Documentation Integrity (CDI) -**

MEC received the following highlights/updates from Dr Aaron Harries, CDI Physician Advisor:

1. CDI Year in Review – The key developments at CDI: departure of Dr. Pallabi Sanyal-Dey, Epic rollout leading to increased CDI functionality, education sessions at specialty faculty meetings, and COVID-19 impact. Dr. Harries has been the sole CDI Physician Advisor since July 2019.
2. CDI Data/Metrics
  - a. CDI Query Financial Impact - Reimbursement of \$1.2M in 2018 increased to \$3.4M in 2019 due to change in average number of queries from 25 queries/month to 60 queries/month brought about by EPIC functionalities and established CDI team.
  - b. CDI Query Response Rate – Query Response Rate is about 80% with Query Response Agreement Rate of 90%.
  - c. CDI Query Payer Types – Two staff reviewing 77% “Medicare” ZSFG inpatient admits that represent 23% of all ZSFG inpatient admits. More reviewers will be cost beneficial and will improve CMI.
  - d. CMI – CMI by quarter was consistently below 1.5 for five years until Q4 2019 and Q1 2020 that registered CMI above 1.5 with slow upward trend. Current ZSFG CMI by quarter is 1.63 compared to 1.98 for America’s Essential Hospitals and 2.09 for Academic Medical Centers. CMI 2020 YTD is 1.59 for ZSFG, an increase from 1.49 2019 CMI; each of seven specialty/division registered CMI increase. Significant improvement in CMI has been consistent and sustained this year.
3. 2021 Plan- The plans include increasing the number of reviewers, expanding efforts into PSI-90 Safety Quality metrics (affects hospital star rating), continuing education sessions at specialty/ faculty meetings, improving Epic CDI functionality, and increasing granular CDI data via EPIC.

Dr. Harries concluded his report with needed MEC and Department Chairs/Chiefs’ support for the CDI query process/response, CDI presentations at departmental faculty meetings, and CDI champion for each department.

**Security Services Update**

Mr. Basil Price, DPH Director of Security, presented to MEC the Security Services Staffing plan at ZSFG and DPH wide. Highlights include:

1. Calls for Service 2019-20 – 56% of calls for service required a law enforcement response, and 44% of service calls were related to patient care services.
2. Hybrid Security Staffing Model – Clinical staff to respond to patient related incidents and law enforcement staffing to respond to crime related incidents.
3. Healthcare Security Officers – Current Total of 42.9 FTE for cadet positions. Healthcare Security Options under consideration: Under the management of the Sheriff’s Office with DPH oversight expand the role of the existing cadets, including implementing polo uniforms; Transition cadets to DPH healthcare security officers; Contract with a healthcare security company for 43-healthcare security FTE,
4. Healthcare Security Defined – Healthcare security personnel are ambassadors of the organization and the community they serve. Their authority is given to them through hospital policy to act on the hospital’s behalf and to resolve situations in the best interest of the hospital organization.
5. Healthcare Security Services and roles
6. Healthcare Security Training

The security proposal is now being reviewed by Dr. Grant Colfax, Director of the San Francisco Department of Public Health.

**Psychiatry Clinical Service Report – Lisa Fortuna, MD, Chief**

Highlights of the report are the following:

1. Executive Leadership Team formed this year, and John Dean Green became permanent Director of Administration.
2. Clinical Services on Campus
  - a. Acute and Emergency Services- PES and Inpatient Services in 2019-2020 registered 7,545 total intakes, 50% involuntary/50% voluntary, 18 licensed beds, 14,788 total patient days with daily average census of 40. Due to COVID, PES average monthly intake reduced, and PES patients admitted to ED for COVID testing after April. PES Condition Red went up for a while after 4/17 and

- pegged at 38%-45% in Aug-Sept 2020. Inpatient average length of stay slightly higher than planned with continued management of inpatient psychiatry admissions and discharge. Inpatient unit % acute days at 24% in September 2020.
- b. ICAP (Division of Infant Child and Adolescent Psychiatry) – For FY 2019-2020, 4,174 unduplicated patients (0-20 yrs.) served. Active research is being done including programs looking at navigation, immigrant child mental health, Covid-19 related worry and uncertainty in children and adolescents in public settings, amongst others.
  - c. DSAAM (Division of Substance Abuse and Addiction Medicine) – significant SF impact with continuing Opioid Use Disorder Treatment, STOP, and Project Houdini Link. Mobile van at ZSFG continues to serve 200 patients/day and 7 days a week during the pandemic. DSAAM distributed 400+ phones to patients for sustained engagement in clinical services and has 11 IRB approved research projects.
3. Clinical Services off Campus
    - a. Alliance Health Project – New Medical Director was hired in September 2020. Clinical staff adapted quickly to COVID 19 restrictions, and through telehealth, AHP care returned and stabilized at pre-COVID levels after 12% decline in March and April. Chancellor’s Award was given to AHP Director, Lori Thoemmes. Many lives impacted by AHP was noted.
    - b. Citywide Case Management- Housing status tracking system and continuous account of mortality (particularly during the pandemic) are ongoing. New programs include increasing telehealth capacity (e.g. “Para-Tele-Health” -zoom meetings across interview rooms) and anti-black racism initiative.
    - c. Trauma Recovery Services – Work on children and victims of violence is continued during the pandemic. Also, TRC provided 25% more individual therapy sessions during first 6 months of SIP in comparison to 6 months prior to SIP. Anti-racism work is being done.
    - d. Jail Behavioral Health Services – Visits on average are 365/month, and psychiatric care is integrated in Jail Inpatient Unit 7L. Medical student and senior resident electives are offered.
  4. FY20 Departmental Budget - The budget amounts to total of \$67,778 with the largest fund sources from the Affiliation Agreement and Citywide.
  5. FY20 Faculty and Staff - The department is predominantly comprised of staff (323), with 51 faculty, 13 postdocs, and 25 MSP. Faculty service on ZSFG committees was noted. Department of Psychiatry Residency Training Program has 64 residents for a 4-yr program. There are also Psychology Training and Public Psychiatry Fellowship.
  6. Departmental Achievements - EPIC rollout in PES and Inpatient, rapid expansion and implementation of telepsychiatry, maintenance of essential services during pandemic, expansion of evidence-based care with homeless SMI (Severe Mental Illness) population, new hires and promotions, and focused anti-racism initiatives
  7. FY2021 Goals – Epic rollout for Outpatient Services, launching new clinical division of Integrated Clinical Care, plan for expansion/build out of PES and renovation of inpatient units, continue to promote patient flow and reduce LOS, promote clinical/implementation research, increase gifts/endowments, collaborative projects with community and DPH/Mental Health SF, faculty/staff engagements/advancements, and fill essential clinical/faculty positions.

Members acknowledged the scope of work and impact to patients by the department and Dr. Fortuna which are marked by collaboration, flexibility, and creativity.