



Committee on Clinical Affairs

Annual Report 2001-2002

Susan Janson, RN, DNSc, FAAN
Chair

The Clinical Affairs Committee (CAC) met six times over the course of the 2001-2002 academic year. The Committee worked closely with the Medical Center Administration to receive regular reports and identify ways in which the Committee could be involved in planning and budget and academic impact issues related to the Medical Center. The chief focus of the committee's work was on protecting the academic mission of UCSF. To this end, CAC worked proactively to identify changes and plans in the Medical Center that could have academic impact and made constructive suggestions to reduce any such impact.

Committee activities included the following:

- Discussion related to reduction in Nurse Practitioners at the Ambulatory Care Center
- Continued Discussion of San Francisco General Hospital Issues
- Discussion of Moffitt-Long Hospital Replacement Issues
- UCSF Medical Center Updates
- Academic Senate Ad Hoc Committee Reviewing UCSF Medical Center Strategic Development Plan
- Revision of Committee Bylaws
- Plans for the coming year by UC Medical Center nursing staff and medical staff

UCSF Committee on Clinical Affairs Issues

Reduction in Nurse Practitioners at Ambulatory Care Center

The Committee discussed the reduction in Nurse Practitioners by the Department of Medicine at the Ambulatory Care Center. If replacement of the Nurse Practitioners is planned, the School of Nursing, rather than the Department of Medicine, would likely fund the replacement. There are no current plans to increase the number of nurse practitioners in the General Medicine Clinics. This change had a significant academic impact on the ability of the clinics to provide clinical training to UCSF nurse practitioner graduate students.



San Francisco General Hospital

The San Francisco General Hospital (SFGH) Academic Impact Report (completed by the Committee in spring 2001 and currently posted on the Senate website at www.ucsf.edu/senate) was effective in facilitating actions which led to replacing funds that were initially going to be cut from SFGH's internal budget in 2001-2002. The findings in the report, unfortunately, did not affect an external cut of \$450,000 from the City and County of San Francisco, which was not restored. Despite the budget cut, however, no UCSF programs were cut at SFGH.

CAC discussed many issues likely to impact the SFGH budget. The Committee noted that the academic impacts will not be known until SFGH is formally notified by the City and County of San Francisco of potential budget cuts. The Committee will continue to improve communication with SFGH in 2002-2003 on these issues and offer assistance as issues arise on which the Committee might have an impact. Currently, the SFGH medical staff is working directly with the Dean of the medical school to resolve budget planning issues.

Hospital Replacement

In the fall of 2001, Bruce Spaulding, Vice Chancellor of University Advancement and Planning, made a presentation to the Academic Senate Division presenting five potential hospital (Moffitt and Mt. Zion) replacement scenarios and reviewing other land use proposals under consideration. CAC discussed this presentation and potential impacts of the Moffitt hospital move on academic programs, such as how academic translational research could be done at the Cancer Center without a hospital nearby. The Committee will continue to keep apprised of the planning process for the replacement of the hospital.

UCSF Medical Center Updates

Medical Center Presentation: Mike Thomas, Associate Director for Strategic Development at the Medical Center, presented a draft strategic plan for the Medical Center to the Committee in January 2002. The strategic planning process began in June 2001 and was undertaken with the assistance of a consultant to consider the entire clinical enterprise. The process has included Medical Center staff, consultants, all UCSF chairs of clinical departments and other faculty and administrators from the School of Medicine. The following five task forces were set up as offshoots of the primary committee: Competitive Positioning, Revenue Optimization, Efficiency/Expense Optimization, Service Orientation and Work Force.

In addition to improving the financial performance of the Medical Center, other key goals of the strategic plan include:

- Identification of additional capacity for growth of programs.
- Mechanisms for advancing the position of the UCSF Children's Hospital.
- Improving core operating systems to enable faculty and staff to practice more efficiently.



- Enhancing the level of customer service.
- Improving recruitment and retention of faculty and staff.

UCSF Medical Center CEO Mark Laret presented on the status of the Medical Center and its strategic planning. He emphasized that the academic impact of the planning is a key concern.

With regard to long range planning, the Medical Center is still evaluating various sites for a new hospital, and each site has issues. Growth of the Medical Center now, as a short-term plan, facilitates long term planning for a new hospital, mainly with regard to financing the new hospital. The majority of short-term planning discussions have been with the School of Medicine, with training programs at the forefront of those discussions (e.g., the need for increased house staff).

Ken Jones, CFO of the UCSF Medical Center, provided the Committee with a presentation of the same report presented monthly to the Clinical Executive Services Committee regarding the financial status of the Medical Center. The report included a status on the entire clinical enterprise at UCSF (including Mt. Zion and all other clinical and ambulatory care.) Mr. Jones reported that the Medical Center cash position is improving steadily and exceeded projections for the FY 2002-03 budget.

Senate Ad Hoc Committee Reviewing UCSF Medical Center Strategic Development Plan

Senate Chair Bikle created a Senate Ad Hoc Committee to integrate and focus the Senate voice regarding the strategic planning process at the UCSF Medical Center. CAC Chair Janson and Senate Division Vice Chair L. Zegans were appointed co-chairs. Other members include W. Gold, J. Kane, L. Pitts, H. Rugo, and S. Soifer. CAC received reports from the Ad Hoc Committee meetings and discussed the need to address – through this Committee or through the Ad Hoc Committee - a wide range of issues which included concerns such as how the UCSF academic mission can be accomplished for its students, *i.e.*, can students continue to be effectively educated in an environment of geographic uncertainty and change, how the potential impact of increasing health care costs will affect cash flow and funding for expansion plans, and how planning efforts can adequately take into account the needs of clinical services and research as well as basic research.

Revision of Committee Bylaws

The Committee approved by email the proposed changes to the committee bylaw. The Committee on Rules and Jurisdiction, which is reviewing and updating all UCSF Senate bylaws, has received the recommended revised version of the CAC bylaw. (*Attachment 1.*)

Update and Planning on Medical and Nursing Staff Issues

The Committee met with Jane Hirsch to discuss plans and concerns she has for the nursing department. She emphasized the current issue is recruitment of qualified nursing staff and the



plans for addressing this issue. 30% of the current nursing staff are relatively recent graduates with limited experience. The turnover rate of nurses is 10-11%. These issues may impact the ability of nursing staff to participate in the clinical education of students. Other issues Jane discussed included recent completed contract with CAN, the new neurology ICU, the Johnson & Johnson “Be A Nurse” ad campaign, designation of the medical center as a Children’s Hospital, and the potential move of 14L nurses to Mt. Zion to support the surgical oncology services planned move.

The Committee also met with Ted Schrock to discuss the plans and current programs within the medical staff. He reviewed the plans to move oncology surgical services to Mt Zion, the new End of Life Palliative Care Program for both adults and children, the high patient satisfaction survey results, and the new grant funded Patient Safety Fellowship Program from the University Hospital Consortium. There are currently 7 nurses now in training as Fellows. This program provides a new area of potential academic training focus for UCSF graduate and postgraduate students. Dr. Schrock also reviewed plans for a new Clinical Information System, a pilot project for handling verbal orders, and the new just completed hospital operating budget.

Issues for the 2001-02 Academic Year

Suggested new or continuing topics for next year:

- Continue liaison role with APB Committee and identify further how CAC will coordinate with APB on matters related to the Medical Center planning and budget process.
- Continue to work with the Medical Center and the Senate Ad Hoc Committee to Review the Medical Center Strategic Plan to help ensure comprehensive consideration of academic planning raised by the short- and long-term Medical Center Plans.
- Continue to discuss and advise regarding the academic and other impacts of budget cuts or reductions.

Respectfully submitted,

Committee on Clinical Affairs

Susan Janson, Chair
 Scott Soifer, Vice Chair
 Kenneth Fye
 Peter Loomer
 Mary Lynch
 Steve Kayser

M. Anthony Pogrel
 Hope S. Rugo
 Haile Debas, Vice Chancellor,
 Medical Affairs, *ex officio*
 Nancy Stotts, Chair, Graduate Council,
ex officio

Senate Staff:
 Gretchen Gende, Sr. Senate Analyst
 476-4245 ggende@senate.ucsf.edu