



**Clinical Affairs Committee**  
**Ellen Weber, MD, Chair**

## ANNUAL REPORT 2008-2009

**Primary Focus Points for the Year:**

- Electronic Medical Records
- Mission Bay Hospital Operational Planning
- UCSF Clinical Enterprise Strategic Planning
- UCSF Patient Population
- UCSF Faculty Exit Survey

**Task Forces, Special Committees, and Sub-Committees:**

- Academic Senate Sustainability Task Force (Ellen Weber)
- Chancellor's Advisory Committee on Sustainability (Ellen Weber)
- UCSF Medical Center Clinical Enterprise Strategic Planning Steering Committee (John Maa)

**Issues for Next Year (2009-2010)**

- Implementation of UC President's Furlough Plan as pertains to clinical services at the affected sites.
- Mission Bay Hospital Operational Planning including having Clinical Operations added to the Hospital's Organizational Flowchart, and designating a head for those Operations.
- Continued, ongoing communication with the UCSF Medical Center and between the UCSF Campuses related to issues that concern faculty members.
- Electronic medical record and paperless reporting

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**2008-2009 Members**

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**Ellen Weber, Chair**

**Brad Hare, Vice Chair**

Shoshana Arai

Chris Barton

Christine Cheng

H. Quinn Cheng

Darren Cox

Karen Duderstadt

Amy Houtrow

Susan Janson

Brent Lin

John Maa

Conan MacDougall

Maxwell Meng

Steven Pletcher

**Ex-Officio Members**

Mark Laret, CEO, UCSF Medical Center

**Guest**

David Morgan, Executive Director, Ambulatory Services, UCSF Medical Center  
(on behalf of Mark Laret)

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**Number of Meetings: 9**

**Senate Analyst:** Heather Alden/Alison Cleaver

## Systemwide Business

In 2008-09, the Clinical Affairs Committee did not review or act upon any clinical affairs issues that related to the UC system.

## Divisional Business

This year, the Academic Senate Clinical Affairs Committee took up the following issues related to the San Francisco Division:

### **Academic Senate Distinction in Teaching Award**

CAC Member Conan MacDougall was awarded the Distinction in Teaching Award. The ceremony was held in April 2009. More information can be located here: <http://senate.ucsf.edu/0-awards/distinteaching.html>.

### **Visit by UC President Mark Yudof**

At the end of May 2009, UC President Mark Yudof visited UCSF to hear concerns from committee heads as to the state and direction of the campus, especially in regards to work furlough or salary cuts. The tone of the meeting was serious but encouraging.

CAC discussed possible questions and at the meeting itself, Vice Chair Brad Hare posed the issue of clinical excellence being included in the promotions process. President Yudof declined to provide input on specific solutions, but stated that he was open to any proposals that came from the campus on this issue. He felt that this was largely a UCSF-specific issue and one already in the process of being handled by the various school committees.

### **Operations Across Campuses**

The CAC continued to hear updates on Mission Bay Planning. The CAC was concerned that the focus of current plans were largely architectural and that plans for operations had not been discussed. Dr. Elena Gates, Vice Chair, Obstetrics, Gynecology, Reproductive Services reported that there was a plan for an operations subcommittee that would look at operations at Mission Bay and also address the fundamental issue of providing care for patients across multiple campuses. In particular, the question of consults to Mission Bay, and to Mt Zion are of concern, as is the question of what will happen at Moffit when pediatrics and Ob-Gyn move to Mission Bay.

### **Cross-Schools Collaborative Relationships**

Representatives of the Schools of Dentistry and Pharmacy discussed the need for Pharmacy oversight for the School of Dentistry's clinic medications. Also included in the discussion were the three School of Nursing faculty practice clinics (Glide, Valencia and Progress House) which may also benefit from a better relationship with the School of Pharmacy. By February 2009, the Medical Center Pharmacy had agreed to oversee the purchase and administration of medications in the School of Dentistry.

### **Mission Bay Hospital Operational Planning**

At two CAC meetings, Elena Gates, Professor and Vice Chair, Obstetrics, Gynecology and Reproductive Sciences, updated the Committee on the planning process including sustainability, and engaged in conversations about the operational planning. She noted in Spring 2009 that in examining the flow chart of the UCSF Med Center at Mission Bay Organizational Chart, there is no mention of clinical care except under the umbrella of "Operations." The goal, in the 2009-2010 academic year, is to have Clinical Affairs added as a separate box.

Whoever is to head up that clinical aspect should come to the CAC in 2009-2010; the Committee should be involved in the creation of that new committee both in identifying the needs and then addressing who

should/could handle them. Commencing late in 2009, initial clinical operations discussions including consults will begin.

Construction is to start late 2010. By late 2014, the hospital will open. Despite economic issues, everything is still on schedule although 2015 is the new date of hospital opening.

### **Sustainability**

The CAC brainstormed with Tom Newman, Academic Senate Representative, Chancellor's Advisory Committee on Sustainability, on avenues for creating sustainability at UCSF. The Committee strongly supports these sustainability efforts. One avenue the Committee explored was suggesting that the Chancellor's Sustainability Advisory Committee review the issue of waste generated in the clinical setting by either doing unnecessary procedures and tests, or wasting resources. The objective is to articulate the intersection between changing health care practice and improving sustainability; clinical health care is not currently part of the sustainability discussion.

In later meetings, the Committee took up a single issue for which they could reasonably expect a positive outcome: elimination of printed lab reports. Committee members commented that the reports received via paper are often outdated and generate excessive waste. Furthermore, the paper lab reports include information protected by HIPPA, and therefore must be properly discarded. Chair Weber discussed this with UCare representatives and the medical staff office and understood that plans were moving in the direction of paperless reporting. Representatives from the lab and UCare attended CAC meetings where the CAC expressed its full support of paperless reporting.

### **Health Care Work Group, Chancellor's Advisory Committee on Sustainability**

C. Cheng joined this committee's Health Care Work Group. The Workgroup explored avenues for re-using products, including possibly sending gently-used medical supplies to other countries, as well as having reusable products in clinical practices. The group used its budget to better educate the UCSF community about environmental sustainability. The CAC suggested the Healthcare Workgroup include an infection control representative to provide clarification to which items used in a clinical setting can be reused, and which cannot. It was also suggested the Healthcare Workgroup consider recruiting a member of the EMR staff.

### **UCSF Electronic Medical Record System (EMR)**

The Committee heard several presentations throughout the year on the ongoing development of the electronic medical record system for the outpatient and inpatient settings at Moffitt from Russ Cucina, Associate Director of Information Technology, UCSF Medical Center. Efforts are being made to create a system comparable to the ease and efficiency of Kaiser, allowing for e-prescribing as well as patient correspondence via email and permitting patients to review their own results online. Implementation of the cPOE System for ambulatory care is a separate process, which is in parallel development. The report in the spring focused on documentation, communications and the patient portal, efficiency, and the future directions of the project in the next six months.

### **Email Delivery System for .PDF Files of Lab reports including Relay Health Project (Outpatient Clinics)**

Enrique Terrazas, Laboratory Information Systems Chief, presented to the Committee on the changeover to PDF reports for outpatient clinics. The Committee felt that the project at present wasn't addressing larger issues and that .PDF was a bulky mechanism for the volume of reports being delivered. Vice Chair Hare suggested the committee serve as a sounding board as the project is being developed. Project is ongoing.

### **UCSF Medical Center Clinical Enterprise Strategic Planning Process**

The Committee heard from Jay Harris, Chief Strategic Planning Officer, UCSF Medical Center, on the ongoing status of the Medical Center Strategic Planning Process. In the spring, Mr Harris noted two areas of the plan that had fallen behind the others - care delivery models, and the overall coordination of clinical

services. CAC representatives were eager to help in both of these areas, given the representation from all schools and felt that both areas were essential to improvements in the clinical care at UCSF.

### **CAC Representation on other UCSF Campuses**

The Committee noted that the Bylaw indicates that the ex officio membership includes

*The Chief Executive Officers of the UCSF Medical Center, the Veterans' Affairs Medical Center, and San Francisco General Hospital will be non-voting ex officio members. The Chair or Vice Chair of the Graduate Council and the Vice Chancellor for Medical Affairs will also be non-voting ex officio members.*

Throughout the year the Committee strove to either bring these representatives to the CA meetings or to have CAC representation on those Campuses' Executive Committee. By the close of the academic year, the Committee had obtained representation on both the Dean's Committee at SFGH and at the UCSF Medical Center's Executive Board.

### **UCSF Compliance Office**

Mike Hindery updated the Committee in the fall on the restructuring of the Compliance Office, in the wake of the prior Director Harry Cordon's retirement in 2008. The future direction of the office aims to focus on thorough training and education of its clinical providers and staff, including billers and coders. The Office will work collaboratively and partner with clinical providers, staff, and serve as a resource to which providers and staff can come with questions. With the hiring of the new Director, which has not happened to date, these new directions will be implemented along with others.

### **Ambulatory Services**

David Morgan, Executive Director, Ambulatory Services, UCSF Medical Center updated the Committee at regular intervals on developments including information technology and the patient portal.

### **Faculty Exit Survey**

CAC continued to work on the development and implementation of the Faculty Exit Survey in 2008-2009. In October 2008, Chair Weber presented the survey report to the Academic Senate Coordinating Committee. Following unanimous approval, the Coordinating Committee recommended that further "survey and analysis of departing faculty be pursued by the Chancellor's office or another administrative unit such as Human Resources or Academic Affairs." The Academic Affairs Office through Vice Provost Sally Marshall took up development of the survey.

At close of the final CAC meeting, a beta-version of the survey was ready to be sent to members of the Committee for their review via online survey tool Survey Monkey. Once finalized, it will be sent out from the Academic Affairs Office.

## **Task Forces and Other Committee Service**

This year, members of the Academic Senate Clinical Affairs Committee served on the following Academic Senate task forces or other campus committees as representatives of CAC or the Academic Senate. Where possible, the reports from these task forces or committees are linked to or attached to this Annual Report.

- Academic Senate Sustainability Task Force (Ellen Weber)
- Chancellor's Advisory Committee on Sustainability (Ellen Weber)
- UCSF Medical Center Clinical Enterprise Strategic Planning Steering Committee (John Maa)
- Liaisons to the School Faculty Councils (Brad Hare, Medicine; Karen Duderstadt, Nursing)

## Going Forward

Ongoing issues under review or actions which the Committee will continue into 2009-2010:

- Operations planning regarding Mission Bay
- Continued, ongoing communication with the UCSF Medical Center and between the UCSF Campuses related to issues that concern faculty members.
- Electronic medical record and paperless reporting
- Impact of implementation of the President's furlough plan on clinical services at impacted sites.

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