



UCSF Department of Medicine ZUCKERBERG SAN FRANCISCO GENERAL

MEDICINE FACULTY HELP GUIDE ALL OF US

This past year four faculty members in the ZSFG Department of Medicine assumed key leadership roles across our medical center. In this issue of our newsletter, we describe each position and the leaders reflect on their future goals and expectations. We are proud to see them making a difference in our culture and charting paths toward high value care. They need our engagement. Let's ensure their success!

Setting the Stage for the Future

Lukejohn Day, MD, Associate Professor in the Division of Gastroenterology, was recently appointed Chief Medical Officer (CMO). The CMO oversees day-to-day operations of clinical practice across the ZSFG campus to promote high value medical care. Reporting to the Chief Executive Officer, Susan Ehrlich MD, the CMO works in a dyad relationship with the Chief Nursing Officer,



Dr. Lukejohn Day

Terry Dentoni RN, as well as with other members of the hospital executive leadership team to guide clinical care delivery.

“When a patient hits our health care system, how do we make sure that we offer them comprehensive care, whether they arrive at urgent care, specialty care, the emergency department, or psychiatry?” said Lukejohn Day, MD. “We can be very siloed, and we’re trying bring these outstanding silos together, leveraging their work onto a bigger platform.”

For example, Dr. Day developed systems to

offer patients a flu shot at specialty care clinics, instead of requiring them to schedule an appointment with their primary care physician. He also spearheaded efforts to reduce patient wait times to under 21 days in 90 percent of all specialty care clinics.

In his new role, he will lead the transition from 64 different electronic medical records (EMRs) to an enterprise-wide EMR, Epic. Dr. Day wants to ensure that physicians and staff are integral partners in successful implementation and optimization of this new tool.

Another big opportunity is the Building 5 renovation, which will bring together primary, specialty, and urgent care clinics currently scattered across campus into an ambulatory care center with institutes and centers of excellence. Dr. Day will head up weeklong planning sessions, dubbed 3P in the Lean management system, in which staff, physician leaders, and patients will map out coordinated schedules, workflows, and space design.

“There are a lot of amazing people who work here and have innovative, wonderful ideas,” said Dr. Day. “Every day I see their tremendous dedication, commitment and compassion, and I feel privileged and inspired to work with them. It’s a unique time at ZSFG, and I’m really excited to be part of it.”

Leading Positive Change

“The most interesting thing about my job is figuring out how to transform care while upholding compliance to a million different regulations,” said Claire Horton, MD, MPH, Associate Professor in the Division of General Internal Medicine. Last July, she began a two-year elected term as Chief of the Medical Staff at ZSFG.

The Medical Staff includes nearly 1,400 licensed professionals in various medical and surgical specialties including physicians, nurse practitioners, physician assistants, acupuncturists, pharmacists, medical geneticists, and others who deliver care at ZSFG and affiliated community clinics. As Chief of the Medical Staff she represents their views and needs as well as leads the establishment of health-care policies. She also ensures that each provider has appropriate credentials and privileges, oversees metrics for assessing professional competency and makes certain that our providers adhere to our organizational bylaws.

Dr. Horton has an enduring passion for systems improvement. In her



Dr. Claire Horton

previous position as medical director of the Richard Fine People’s Clinic, she and her team worked to improve team-based care. For example, they empowered medical assistants to give pertussis boosters to patients, independent of a physician’s order – increasing vaccination rates from 20 to 75 percent. After regulators advised that this required documented provider approval, Dr. Horton discovered they could add annual standing orders for each patient.

She is also helping plan Epic trainings for medical staff prior to the August launch. “We want providers to understand how to use it in a standardized way so we can understand what’s going on with a patient and extract data for population health management,” said Dr. Horton. Her team will use Lean to help ensure that Epic makes people’s jobs



easier, not harder. “We don’t want to put so many requirements into documentation that writing a note takes longer than seeing a patient,” she said.

Dr. Horton loves working at a mission-centered public hospital. “I learn from my patients all the time, and it’s an extraordinary privilege to participate in the big decisions of people’s lives,” she said. “I’m also surrounded by researchers who are at the top of their game, figuring out questions related to social vulnerabilities such as homelessness, food insecurity, and substance use. You can’t beat the water cooler talk!”

The Science of Improving Inpatient Care

Gabe Ortiz, MD, PhD, Assistant Professor in the Division of Hospital Medicine, spent years engaged in scientific discovery and developing team science skills that he applies to his new role as Medical Director of Medical/Surgical Care Areas.



Dr. Gabe Ortiz

nurses, social workers, pharmacists, and others in the care system. Also, both science and medicine are hypothesis-driven. When you’re doing systems improvement work, you try to find meaningful places to intervene that translate into real-world outcomes.”

He is the first person appointed to the recently created position of Medical Director of Medical/Surgical Care, which coordinates non-ICU care of more than 160 adult patients on four floors of our hospital. Dr. Ortiz interfaces with leaders from 13 medical and surgical specialties and five nursing units, helping inpatient care teams work together in the most effective way and align with

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the hospital’s goals of improving value and better serving patients.

Dr. Ortiz has substantial experience using Lean to increase quality and efficiency of clinical operations. For example, he led team efforts to reduce the time it takes to prepare a hospital room for the next patient, streamlined discharge medication preparation, and implemented the TeamNotes electronic health record system.

“My goal is to help make sure that the fundamental pieces of health care delivery – such as multidisciplinary planning, discharge planning, communication, and partnership – are done right, so our teams have the maximal chance of success for bettering our patients’ lives,” said Dr. Ortiz. “The essence is creating a rational, less chaotic workplace by standardizing, putting things where they belong, and mistake-proofing the work.

“I’m very inspired by the change mindset that exists across the hospital and the executive leadership team,” said Dr. Ortiz. “I also love learning patients’ stories, finding out what is meaningful and important to them, and trying to set their healing process and their lives on a better footing when they leave our doors.”

Primary + Specialty Ambulatory Care: Strengthening the Ties that Bind

“Our health care system can be quite fragmented, but if you’re intentional about making the pieces cohesive, we have the ability to deliver higher-quality, more patient-centered care,” said Delphine Tuot, MD, Associate Professor in the Division of Nephrology, who was recently appointed as Associate Chief Medical Officer for Specialty Care and Diagnostics. In this role she provides clinical oversight and facilitative leadership for all adult and pediatric ZSFG outpatient medical and surgical specialty care clinics, diagnostic services (e.g. cardiac and pulmonary imaging) and eConsult services.

Building more cohesive systems often involves examining places where primary and specialty care intersect, and helping providers work together even more effectively. For example, since 2014

SPOTLIGHT

EPIC Provider Training for Go-Live: Mark your calendar and preserve the time! Between May 28th and July 19, 2019, all clinical providers will need to undergo e-learning, classroom training, a passing assessment and personalization lab in order to have access to the electronic health record to be released on August 3, 2019. Be prepared to spend up to a total of 10 hours on this training. Our DOM provider trainers are: **Lauren Goldman, Seth Goldman, Carolyn Hendrickson, Lisa Murphy, Shobha Sadasivaiah, Ramin Sam, George Su, Anitha Toke, Jackie Wang, Sithu Win, and Lucas Zier.**

she has served as Director of eConsult for the San Francisco Health Network, which allows referring primary care providers to ask questions to specialists through a secure electronic interface pioneered at ZSFG. “If you have a population of patients with mild to moderate kidney disease in San Francisco, it allows us to leverage our six specialists [at ZSFG] to provide as much expertise and care to that population as possible, knowing that we’re not going to be able to see all those patients [ourselves],” said Dr. Tuot.



Dr. Delphine Tuot

In her new role, much of her initial efforts will focus on working with Dr. Day and the rest of the team on the transition to Epic, as well as the redesign of Building 5 in preparation for the creation of the ambulatory care center with its institutes and centers of excellence.

“All the providers and staff at ZSFG are really mission-driven, dedicated to quality improvement, and believe in delivering high-quality, compassionate care,” said Dr. Tuot. “They understand that we’re doing a great job today, but there are still places where we could improve... I hope to serve as a resource to all the specialty care groups to share best practices, connect people with others who have achieved success, and highlight some of the great work that’s happening.” There is much going on.

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