

February 7th 2017

Chief-of-Staff Report (Terence O’Keeffe MB ChB)

Banner University Medical Center (BUMC-T) - Tucson Main Campus

I took over as the Hospital Chief-of-Staff for Banner University Medical Center Tucson Campus in January of 2016 and the pace of change has not only kept up, but has accelerated as we move into the third year of our integration with Banner Health. This has led to many opportunities for our facility as well as a number of challenges. We continue to move along with the process of aligning to many of the Banner Medical staff processes and policies in addition to improving the responsiveness of the medical staff office to both the academic and community physicians who work at BUMC-Tucson.

Notable events in 2016 included the breaking of ground for both a new tower at Tucson Campus as well as the new outpatient area adjacent to the Cancer Center, at the north Campbell location. I think many of us have been amazed at how quickly these buildings are progressing, with 2016 seeing both the breaking ground AND topping off ceremonies for the new tower at the Tucson Campus. Although this has been somewhat disruptive for the ED as well as staff parking, we are excited to see the progress the new facility has already made, with an expected date of completion in 2019.

Medical staff specific accomplishments are as noted:

i) Credentialing/privileging for BUMC-Tucson occurs concurrently with credentialing for enrollment with payers using one application. The same application is shared with BUMC-South Campus if candidates are applying at both locations. 214 new members of the medical staff were credentialed/privileged in 2016. 40 new members were physicians providing telemedicine eICU services. Approximately 75% of all new applications are completed within 90 days. We continue to exceed benchmarks across the organization for timely credentialing for which we owe a debt of thanks to the hard work of the staff in the medical staff office and the

credentialing committee. The credentialing process was completed prior to start dates for employed physicians.

ii) We have also continued to award grants to fund medical staff projects, up to \$2500 each, as per the plan that was enacted in late 2014. The grants are intended to support novel research that leads to improvements of University of Arizona medical staff function including medical knowledge, skills, and attitudes as they pertain to the medical staff and/or our patients.

- There were eight applications submitted and four grants were awarded:

Evaluation of Rapid Brain MRI (rMIR) in Pediatric Patients Following Intracranial Trauma (ICT). Working Toward Starting a Randomized Control Trial.

Improving Health Care Outcomes by the Use of Personalized Video Records

Improving Pediatric Intensive Care Nutrition/Dietician Guideline Adherence through Resident Education (PIC Nudge)

Optimizing Physician-Medical Assistant Working Relationships in a Large Teaching Adult Medicine Clinic

iii) We continued to make efforts to align our policies and bylaws between the South and Tucson campus hospitals. These changes not only included routine edits and regulatory compliance, but also issues of organization philosophy and direction, and served to help us harmonize across the Banner University Medical Group hospitals.

The following new policies were implemented:

- *Medical Staff Professional Liability Insurance Requirements*
- *Emergency Department Standing Orders*
- *Sharing of Non-Privileged Information between BUMG Clinics and Hospitals*
- *Peer Review, Medical Staff*
- *For Cause Drug Testing*
- *Revision to Rules-Regulation to support diabetes education. Allows year one and two medical students to participate in patient education and document in the medical record.*

iv) Related to the integration with Banner and the renaming of the facility to Banner University Medical Center, changes were made to the bylaws to reflect all members of the medical staff having an approved faculty title.

- *We were able to obtain Faculty titles for all new members of the medical staff, including community, Telemedicine and Locum Tenens physicians.*

v) A new peer review process was instituted in 2016, known as Just Culture, which is designed to be less subjective and more objective when dealing with physician quality and behavioral issues. This has been successfully implemented, and we are proud of the peer review committee's efficiency under the new system. The number of open cases and the length of time taken to close cases is one of the lowest across all Banner Hospitals. We have also partnered very closely with both Banner and University of Arizona Human resources in dealing with any personnel issues, as per the terms of the academic affiliation agreement.

- *Over 520 cases were reviewed and most were closed within 70 days. Our average open case age was 35 days; average monthly open case volume was 50.*

vi) We held the first Medical Staff Retreat (with BUMC-South) on January 15-16th, 2016. This included multiple panel discussions and break-out sessions. These included:

- *A "Shark Tank" competition – with 19 proposals and 6 finalists:*
 - Enhanced Patient Patient Throughput*
 - Native American Medicine Service*
 - Home Care Medicine Program*
 - Osteoporotic Fracture Liaison Service*
 - Healthy Together iCare Partnership*
 - Tucson Burn and Complex Wound Center*
- *Breakout sessions on work-life balance, fiscal health, crucial conversations*
- *Presentations by Peter Fine, Kathy Bollinger, Charles Cairns and others*
- *Dinner speaker – Wyatt Earp*

vii) We are in the final planning stages of a joint Medical Staff Retreat with the medical staffs of the Banner University Medical Centers – Tucson, Phoenix and South campuses to be held in

Phoenix. This will be the very first time that the medical staffs from all the University Medical campuses have an opportunity to interact and brainstorm together.

- *Joint Medical Staff joint retreat scheduled in April 2017 – Tucson, Phoenix, South*

viii) Although it seems only very recently that we made a dramatic overhaul to our Electronic Health Record with the introduction of EPIC, continuing challenges with this system, and a lack of integration into the Banner Health system as a whole, has led to the decision to transition to the Cerner EHR. The medical staff office will remain closely involved in this process, and help make sure our physicians get the necessary training and support to make this transition smoothly.

- *Ongoing preparations for Epic to Cerner Migration, scheduled for June 1st*

Future Directions

- We will persist in our in integrating the clinical mission of Banner Health Network with the academic mission of the University of Arizona, particularly as it pertains to teaching of residents and medical students as well as undertaking cutting edge research.
- The repeal of the Affordable Care Act without a viable replacement remains a real likelihood and one that would stretch the finances of the Tucson campus significantly, due to the proportion of uninsured and underinsured once again being likely to increase dramatically. We will need to remain vigilant to this possibility and be able to rapidly adapt if this occurs.

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