

Best Practices for Managing Inpatient & Consult Services UCSF Health DOM Divisions

Division Managers (DMs) are responsible for all administrative and business functions of the division and faculty affairs. Their scope includes physician recruitment, funding, performance management of MSP Staff Physicians, faculty, fellows, and residents, and compliance with guidelines/training, as mandated by campus.

There are a number of specialties in Medicine that have inpatient and consult services at UCSF Health but do not have an assigned Administrative Director to assist the faculty physicians with the administrative responsibilities of these patient care services. This document (available online as part of the [DOM-UCSF Health Clinical Manager Manual](#)) attempts to capture best practices and key partners at UCSF Health for the DMs to work with when they do not have an Administrative Director assigned to their inpatient and/or consult services.

| DIVISION MANAGER | MED CENTER CONTACT/ KEY PARTNER | RESOURCES/TOOLS |
|---|---|---|
| FISCAL BUDGET | | |
| <ul style="list-style-type: none"> Manages and/or plans the budget for inpatient/consult service that may include confirming staffing levels and other expenses for cost center budget, reviewing cost center budget in EPSi, and confirming data for annual operating budget. | Kay Obermeier, Finance Director, UCSF Faculty Practice https://carelinks.ucsfmedicalcenter.org/ | Campus, Medical Center, and Faculty Practice each have a separate budget process that links together after budgets are submitted. Some inpatient & consults services have an Administrative Director who oversees the FPO/Medical Center budget process for their cost center. |
| <ul style="list-style-type: none"> Requests salary support (physician staffing plan) for faculty effort associated with inpatient service | Andrea Ratti is responsible for the creation of agreement # and budgeting of funds. | Mark Dorshkind, Finance Analyst, assists with year-end true-ups/reimbursement and physician incentives/Medical Director IAP goals. Staffing plan/strategic support agreements submitted to DOM Finance appear on cost center budget as physician services. |
| <ul style="list-style-type: none"> Works with Service Chief to estimate volume and wRVU projections if applicable. | | wRVU projections submitted in annual Division budget. DOM Finance submits to Med Ctr to enter into cost center budget. |

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| BILLING AND REVENUE MANAGEMENT | | |
| <ul style="list-style-type: none"> Requests DEPs and cost centers for new services | FPRMO Revenue Managers Marlene Herrera & Maura Temple View DOM website for revenue manager assigned to your division. | https://ucsf.box.com/s/vhfnio51kquf86936l0qgkkggaxnd06ef DM needs to be listed as point of contact for cost center to make sure they receive budget instructions/emails. |
| <ul style="list-style-type: none"> Manages the division fiscal year budget and \$/wRVU paid to the division as per the funds flow/staffing plan agreement. Develops corrective action plans to address wRVU gaps or deficits. | | DOM Business & Finance Office https://dombo.ucsf.edu/Billing/ |
| <ul style="list-style-type: none"> Reviews clinical documentation issues and other reports that relate to physician compliance/performance and communicates results to Division Chiefs/Service Chiefs/Faculty and communicates provider roster changes (e.g., new providers) to Revenue Management. | FPRMO Associate Director Sheri Yau and Revenue Manager Marlene Herrera & Maura Temple View DOM website for revenue manager assigned to your division. | FPRMO |
| <ul style="list-style-type: none"> Works closely with physicians to improve billing & revenue management including completion of provider addendums, and coding level performance. | FPRMO Associate Director Sheri Yau and Revenue Manager Marlene Herrera & Maura Temple View DOM website for revenue manager assigned to your division. | FPRMO provides monthly reports. If you are not receiving this information, ask the FPRMO revenue manager assigned to your division. |

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| HUMAN RESOURCES | | |
| <ul style="list-style-type: none"> Oversees payment of physicians for inpatient services. | | |
| <ul style="list-style-type: none"> Faculty Physician, MSP Staff Physician & AHP recruitment (campus hire), credentialing, onboarding, payroll funding changes. | <p>Physician recruitment: DM works with Division Chief, Academic Affairs & campus HR</p> <p>AHP: Mitch Erickson, RN, MS, ANP, Director of Advanced Practice, UCSF Health, ph. -353-8054 & medical center HR</p> <p>Medical Staff Credentialing for both physicians and AHP: Medical Staff Affairs & Governance</p> | <p>Physicians report to Division Chief for academic appointment and Service Chief for clinical responsibilities.</p> <p>Service Chief reports to Adrienne Green, MD, Chief Medical Officer for UCSF Medical Center and Vice President for Patient Safety and Accreditation for UCSF Health</p> <p>https://medstaff.ucsfmedicalcenter.org/ucme/new_web/</p> |
| <ul style="list-style-type: none"> Manages Medical Center staff recruitment for Medicine IP services, creation of job descriptions, ERF, onboarding, training, working with Med Ctr HR. | <p>Joshua Nafta, ph. 415-353-7608, Lead Compensation Analyst</p> <p>Amy Ng, Talent Acquisition</p> <p>Vivian Lam, ph. 415-514-6715, HR Analyst</p> <p>Sylvia Diehl, HR Supv 2, ph. 415-353-4627</p> <p>Recruitment: jobs@ucsf.edu</p> <p>Benefits: MCBenefits@ucsf.edu</p> <p>LER: 415-353-4012</p> | <p>Send job descriptions to CompensationMC@ucsf.edu for classification and posting after ERF is approved.</p> <p>Once position is classified, submit ERF to request approval from Dave Morgan & Susan Smith to recruit new staff to FPRMO cost center.</p> <p>Some inpatient & consults services have an Administrative Director who manages AHP recruitment.</p> <p>Cardiology = Heart & Vascular Center Inpatient Administrative Director: Joanna Delong</p> |

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| HUMAN RESOURCES CONTINUED | | |
| <ul style="list-style-type: none"> DM is the administrative manager assisting the service chief with HR compliance (performance evaluations, required vaccinations, mandatory trainings), HBS timesheet approval, performance issues, payroll funding changes, leaves, updates/changes to job description, layoffs. Service chief/administrative director (if one is assigned to the service) manages Med Ctr staff daily responsibilities/performance. | <p>Leave Management: mcloa@ucsf.edu Ph. 415-353-4545 x6</p> <p>HBS Timekeeping: https://hbsweb.ucsfmedicalcenter.org HBS Support: hbsproctr@ucsf.edu Ph. 415-476-2126</p> <p>Occupational Health: OHS@ucsfmedctr.org</p> | <p>https://hrumbrella.ucsfmedicalcenter.org/Compliance/Index</p> <p>Some inpatient & consults services have an Administrative Director who manage Med Ctr staff on the IP/Consult services.</p> <p>Cardiology = Heart & Vascular Center Inpatient Administrative Director: Joanna Delong</p> <p>https://www.occupationalhealthprogram.ucsf.edu/ohpClin.asp</p> |
| <ul style="list-style-type: none"> Partners with health system leadership to ensure adequate staffing for the service, including planning and requesting support. | <p>Work with appropriate COO for services: James Bennan for Adult Services; Jamie Phillips for Pediatrics; Laurel Bray-Hanin for Cancer; Eva Turner for LPPHC; David Morgan for FPO.</p> | <p>Strategic partnership between the Division (Division Chief, DM) and Medical Center leadership. In Cancer, this is between Laurel Bray-Hanin and the division chiefs to discuss based on needs-based assessment tools (access, patient satisfaction, visit metrics).</p> |
| EQUIPMENT/SUPPLY PURCHASES & INVENTORY | | |
| <ul style="list-style-type: none"> Orders medical equipment (e.g., ultrasound machine) and other supplies (e.g., patient education materials) that are needed for both campus and clinical services. Varies by service and division. | <p>Obtain appropriate approval for cost center.</p> <p>For questions about order form, contact Todd Myers, ph. 415-353-3208, Capital Accountant, Hospital Accounting.</p> | <p>Order med center capital equipment using the appropriate form on the Supply Chain website: https://www.supplychain-ucsfhealth.org/electronic-req</p> <p>Some inpatient & consults services have an Administrative Director who orders supplies/equipment for IP services.</p> <p>Cardiology = Heart & Vascular Center Inpatient Administrative Director: Joanna Delong</p> |

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| EQUIPMENT/SUPPLY PURCHASES & INVENTORY CONTINUED | | |
| <ul style="list-style-type: none"> Manages IT purchase and set-up, including equipment purchases (e.g. hardware and software updates for computers kept in hoteling areas owned by the division), software, licenses, network, and submits IT tickets for repairs and replacement of all computers owned by faculty members (laptops and desktops). Orders pagers for physicians, AHP and staff as needed. Adds new physicians/AHP to PagerBox. | <p>Rita Ogden - for Medical Center owned computers only.</p> | <p>Medical Center computers/laptops/pagers can be ordered through ITFS.</p> <p>For all PagerBox requests (add, update existing data, deactivate), please initiate a UCSF Service Now ticket by using a UCSF network connected computer and going to: https://ucsf.service-now.com/ess/order_voice.do and select "Pagerbox Requests" option OR call the UCSF IT Service Desk to initiate a ticket : 415-514-4100.</p> <p>Set up Medical Center staff email and network logins through ARF.</p> <p>https://www.supplychain-ucsfhealth.org/</p> <p>New Voalte communication system being rolled out 2018-2019.</p> <p>Some inpatient & consults services have an Administrative Director who orders computers/pagers for IP services.</p> |
| APEX – ELECTRONIC HEALTH RECORD | | |
| <ul style="list-style-type: none"> Ensures that physicians, AHP, and staff hired through Medicine IP service complete required Apex training. Provides information on available resources for individualized APEX training needs. | | <p>https://myapex.ucsf.edu/</p> <p>Some inpatient & consults services have an Administrative Director who manage AHP & Med Ctr staff and make sure they receive the appropriate training and APEX access.</p> |

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| APEX – ELECTRONIC HEALTH RECORD CONTINUED | | |
| <ul style="list-style-type: none"> Submits APEX access requests for physicians, AHP and staff hired through Medicine IP service. | | http://accountrequestform.ucsfmedicalcenter.org/ |
| <ul style="list-style-type: none"> Re-directs physicians, AHP, and staff hired through Medicine IP service to appropriate resources for further clinical application training needs (i.e., specialized software for specialty areas). | | |
| SPACE AND RENOVATIONS | | |
| <ul style="list-style-type: none"> Identifies and manages space needs for medical center staff and clinical providers | | <p>Complete UCSF Health Space Request form and send to Lisa Mogannam and Andrew Bird.</p> <p>Some inpatient & consults services have an Administrative Director who submit space requests.</p> |
| SCHEDULING & GENERAL OPERATIONS | | |
| <ul style="list-style-type: none"> Manages the development and distribution of all inpatient schedules and outreach clinic schedules. (Not all divisions are the same. In some, physician leaders manage the schedule and UCSF Health staff maintain the schedule in AMiON.) Manages residency/trainees schedules. | <p>The Health System is responsible for AMION license fees; other scheduling software will have to be paid for by divisions.</p> | <p>To view division’s schedules, go to www.amion.com and use division-specific login.</p> <p>To learn how to manage Amion, the homepage (before logging in) includes a “help” link with information on how to use and manage schedules.</p> <p>To request a new account, email lee@amion.com.</p> <p>Other physician scheduling software used by Medicine Divisions: Qgenda (Nephrology) Lightning Bolt (Hospital Medicine)</p> |

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| <ul style="list-style-type: none"> Creates and manages system of routing patient calls to appropriate provider. This process and degree of DM involvement varies by division/service. | | <p>Some inpatient & consults services have an Administrative Director who oversees patient calls.</p> <p>Cardiology = Heart & Vascular Center Inpatient Administrative Director: Joanna Delong</p> |
| RISK MANAGEMENT | | |
| <ul style="list-style-type: none"> Handles issues on a case-by-case basis, and as needed, jointly with the Service Chief & Risk Management Staff. | Main Office Phone: (415) 353-1842 | https://rm.ucsfmedicalcenter.org/ |
| SPECIAL PROJECTS | | |
| <ul style="list-style-type: none"> Assists with the annual application process for Clinical Value Improvement proposals. | <p>Amy Shlossman, Director of Value Improvement, amy.shlossman@ucsf.edu Adrienne Green, MD, SFHM, FACP, Chief Medical Office and VP Patient Safety & Regulatory, Adrienne.Green@ucsf.edu Kim Berry, Value Improvement Finance (kim.berry@ucsf.edu, ph. 415-509-8454) If an approved proposal includes physician support (e.g., staffing plan, backstop, strategic support), that information is sent to Andrea Ratti to make sure the funds flow correctly from UCSF Health to DOM.</p> | <p>Value Improvement Program started in 2017 as part of its multi-year financial plan. Value improvement initiatives deliver financial benefit to UCSF and are led by teams comprised of physicians and nurses, revenue cycle, operational leaders, and frontline staff. Value improvement initiatives that require operational investment should demonstrate that they can achieve at least 2:1 ROI in the first year and 3:1 ROI in subsequent years. All clinical teams must meet with value leads to define the target population of the proposed initiative and discuss preliminary financial quantification. Proposal may include expansion of physician services (e.g., new consult service). DM should work closely with physician lead and Med Ctr in developing a budget to ensure costs of providing a new service are covered.</p> |