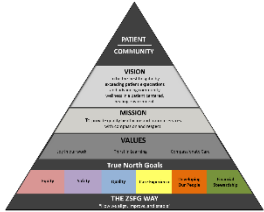


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on January 24, 2023

ZSFG Executive Team Report

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SAFETY

1. COVID-19 Returning Safely Together

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

San Francisco's End of COVID-19 Public Health Emergency Declaration and Health Orders

On February 16th, it was announced by the San Francisco Department of Public Health that the City's COVID-19 Public Health Emergency Declaration, "Safer Return Together" Health Order, and other Health Orders will end on February 28th. However, COVID-19 remains a threat, so a new health order will be issued that will continue to require staff to wear masks in healthcare settings when interacting with patients. Masking requirements for the general public in these settings will end. After the health orders expire on the 28th, health care facilities can still opt for more stringent standards. As a result, ZSFG and SFHN partners are reviewing our current COVID-19 precautions to determine how they may or may not change and will communicate with staff accordingly.

Updated ZSFG COVID-19 Guidelines

In early February, although COVID-19 and other respiratory infections were still circulating, staff were experiencing fewer respiratory illnesses. Therefore, ZSFG updated the guidelines regarding indoor food and drinks and face shields.

Food and Drink Guidance

Food and drinks are permitted when staff are present together in indoor, non-clinical areas, including conference rooms and break rooms. Food and drinks are not allowed in charting rooms, nursing stations, nor public areas such as hallways or elevators. The maximum capacity of rooms are not to be exceeded. Staff must wear masks when not actively eating or drinking.

Face Shield Guidance

Eye and face shields may be reused. Shields must be clearly labeled with employee name, properly disinfected upon removal and stored in accordance with their unit protocol.

QUALITY

2. Joint Commission Stroke Survey

On February 14 and 15, ZSFG welcomed Joint Commission surveyor, Barbara Buesch, to conduct the biennial Advanced Primary Stroke Center Survey.

On the first day of the visit, she toured areas including the Emergency Department, Interventional Radiology, and Critical Care. She also interviewed staff and reviewed policies, procedures, and medical records. On the second day of her visit, she conducted an additional tracer activity, observed a data presentation, and reviewed employee records and credentials.

Following the two-day survey, Buesch confirmed that the Stroke Program will be re-certified by the Joint Commission! She also exited with the following findings:

- Frequency of documentation of neuro checks, neurovascular checks and vital signs;
- Accurate medication administration route documentation (oral versus nasogastric tube administration); and
- Medical record completeness and accuracy (ex. conflicting orders on blood pressure management).

Overall, Buesch was very complimentary of the program, as well as the staff and providers across the organization. She especially complimented the ACE unit, employees' embodiment of the hospital's mission and vision, the TPA treatment rate, stroke simulations, the First 5 Program, and our outpatient rehabilitation integration. Finally, she highlighted the teamwork she witnessed during her visit and identified that our staff do an exceptional job meeting our patients where they are.

Many thanks to our Regulatory Affairs Team and special thanks to Sara Cole, Lawrence Chyall, Tristen James, Dr. Claude Hemphill, and Christina Bloom for a very successful survey!

DEVELOPING OUR PEOPLE

3. Ward 86 and Ward 93 Anniversaries

At the end of January, Ward 86 celebrated their 40th anniversary as a global leader in HIV clinical care, research and education and Ward 93 celebrated its 50th anniversary!

Ward 86 pioneered a comprehensive medical model that involved primary and specialty care, social services, and case management—where our providers treated not only the disease, but the whole person. As a result, our comprehensive HIV care and treatment model has been widely adopted around the world as the San Francisco model of HIV/AIDS care.

Since its inception in 1973, Ward 93, or our Opiate Treatment Outpatient Program (OTOP), has used a combination of medication treatment, counseling services, harm reduction services, psychiatric care, specialty HIV care, and on-site hepatitis C treatment to address the many needs of our fellow S.F. residents. To celebrate this incredible milestone – staff enjoyed cake and coffee in the Building 80/90 courtyard, pictured right.



Congratulations to both of our teams for being outstanding leaders in each of their respective fields!

DEVELOPING OUR PEOPLE

4. Celebrating Black History Month

In honor of Black History Month, it is time to not only celebrate the achievements of our Black staff and patients, but to reaffirm our role in making our communities healthier and more equitable. Our contributions to healthcare and addressing of disparities are moving San Francisco forward. To celebrate this important month, ZSFG hosted the following activities:

- A special wellbeing conversation around positive vibrations;
- A movie viewing and discussion;
- A wellbeing pop-up; and
- A livestreamed event that highlighted the voices and journeys of ZSFG's African American staff.

Many thanks to our Wellness Center for putting on these special events. There is much to celebrate, but so much more to do. The good news is that at ZSFG, our staff at every level are committed, eager and ready to take on this daily challenge.

DEVELOPING OUR PEOPLE

5. San Francisco General Hospital Foundation Hearts Events

On February 9th, the San Francisco General Hospital Foundation (SFGHF) wrapped up a year-long celebration of our 150th Anniversary serving San Francisco with a star-studded in-person event at City Hall. The SFGHF hosted two sold-out events – the Hearts Gala and Hearts After Dark - a tribute to the strong support for our staff and our work. Local leaders

included Mayor London Breed and Speaker Emerita Nancy Pelosi who received a Lifetime Achievement Award for her decades of support to ZSFG. It was a great evening celebrating with patients, staff and community. ZSFG deeply appreciates the SFGHF for their longstanding support and especially their efforts to showcase to the region what ZSFG means to our patients and affirm our place in San Francisco's history as we reached this major milestone.

There was also a strong presence of sponsors, both individuals and organizations, who donated millions of dollars to support our programs and services. The organization is grateful and eager to put this support into action.

One of the most touching parts of the evening was the inclusion of our heroes - patients and staff - who were recognized for making San Francisco a safer and healthier City for all.

Three heroes were honored during the program – one of them a truly remarkable patient, Anais Arriaga. Anais is a breast cancer survivor and advocate who is spreading awareness about the services and care available at ZSFG to help others. She is collaborating with ZSFG and other care providers like Pink Ribbon Girls, to inspire people going through similar journeys.

Further, two of our incredible ZSFG nurse leaders, Joan Torres and Merjo Roca received awards as well. Joan is the Project Manager for the Behavioral Emergency Response Team (BERT) and was honored for her ground-breaking work leading and implementing the BERT team: a novel team that, working with our interdisciplinary patient care and support workers, has provided thousands of consultations and interventions with patients to prevent and reduce violence and improve safety on campus. Merjo is the Urgent Care Clinic Nurse Manager and was honored for her extraordinary work launching and managing the COVID-19 and Mpox Vaccine Clinic at ZSFG. This clinic has helped provide more than 214,000 COVID-19 and 21,000 Mpox vaccinations to our patients and community.



Finally, one of ZSFG's ICU Cardiology Charge Nurses for the past 8 years, Nora King, was selected as an artist to express herself by designing a tabletop heart for SF General Hospital Foundation's #HeartsInSF campaign.

Art has always been a way for Nora to relax and relieve stress – “an important part of staying heart healthy, by the way,” she reminds us. Spending over 100 hours carefully breaking plates and bowls provided by her parents in Florida and nearby friends for the project and strategically placing each of the 1,000+ mosaic pieces resulted in the beautiful artwork pictured here - a bright and colorful aura beaming around the heart sitting in the center. When asked about the inspiration behind her design, Nora couldn't help but beam and share that it was an ode to her colleagues and

the work we do here at ZSFG. “Everyone here just puts their heart and soul into everything they do! It's one of the greatest things about working here at ZSFG!” – she said with pride. The warmth of the rainbow-like design is also a welcoming reminder for inclusivity. The #HeartsInSF campaign is currently on display at the Ferry Building until the end of the month.

Our deepest appreciation to the SFGHF staff and volunteer team for putting on such wonderful events. The core SFGHF staff Hearts team was led by Rebecca Schuett, Paul Rose, Damian Bass, Elaine Robertson, Marissa Filice, Jenna Casey, Kaeya Patel and Joey Castaneda. Many thanks also to SFGHF CEO Kim Meredith; Board Chair Janis MacKenzie; Event Chair Elizabeth Minick; Hearts in SF Co-Founders Pam Baer and Judy Guggenhime; Honorary Committee Co-Chairs Roselyne “Cissie” Swig and Bob Tandler; Host Committee Co-Chairs Indu Navar and Candace Sue; and Corporate Chair

Simone Balch. ZSFG is honored to recognize the incredible support we have for the work we do every day to serve patients with excellence, equity and compassion.

DEVELOPING OUR PEOPLE

6. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognitions in honor of our staff and the incredible work they do every single day!



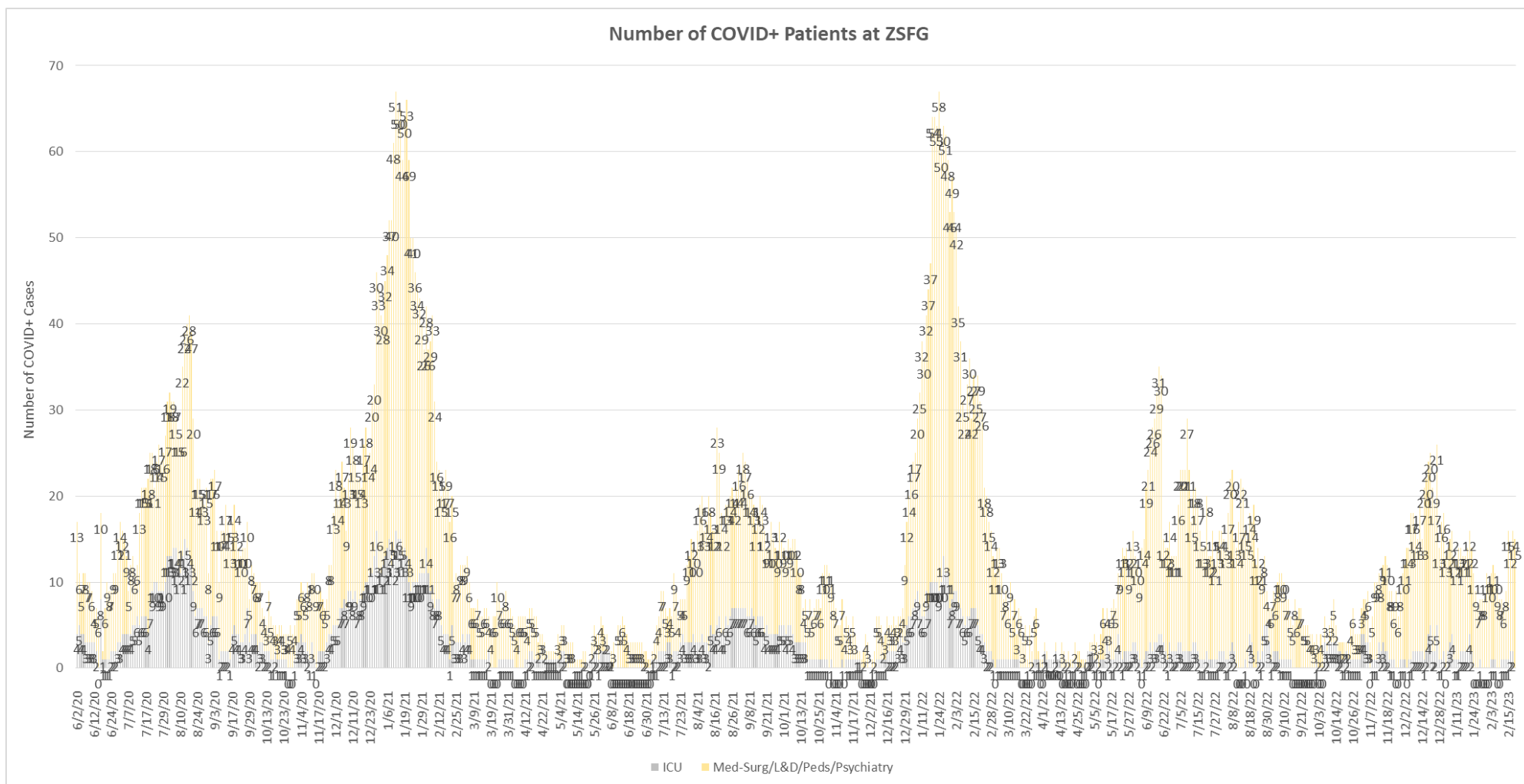
2023 Joseph W. St. Geme Jr. Leadership Award

On February 9th, the Academic Pediatric Association named Dr. Elena Fuentes-Afflick, Vice Dean of the UCSF School of Medicine at ZSFG, the 2023 Joseph W. St. Geme Jr. Leadership Award Recipient! This award was created to honor the memory of Dr. Joseph W. St. Geme Jr. and recognizes an outstanding Pediatrician who has served as a role model and leader in their field, as well as helped to create a future for pediatrics and children's health. Congratulations Dr. Elena Fuentes-Afflick for a well-deserved award and many thanks for your continued leadership at ZSFG!

Cardiovascular Professionals Week

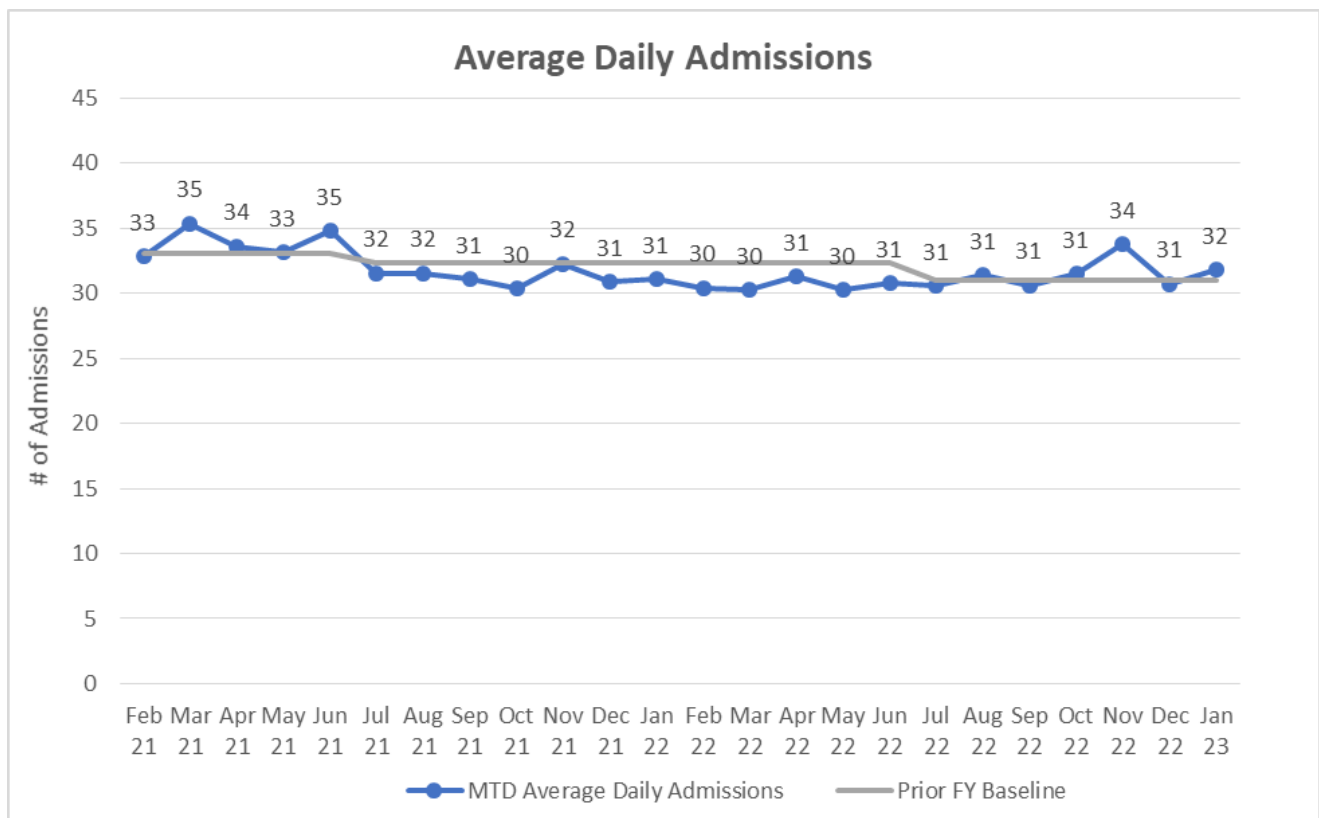
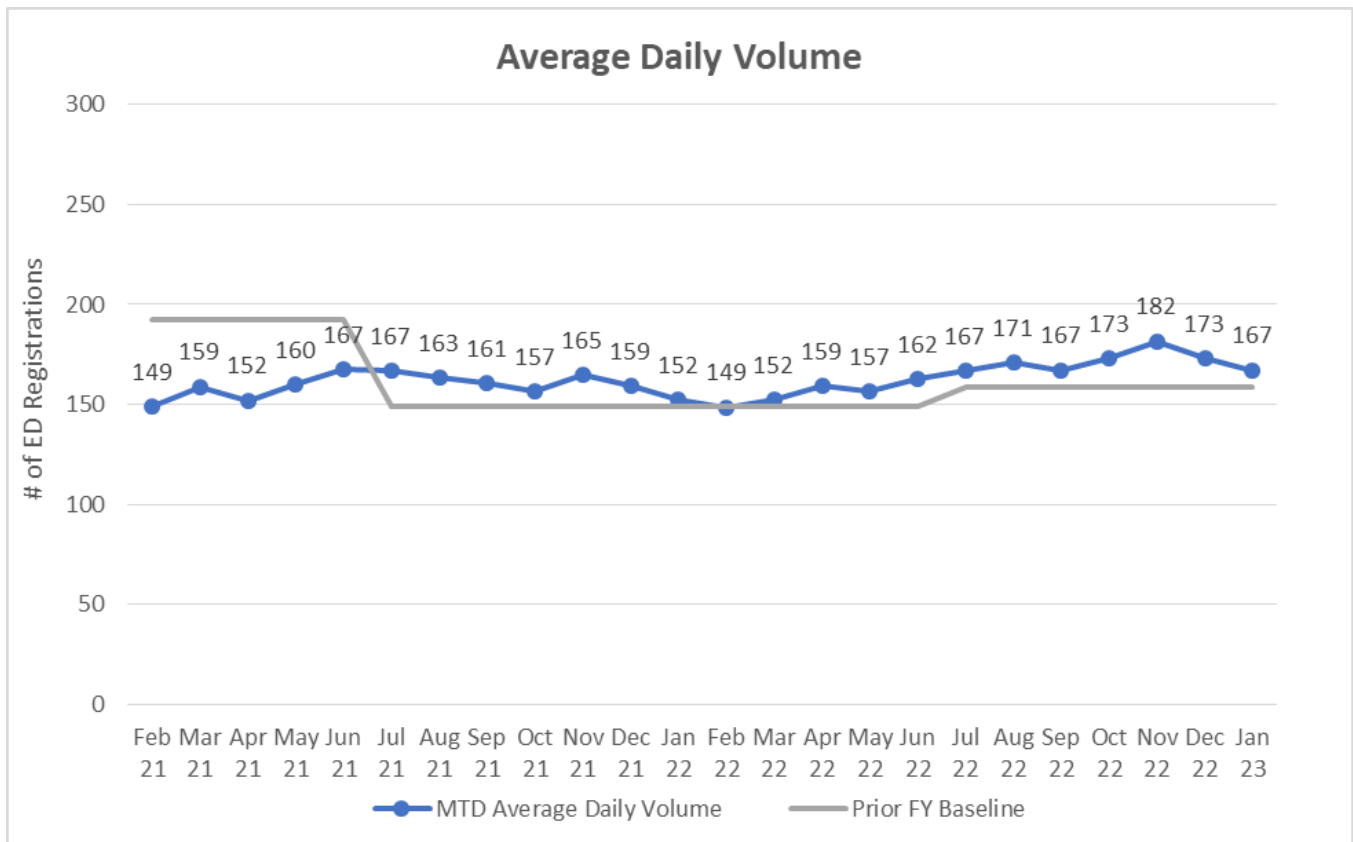
February 12-18 is Cardiovascular Professionals week! This is a week to appreciate and celebrate our Cardiovascular team for the amazing work that they do every day, serving some of ZSFG's most vulnerable patients. Our incredible team is made up of Cardiology Nurses, Cardiologists, Cardiovascular Technicians, and many more – without whom we would not be able to provide comprehensive cardiovascular care to our community. Meet some of our wonderful team in our [video to promote heart health](#) and learn the ways that they remain heart healthy!

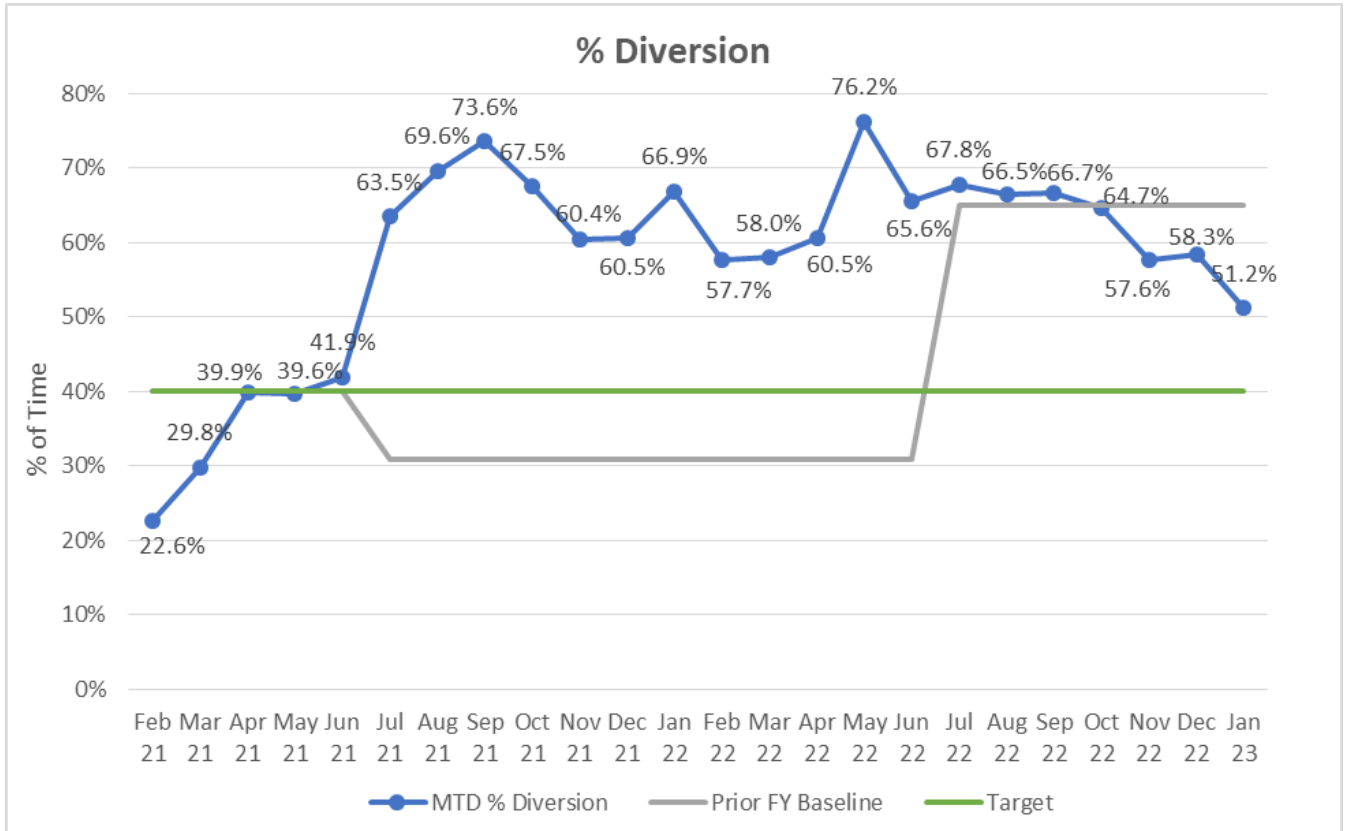
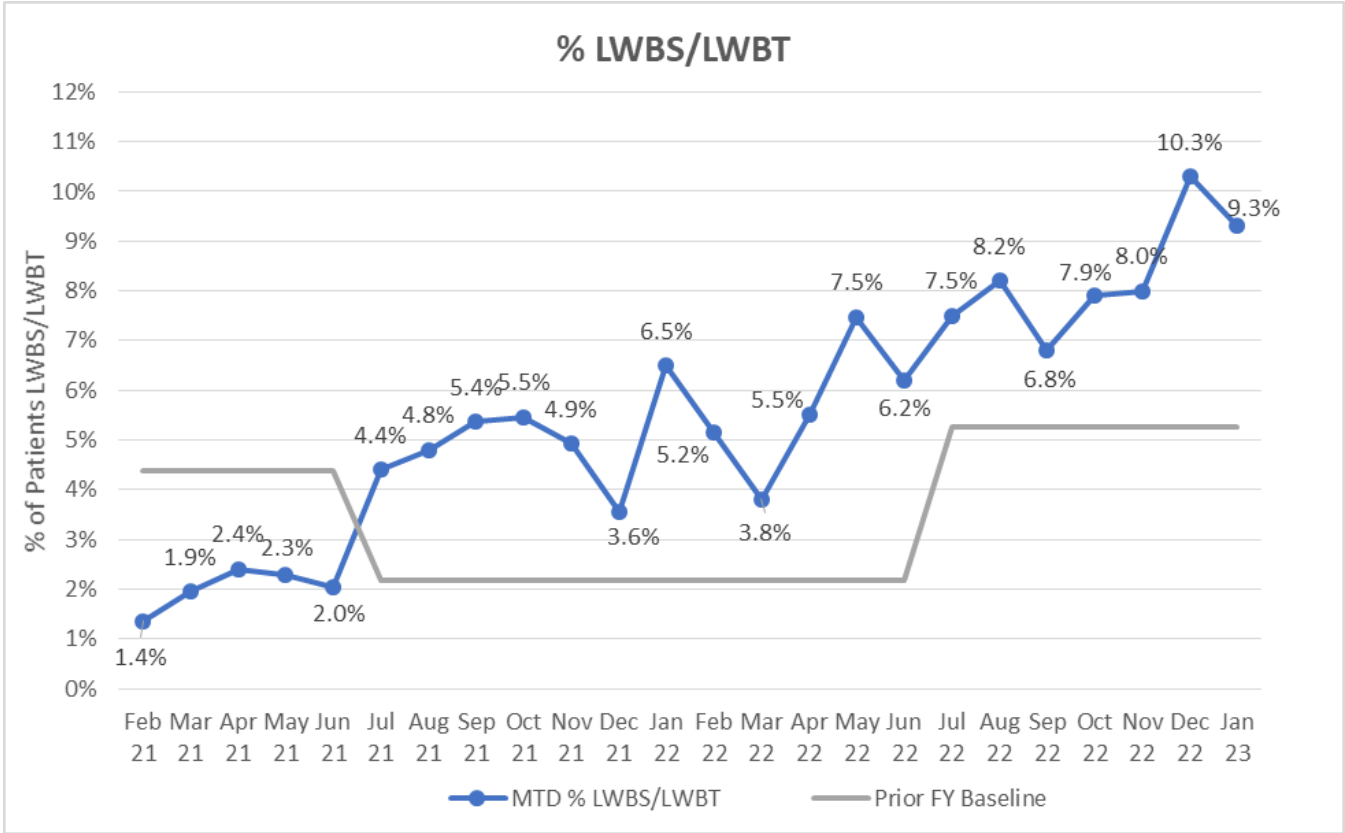
QUALITY ZSFG COVID+ Patients



QUALITY

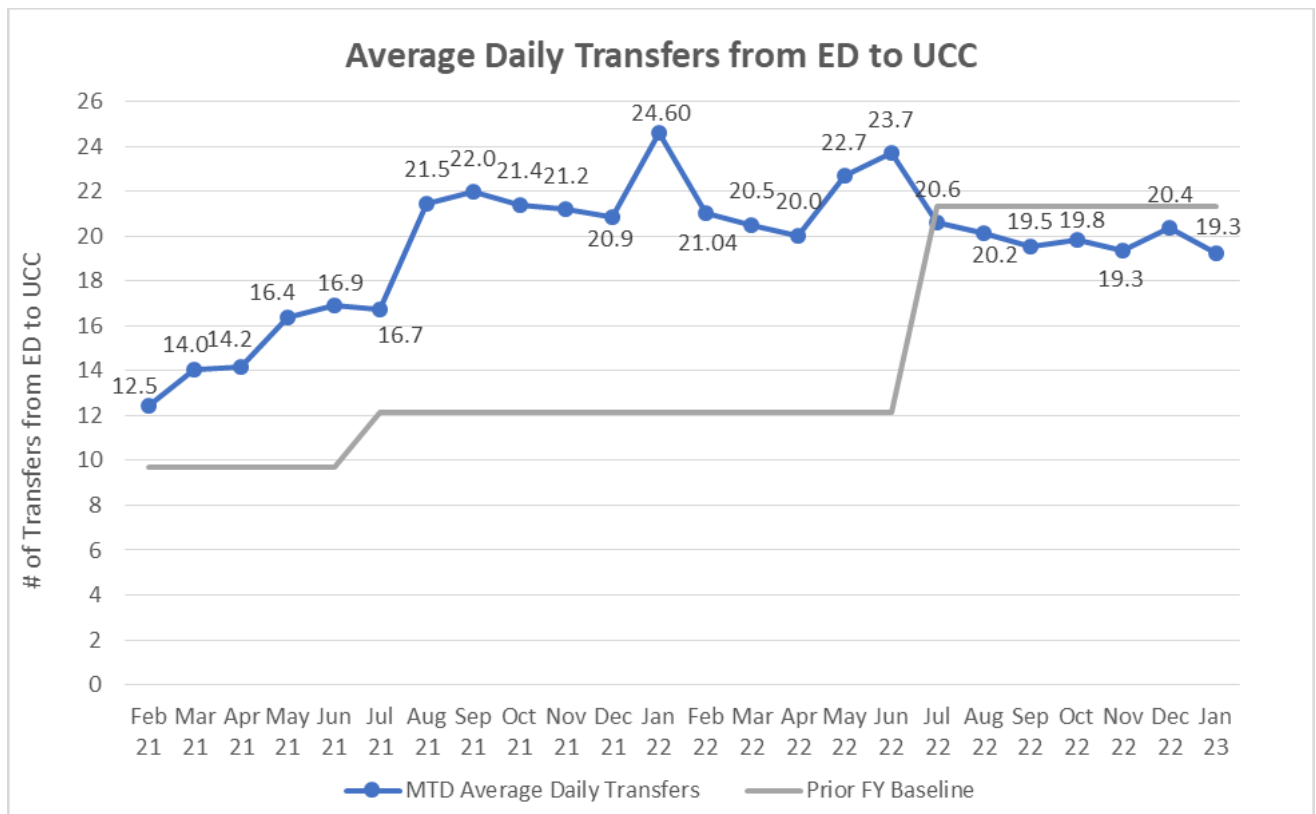
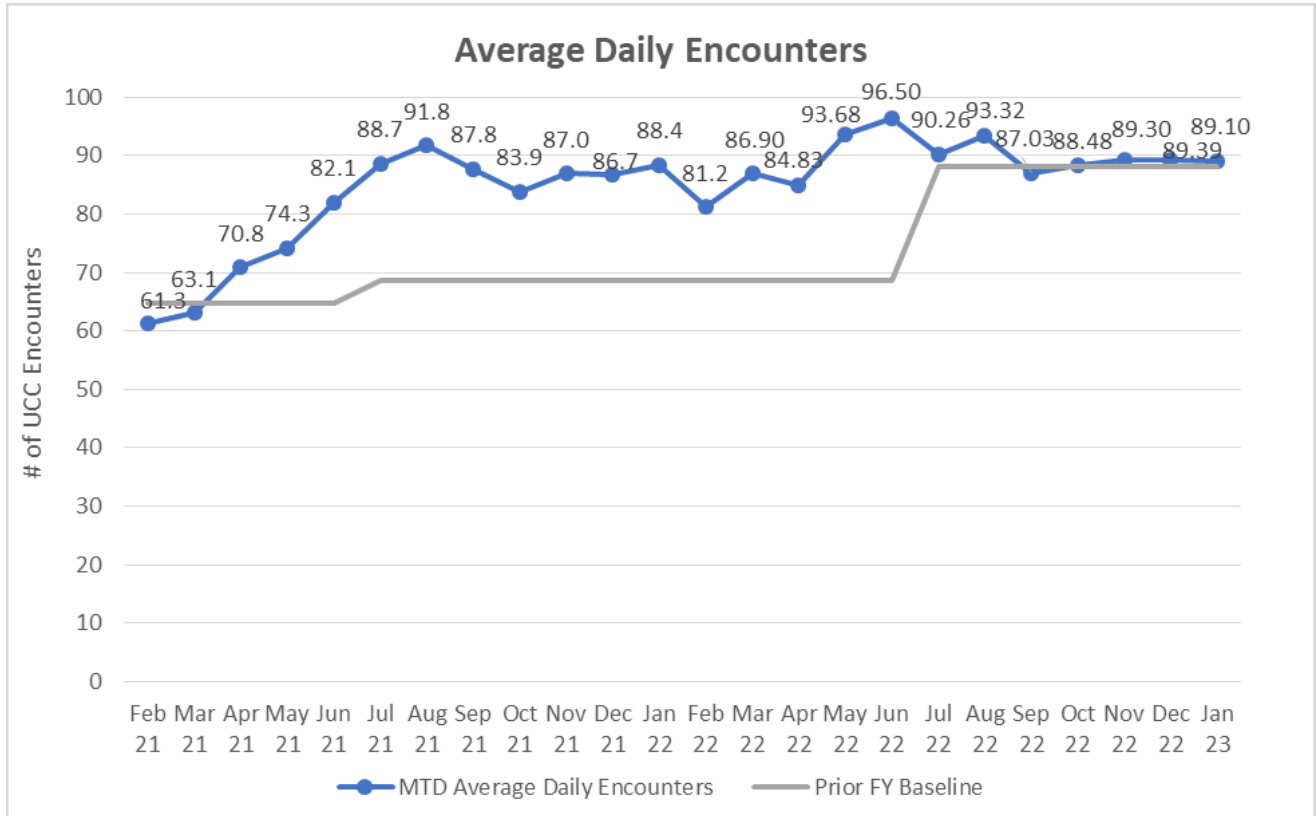
Emergency Department Activities

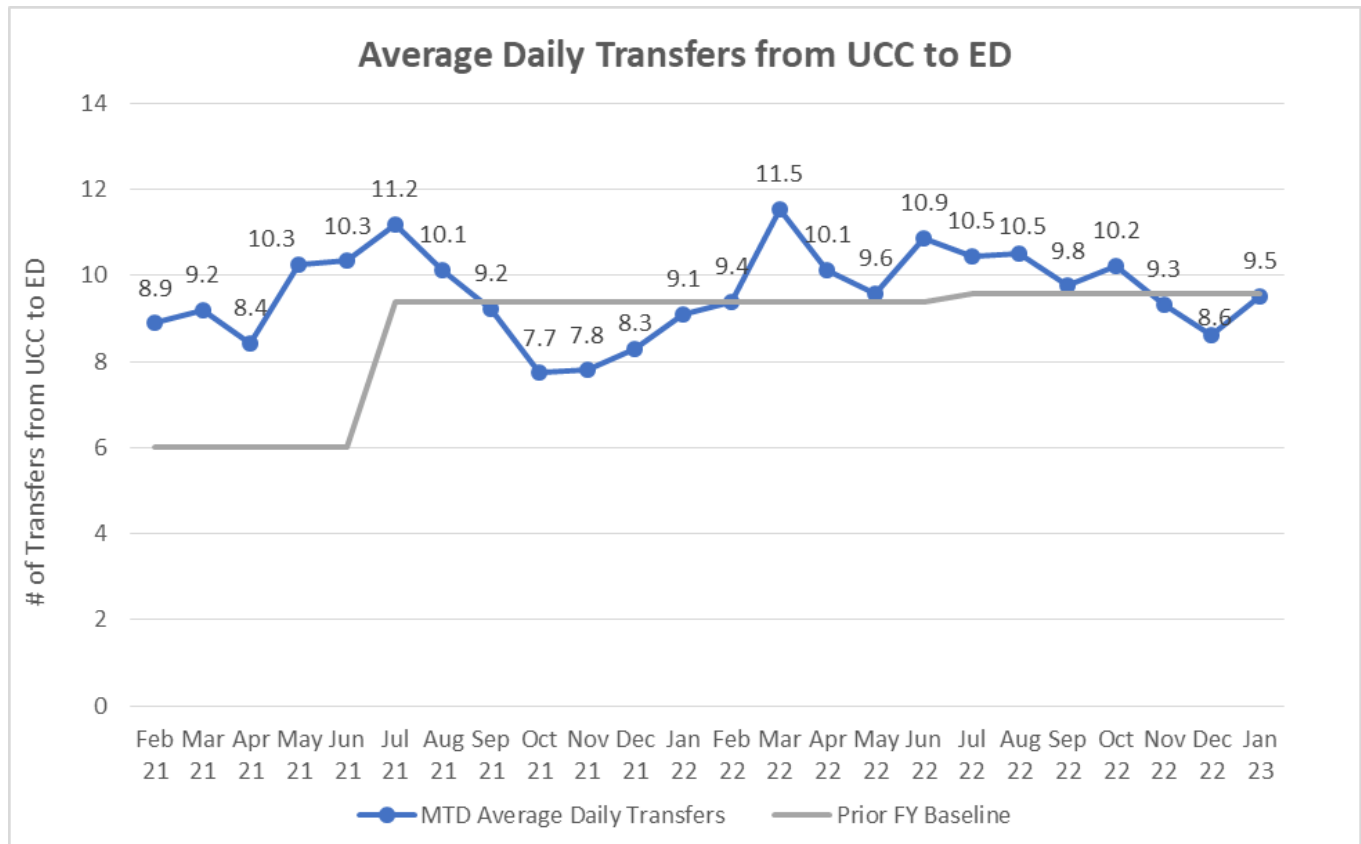




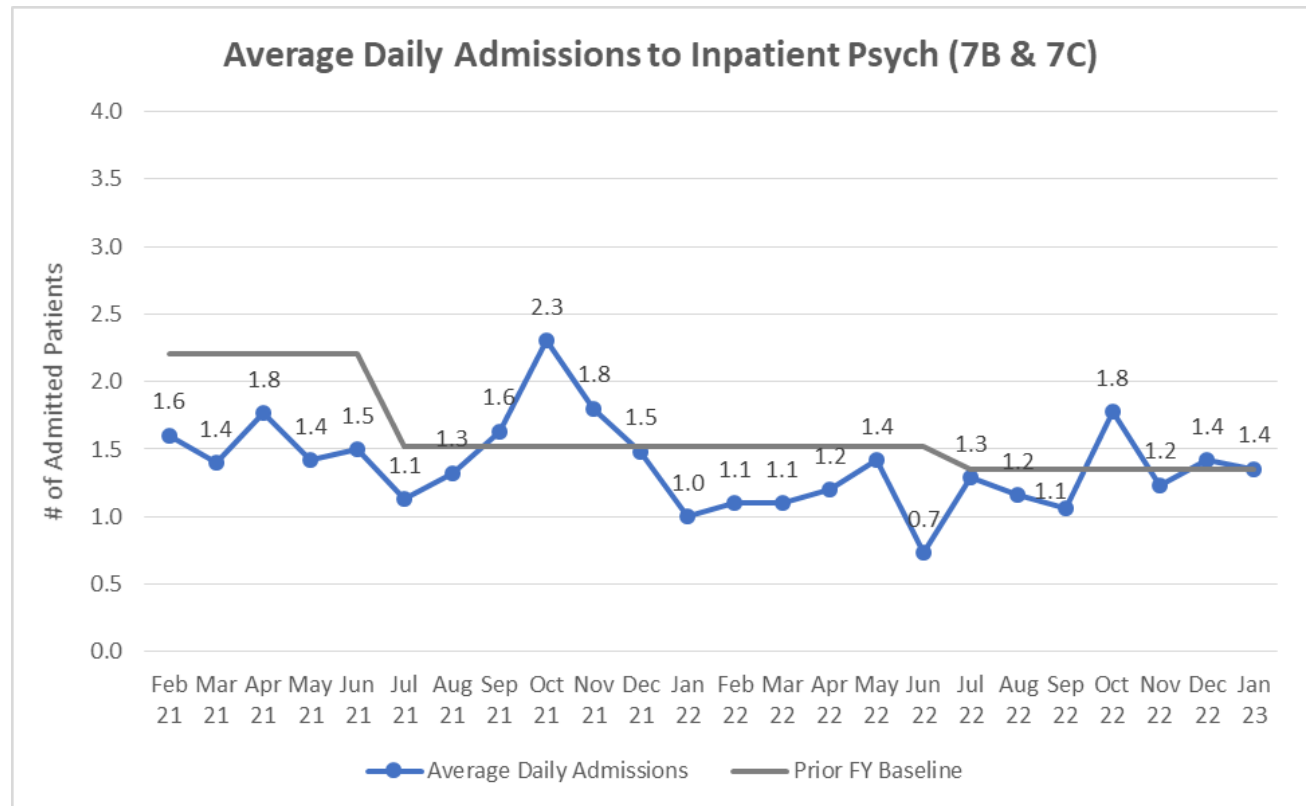
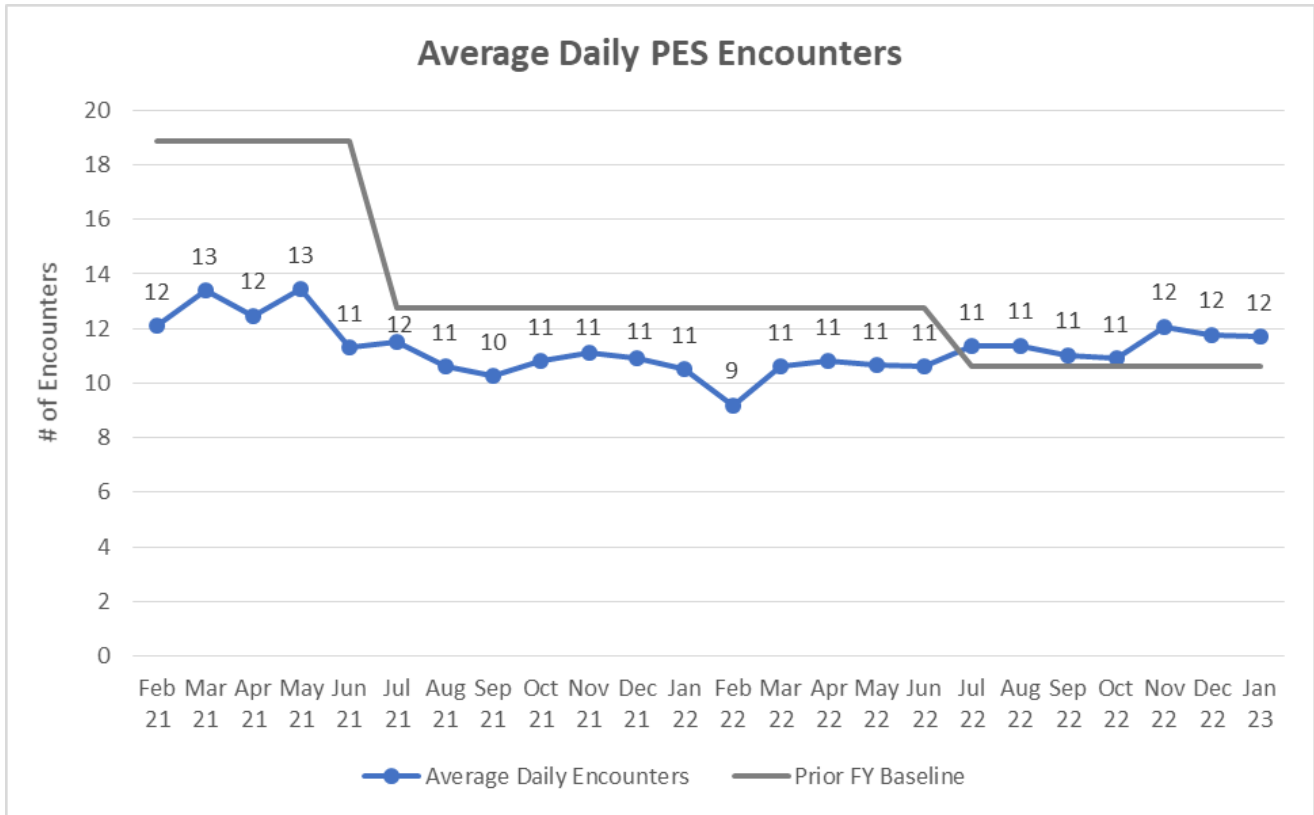
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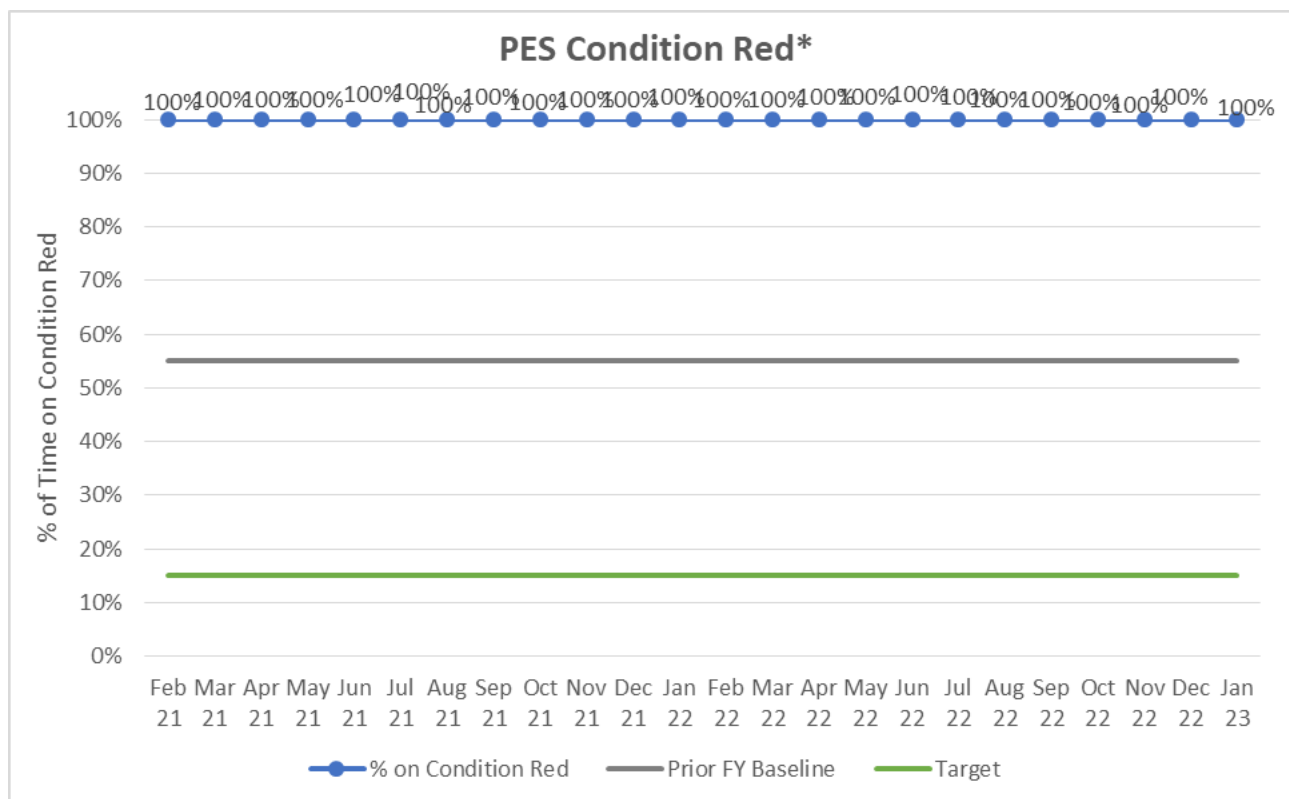
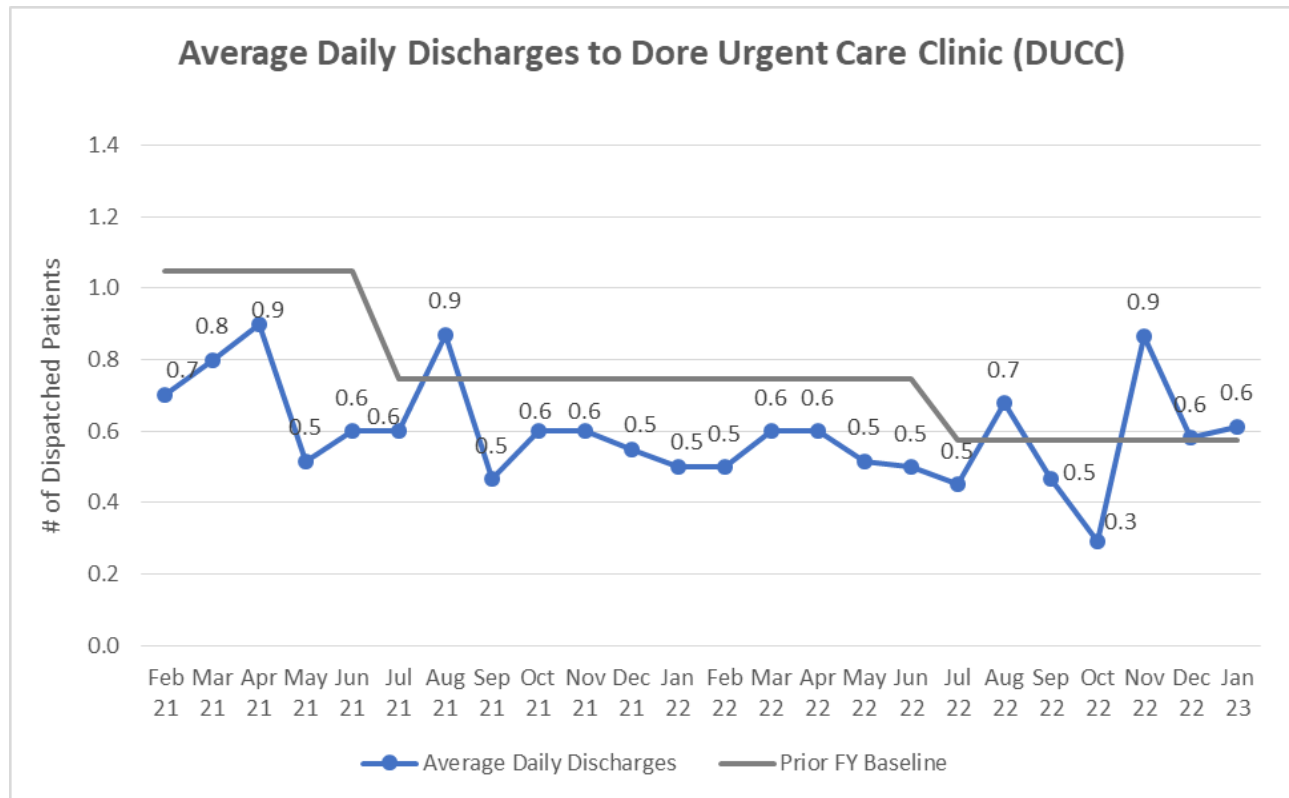
Urgent Care Clinic Activities





QUALITY Psychiatric Emergency Services Activities





***We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 199.610 which is 127.96% of budgeted staffed beds and 111.52% of physical capacity. 37.41% of the Medical/Surgical days were lower level of care days: 12.09% administrative and 25.32% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 36.55 which is 130.53% of budgeted staffed beds and 63.01% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 25.19 which is 83.98% of budgeted staffed beds and 59.98% of physical capacity of the hospital.

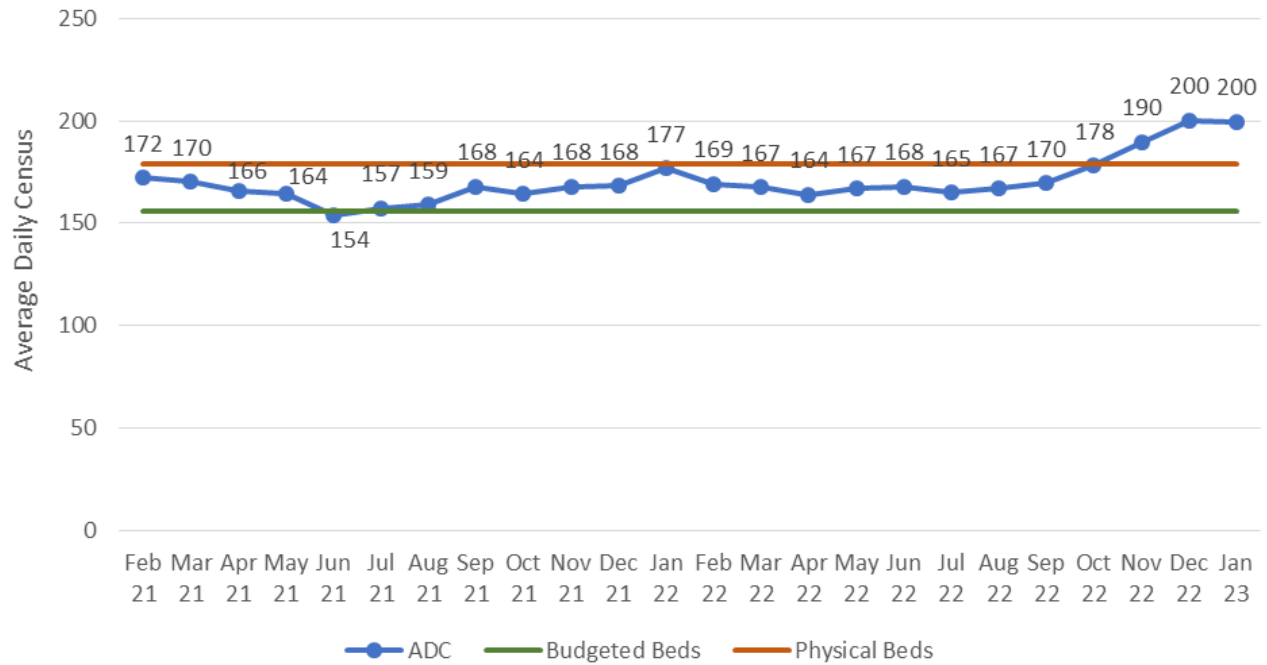
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 41.65, which is 94.65% of budgeted staffed beds and 62.16% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.90, which is 84.33% of budgeted staffed beds (n=7) and 49.19% of physical capacity (n=12). Utilization Review data shows 83.97% non-acute days (30.75% administrative and 53.21% non-reimbursed).

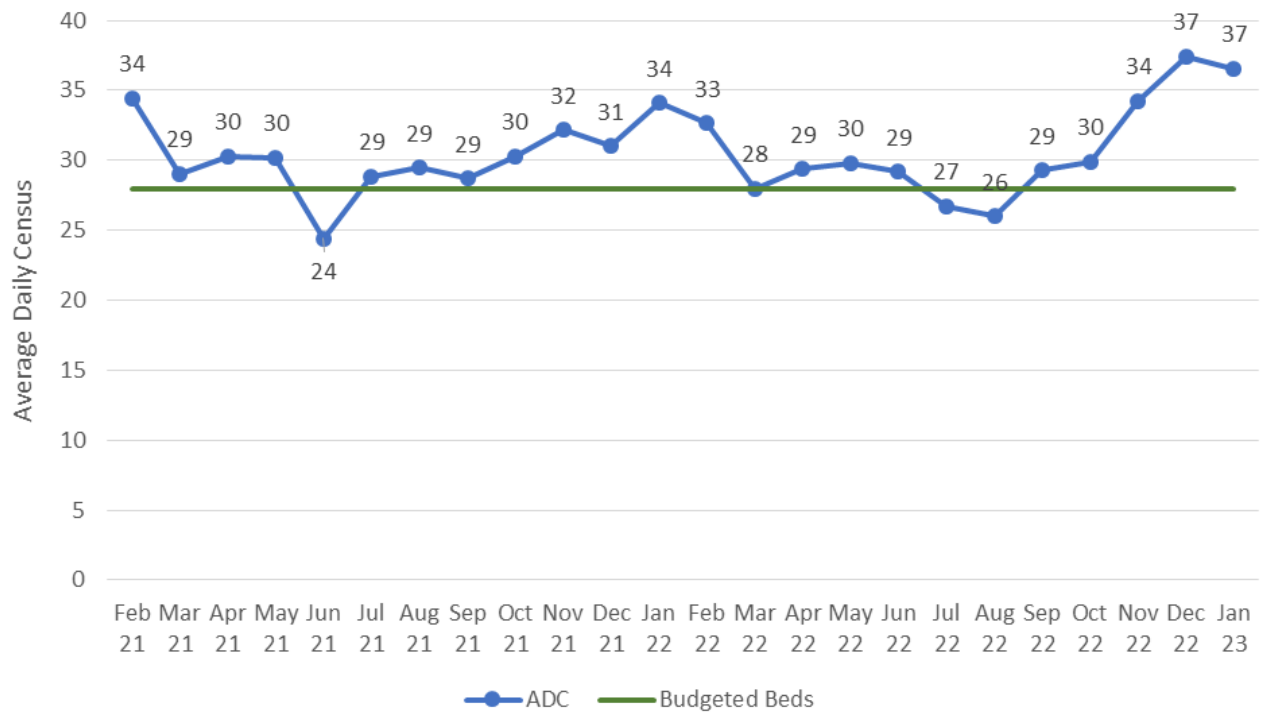
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 29.23, which is 104.38% of our budgeted staffed beds and 97.42% of physical capacity.

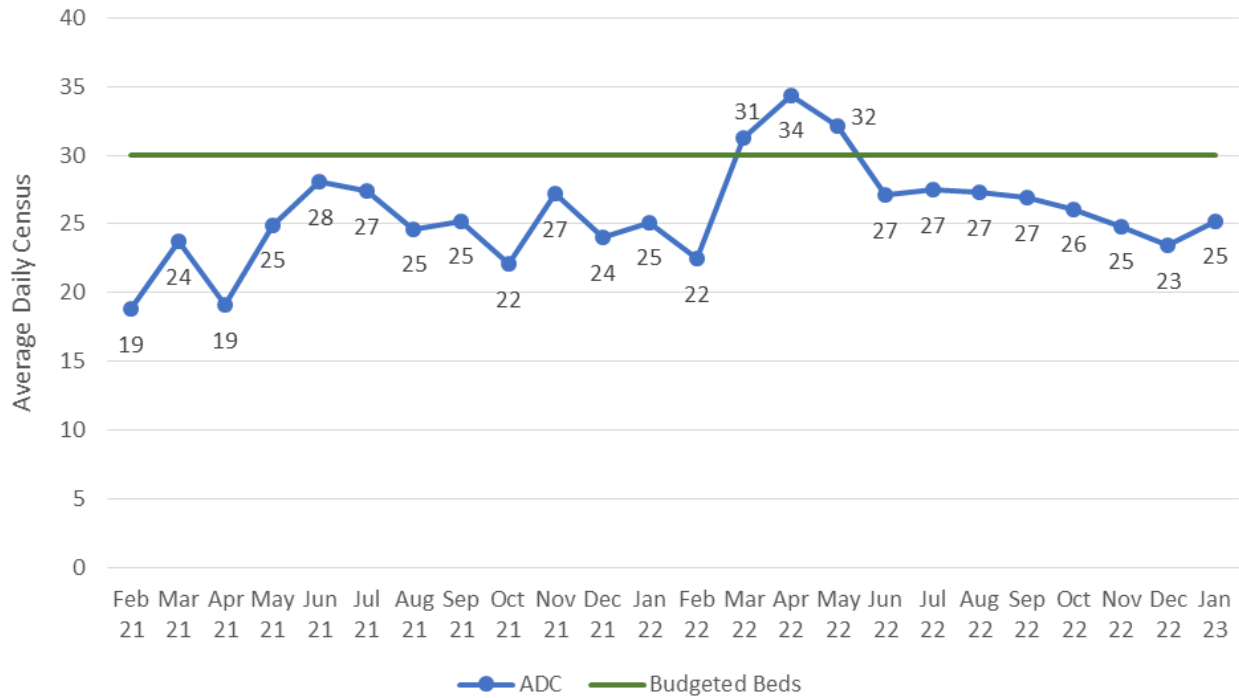
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



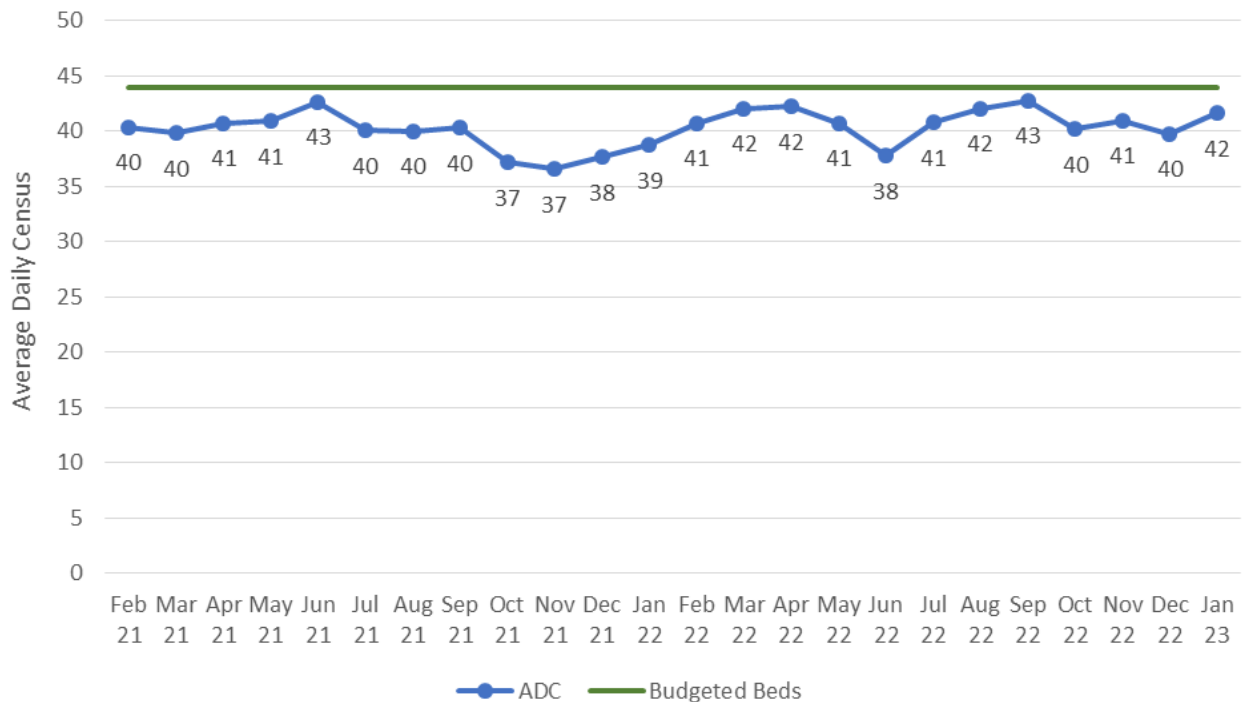
Intensive Care Unit Average Daily Census



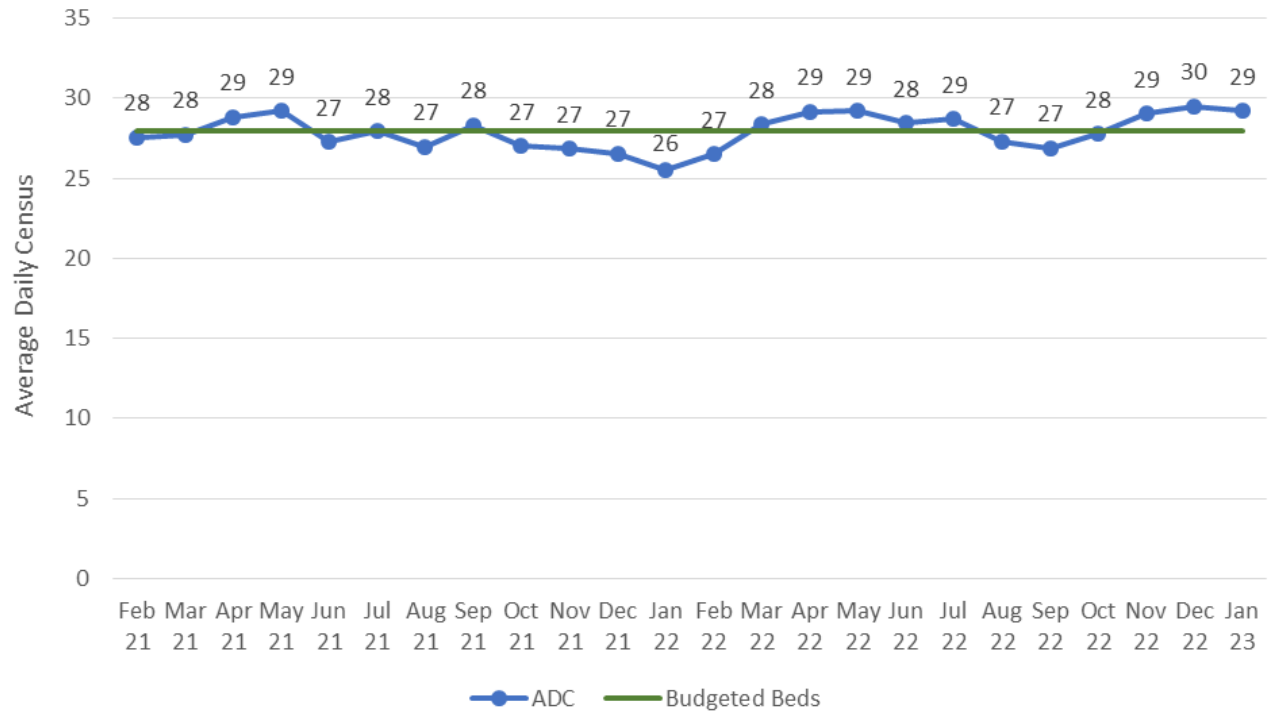
Maternal Child Health Average Daily Census



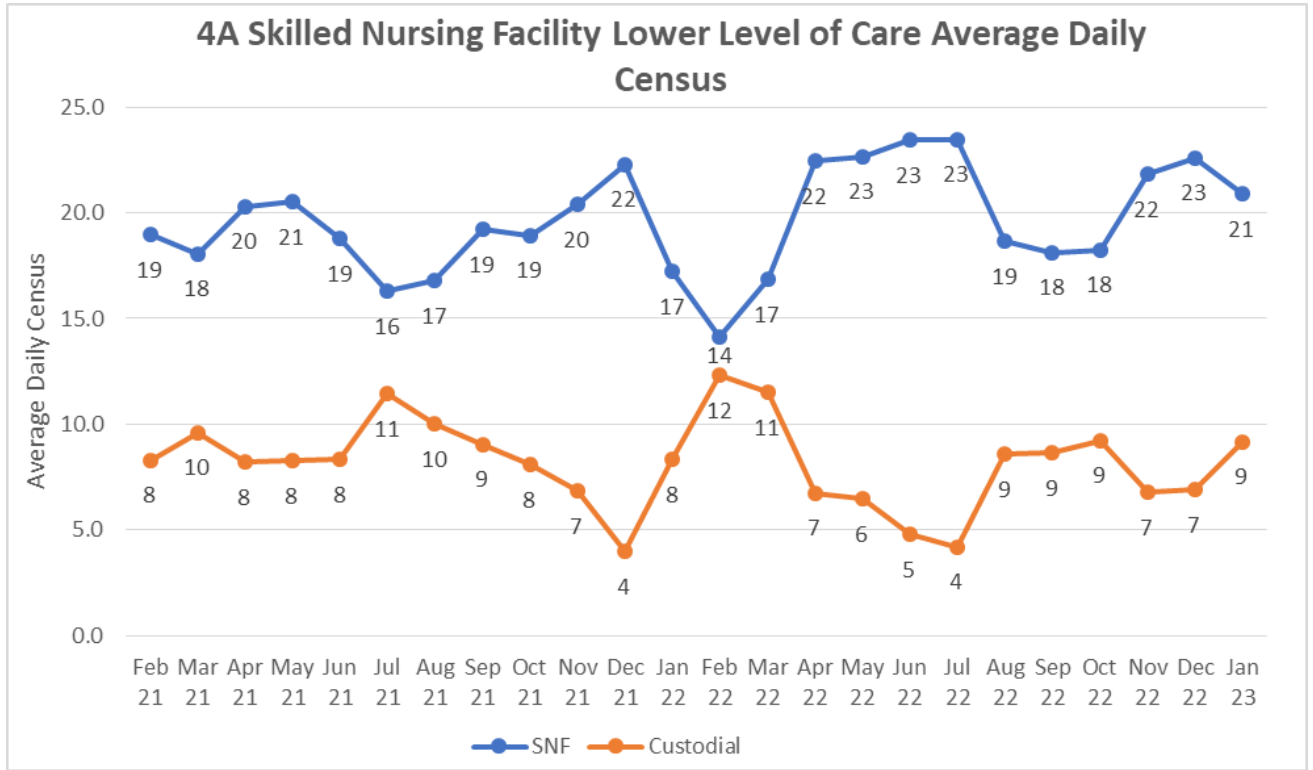
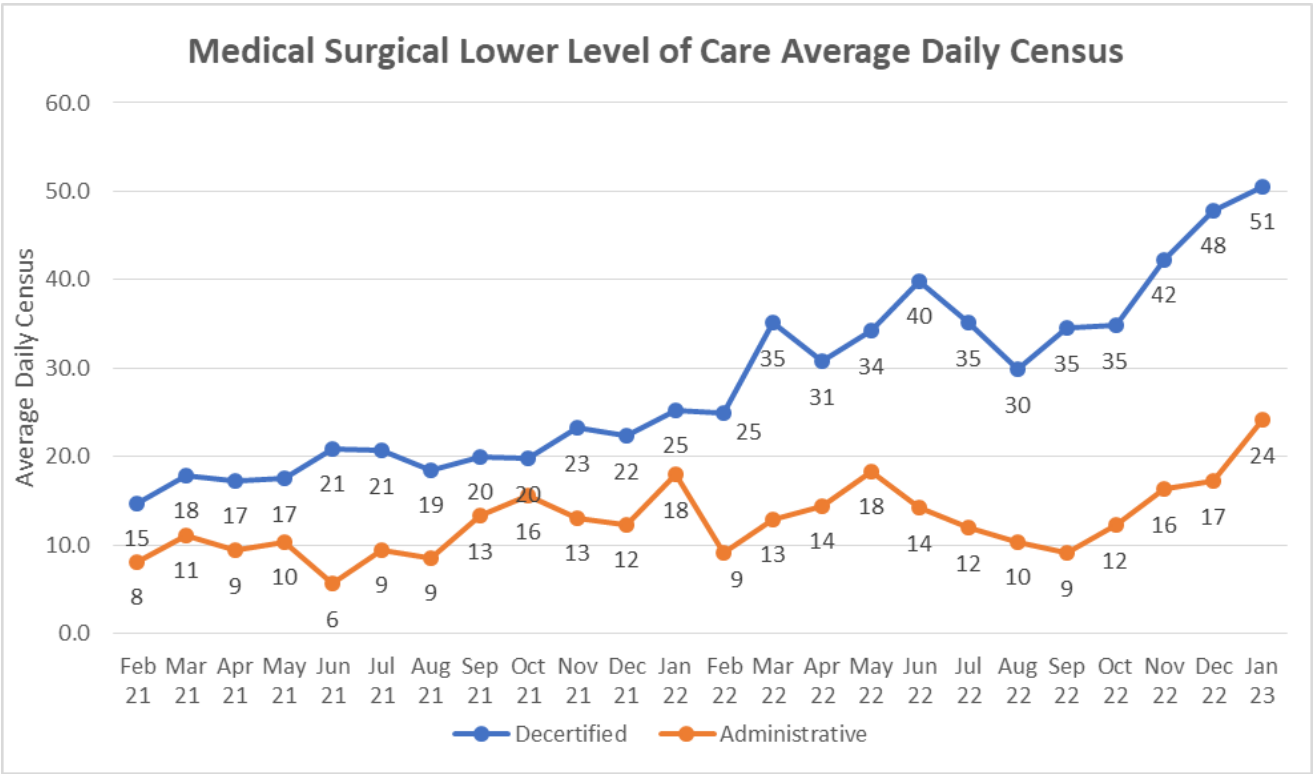
Acute Psychiatry (7B & 7C) Average Daily Census

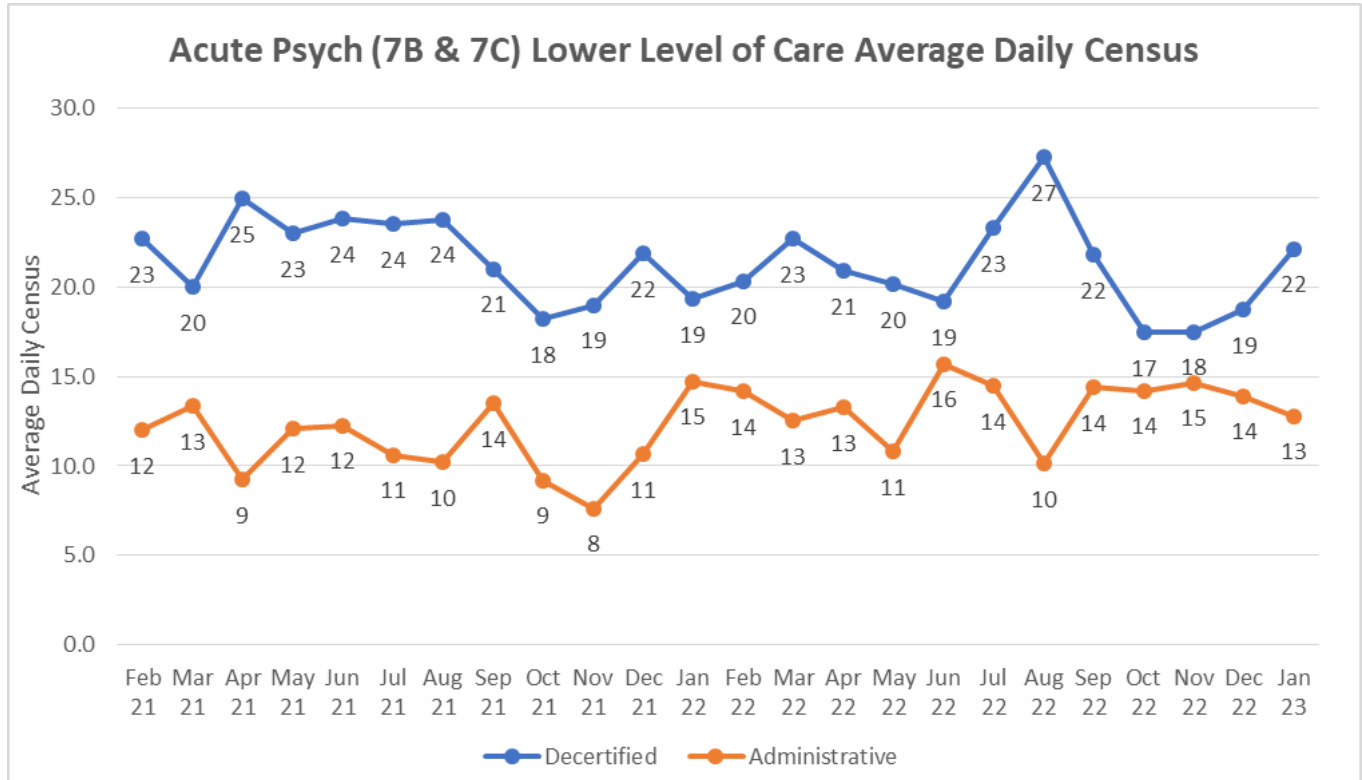


4A Skilled Nursing Facility Average Daily Census



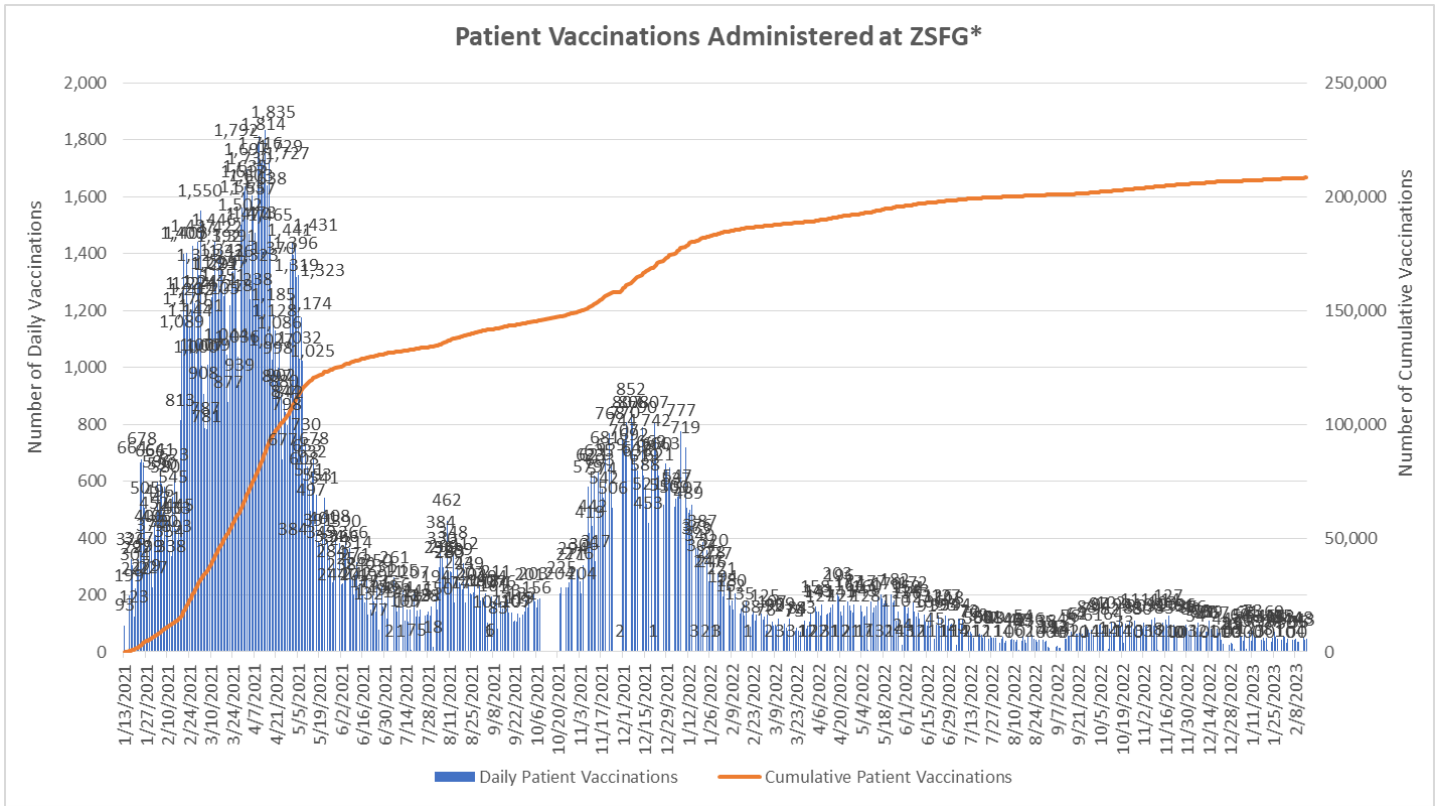
QUALITY Lower Level of Care Average Daily Census



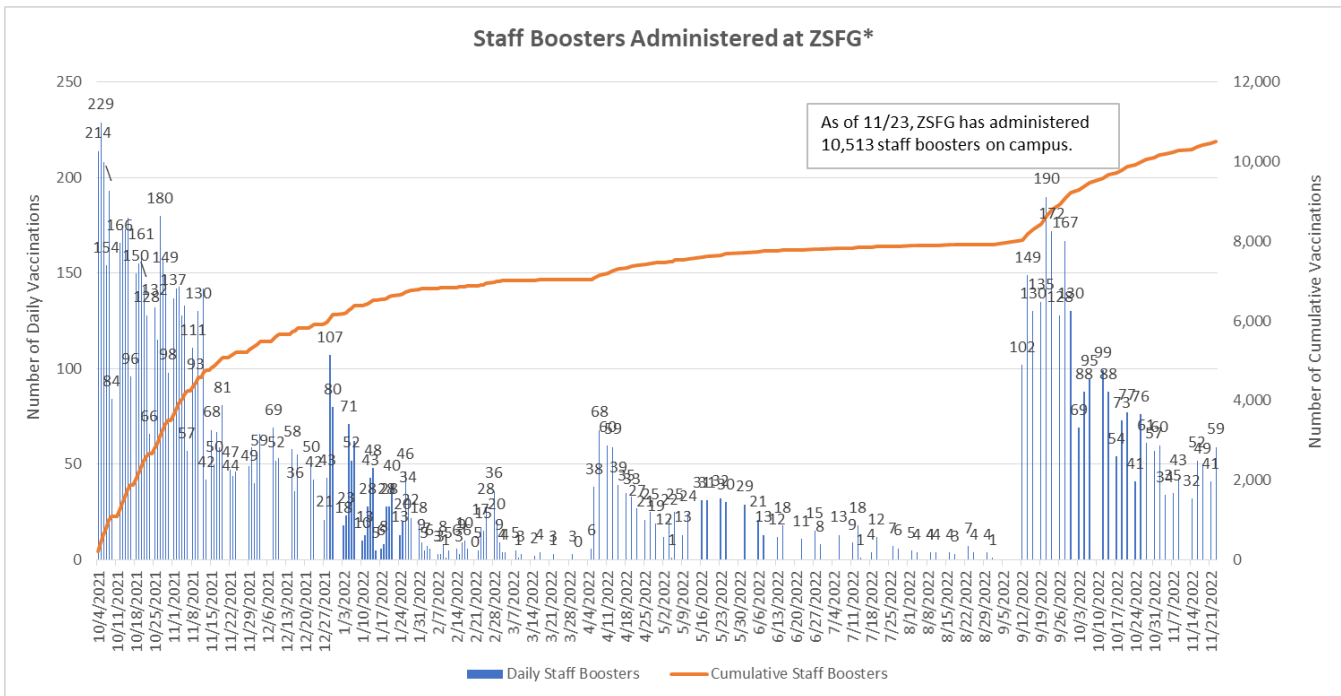


SAFETY COVID-19 Vaccinations Administered at ZSFG

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*Includes network-wide patients and members of the community.

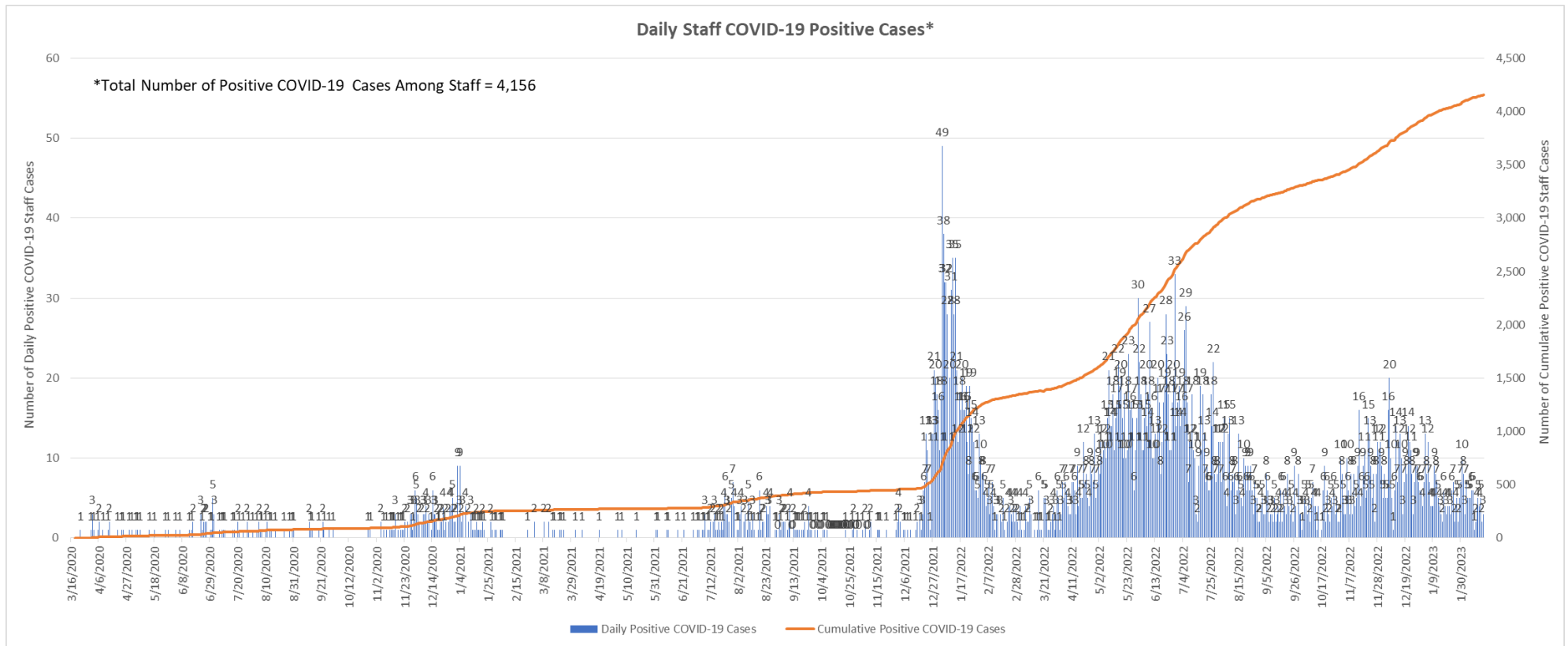


*Staff Booster data is currently unavailable.

SAFETY

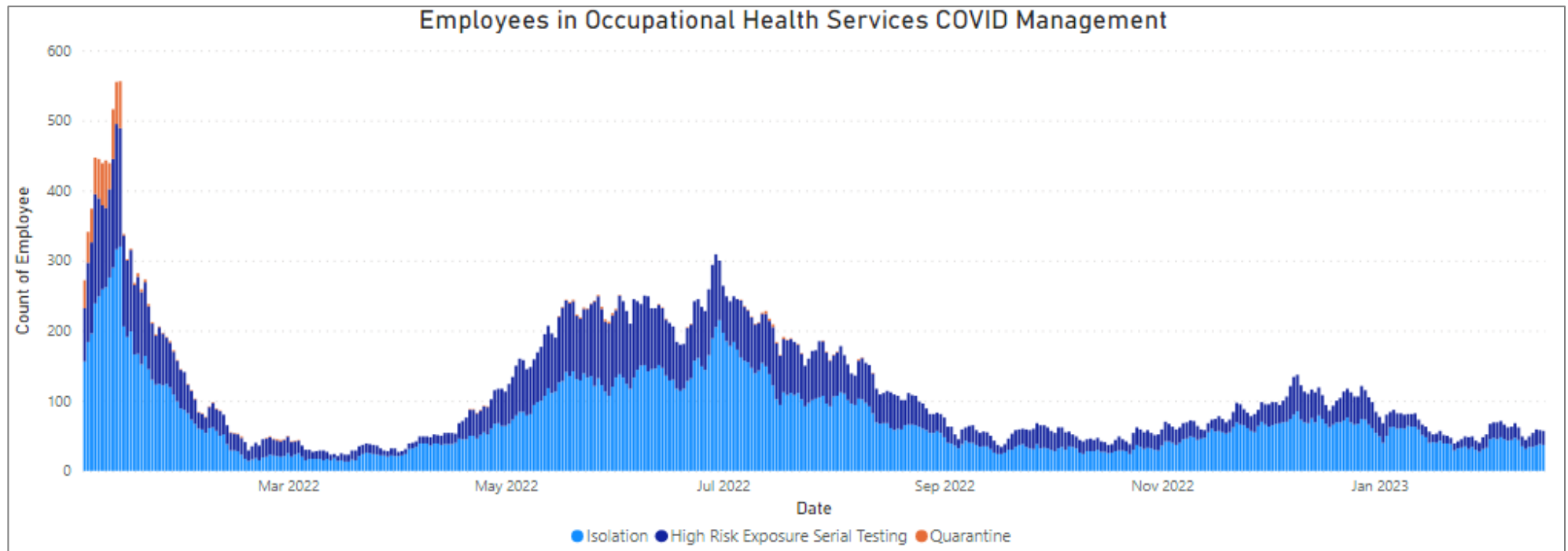
Occupational Health COVID+ Staff Cases

As of February 16, 2023, 4,156 ZSFG employees have tested positive for COVID-19.



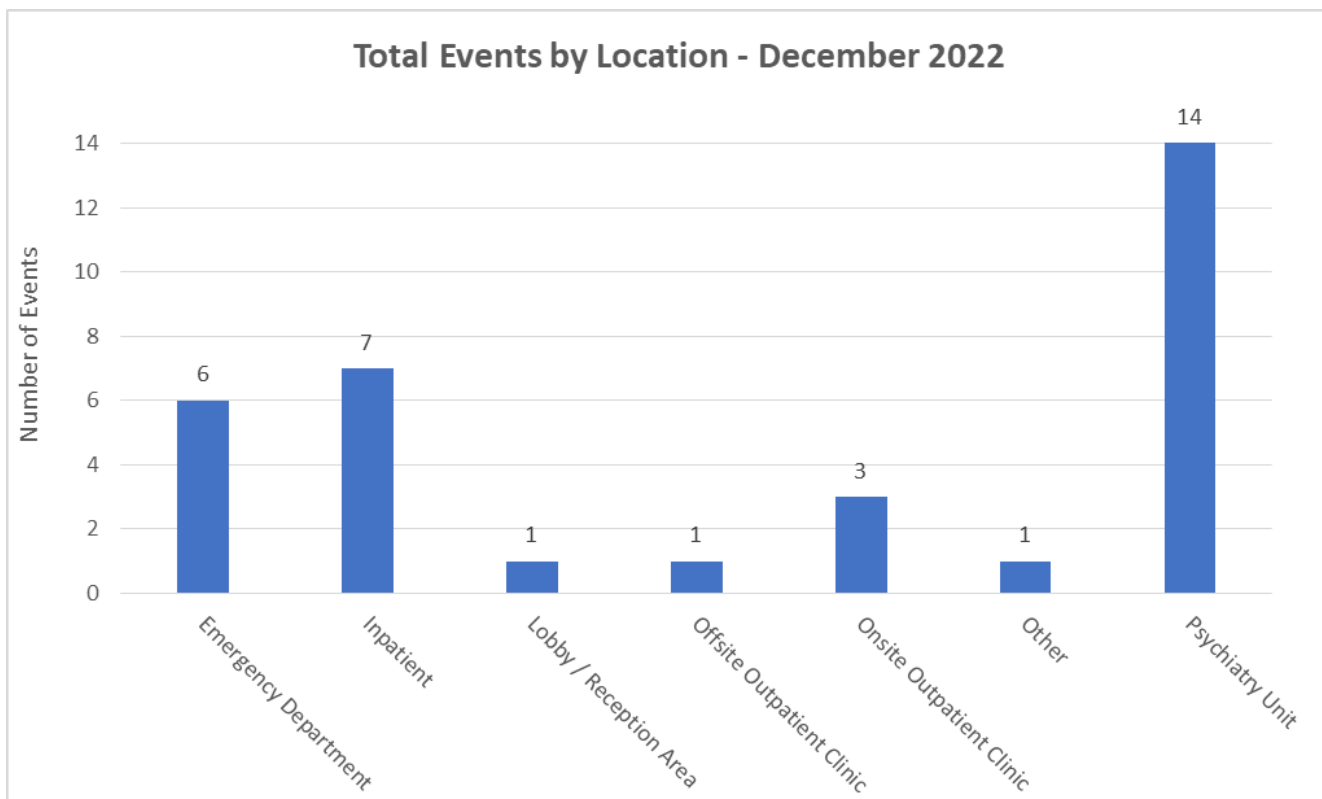
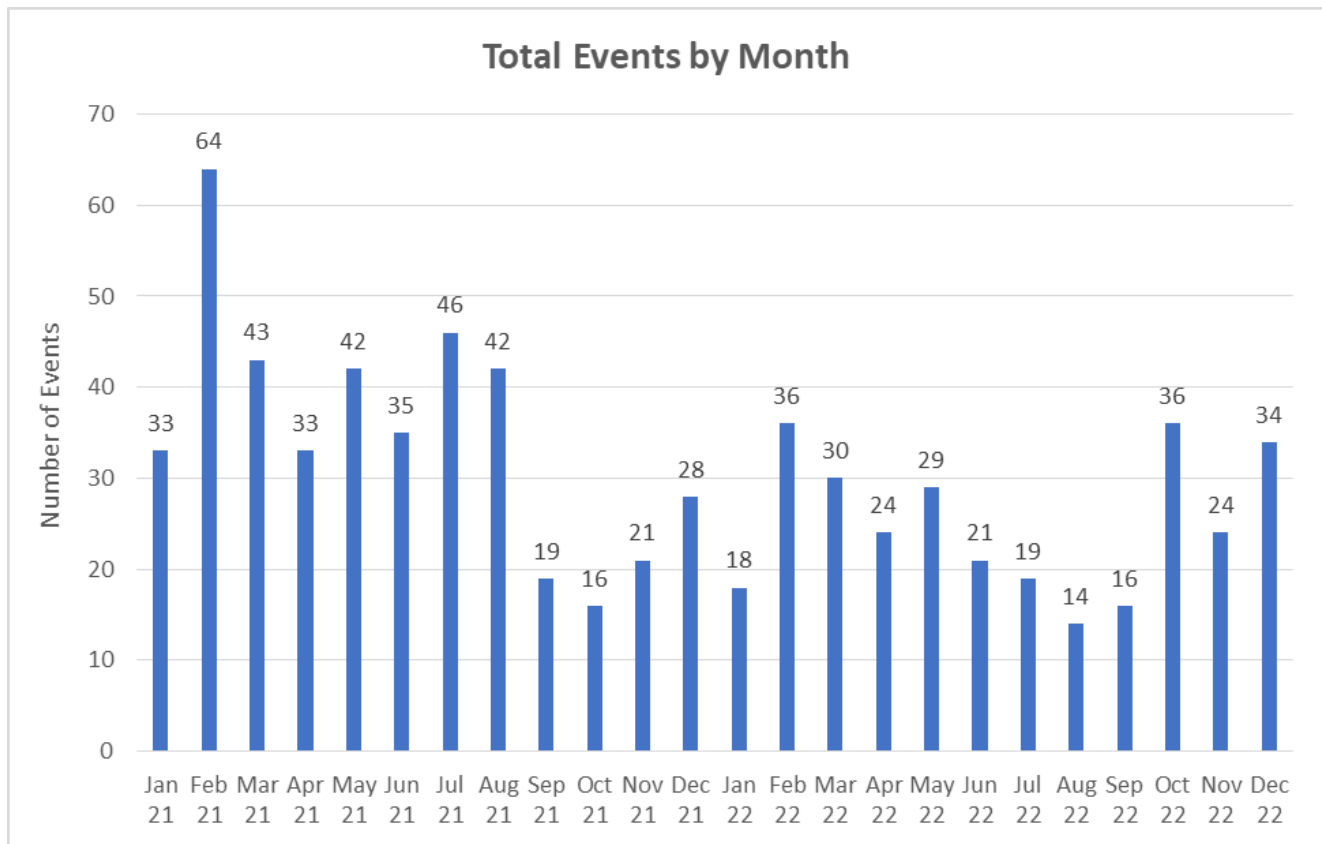
SAFETY

Occupational Health COVID-19 Staff Management



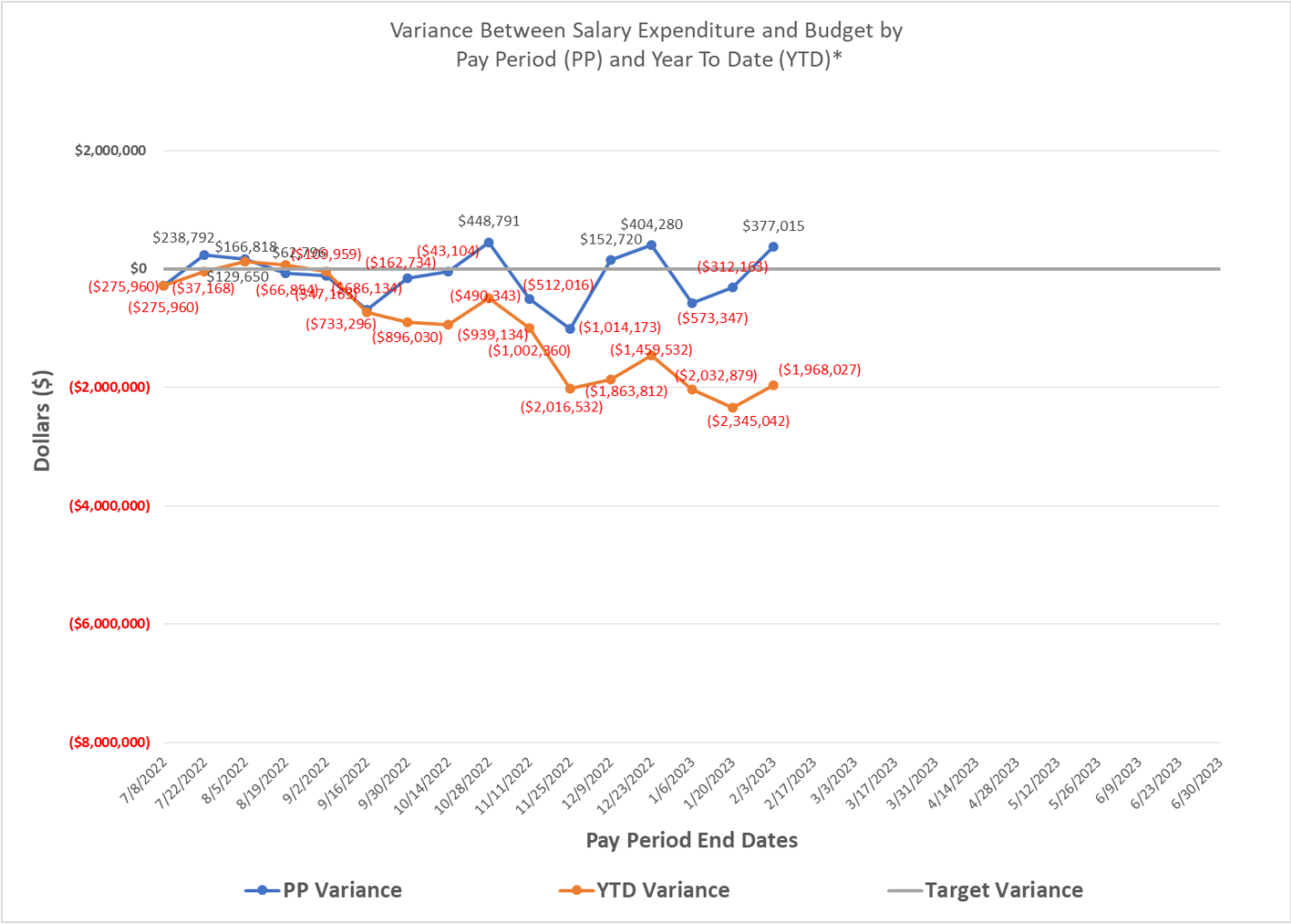
SAFETY

Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that COVID-19 costs are now a part of ZSFG operations and budget.