Zuckerberg San Francisco General Hospital and Trauma Center

True North Scorecard CY 2023
Updated: 09/20/2023
Owner: ZSFG Executive Team
Unit/Dept: ZSFG-Wide

Purpose Statement: To track our performance in achieving True North, using focused driver metrics aligned with organization-wide strategies.

On-Target (green) / Off-Target (red)

True North Strategy Measure	Executive Owner	Measure Unit	CY 22 Baseline [A]	Improvement direction ↑/↓	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	CY 23 Year To Date [A]	On-Off-Target	Target CY 23 (unless noted in footnote) [A]
Departments Driving Equity	Ehrlich, Turner	% of departments	63%	↑	25%	60%	75%	67%	50%	88%	100%	67%					68%	On	65%
Achieving Safe & Equitable Patient Care																			
★ Catheter Associated Urinary Tract Infections (CAUTI) [D]	Smith	Standardized Infection Ratio	Rate = 1.78	↓	Rate = 1.15 Count = 6	Rate = 1.07 Count = 0	Rate = 1.23 Count = 4	Rate = 1.35 Count = 4	Rate = 1.37 Count = 4	Rate = 1.31 Count = 1	Rate = 1.33 Count = 2						Rate = 1.33 Count = 21	Off	Rate = 0.87
★ Central Line Associated Bloodstream Infections (CLABSI) [D]	Smith	Standardized Infection Ratio	Rate = 0.40	↓	Rate = 0.81 Count = 1	Rate = 0.74 Count = 0	Rate = 0.81 Count = 1	Rate = 0.82 Count = 0	Rate = 0.81 Count = 0	Rate = 0.83 Count = 0	Rate = 0.65 Count = 0						Rate = 0.65 Count = 2	On	Rate = 1.11
★ Colon Surgical Site Infections (COLO SSI)	Smith	Standardized Infection Ratio	Rate = 0.96	↓	Rate = 0.87 Count = 0	Rate = 0.81 Count = 0	Rate = 0.78 Count = 0	Rate = 0.76 Count = 0	Rate = 0.84 Count = 1	Rate = 0.97 Count = 3							Rate = 0.97 Count = 4	Off	Rate = 0.81
Hospital Acquired Pressure Injuries (HAPI)	Smith	Count / 1,000 midnight census	Rate = 0.28	↓	Rate = 0.28 Count = 1	Rate = 0.28 Count = 3	Rate = 0.29 Count = 3	Rate = 0.31 Count = 1	Rate = 0.32 Count = 1	Rate = 0.31 Count = 3	Rate = 0.34 Count = 1						Rate = 0.34 Count = 13	Off	Rate = 0.20
Falls with injury (med surg, 4A, ED, inpatient psych)	Smith	Count / 1,000 midnight census	Rate = 0.71	↓	Rate = 0.57 Count = 3	Rate = 0.50 Count = 2	Rate = 0.53 Count = 6	Rate = 0.57 Count = 8	Rate = 0.57 Count = 4	Rate = 0.58 Count = 4	Rate = 0.56 Count = 5						Rate = 0.56 Count = 32	Off	Rate = 0.45
Harmonizing and Synergizing Access and Flow Across the ZSFG Campus																			
Emergency Department - Ambulance Diversion Rate	Day, Otway	% of time on diversion	63.9%	↓	51.2%	45.1%	43.1%	47.8%	37.3%	37.3%	40.4%	52.0%					44.3%	On	50.0%
Specialty Care Clinics - Third Next Available Appointment ≤ 21 days	Day, Otway	% of clinics ≤ 21 Days	82%	↑	80%	87%	89%	76%	76%	78%	83%	85%					82%	Off	90%
Department of Care Coordination - Lower Level Of Care Patient Days	Day, Otway	# of patient days	1,315	↓	1,914	1,490	1,534	1,528	1,613	1,608	1,503	1,610					1,600	Off	1,100
Achieving Safe & Equitable Staff Experience																			
Physical Assaults with Injury	Turner	# per Month	3.1 [B]	↓	5.0	5.0	9.0	6.0	4.0	4.0	3.0	4.0					5.0	Off	2.0
Revenue Cycle Optimization																			
Denial Rate - Hospital Billing	Boffi	% of Claims Denied	18.6%	↓	15.6%	20.0%	19.6%	18.1%	18.5%	19.7%	18.6%	19.6%					19.1%	Off	17.0%
TRUE NORTH OUTCOME METRICS																			
★ CMS Star Rating	Ehrlich	# of stars	1 - Star	↑	1 - Star			1 - Star			2 - Star						2 - Star	On	2 - Star

★ Likelihood to Recommend Hospital to Friends & Family — Ehrlich — % positive responses

	CY 22 Baseline	Jan–Mar		Apr–Jun		Jul–Sep	Oct–Dec	CY 23 YTD	Target
Overall	75.3%	74.0%	n = 323	79.5%	n = 332	Q3 CY 2023	Q4 CY 2023	77%	77.0%
Asian	69.5%	Asian 69.7%	n = 109	Asian 76.7%	n = 90			73%	
B/AA	71.6%	B/AA 71.0%	n = 31	B/AA 70.4%	n = 27			71%	
Hispanic	86.6%	Hispanic 85.4%	n = 103	Hispanic 92.6%	n = 121			89%	
White	70.1%	White 63.5%	n = 74	White 68.3%	n = 82			66%	

Likelihood to Recommend Provider's Office to Friends & Family — Ehrlich — % positive responses

	CY 22 Baseline	Jan–Mar		Apr–Jun		Jul–Sep	Oct–Dec	CY 23 YTD	Target
Overall	77.8%	79.8%	n = 7,186	80.5%	n = 7,031	Q3 CY 2023	Q4 CY 2023	80%	80.0%
Asian	75.1%	Asian 79.3%	n = 1,370	Asian 78.3%	n = 1,402			79%	
B/AA	75.4%	B/AA 77.2%	n = 892	B/AA 79.7%	n = 876			78%	
Hispanic	80.0%	Hispanic 81.5%	n = 2,958	Hispanic 82.4%	n = 2,896			82%	
White	76.2%	White 78.6%	n = 1,564	White 79.0%	n = 1,468			79%	

Likelihood to Recommend ZSFG as a Workplace — Ehrlich — Weighted Average

	CY 22 Baseline		Target
Overall	3.66	DPH Staff Engagement Survey (3/1/23 to 3/31/23) — Results Expected September 2023	3.75
Asian	3.70		
B/AA	3.54		
Hispanic	3.79		
White	3.53		

| General Fund Spend To Not Exceed Budgeted Amount | Ehrlich | $ in Millions | $78.11M | ↓ | $146.47M (Q4 FY23) | | Q1 FY24 | | Q1 FY24 | | $146.47M (Q3 FY23) [C] | On | $174M |

★ = Included in CMS Star Ratings