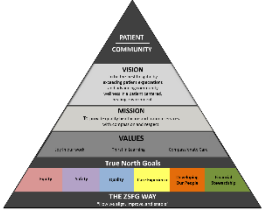


# Hospital Operations & Patient Care Report

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

ZSFG Executive Team Report

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## CELEBRATIONS

### 1. A Conversation about Covid-19 Lessons Learned with Dr. Fauci



In conjunction with UCSF and DPH, ZSFG was honored to host Dr. Anthony Fauci at UCSF Pride Hall on October 5, 2023. Dr. Grant Colfax introduced the former director of the National Institute of Allergy and Infectious Disease, who engaged the audience in a conversation on lessons learned from the COVID-19 pandemic.

Dr. Fauci went beyond his 10 lessons learned - answering questions and sharing his experience through his decades of public service and providing care to millions around the world. He applauded San Francisco's COVID response and was honest and humorous in reminding everyone to stay true to our values and in the loving care we provide every day.

The staff members in attendance (in person and virtually) were grateful to Dr. Fauci for sharing his time, his dedication and commitment to the people. His perseverance is an inspiration to many, everywhere.



## CELEBRATIONS

### 2. UCSF Pride Hall Ribbon Cutting

The ribbon cutting of UCSF Pride Hall on September 12, 2023 further strengthened the 150-year partnership between San Francisco's Department of Public Health and UCSF. This state-of-the-art facility for UCSF faculty at ZSFG, will become a hub of research and academics in improving health outcomes for the ZSFG patient community and beyond, as well as train the next generation of physicians and scientists. This is an incredible accomplishment and milestone for the entire ZSFG community! Thank you to the ZSFG Capital and Facilities team for their dedication in coordinating the project to completion with the UCSF teams.



## CELEBRATIONS 3. Code Lavender



On September 1, Gillian Otway and Dr. Susan Ehrlich presented our Sojourn Chaplains and Code Lavender staff with a token of gratitude for all they do for us during stressful times at the hospital.

Code Lavender can be activated when there has been an incident on the unit that is impacting staff wellness, that is making it difficult to return to work and return to center emotionally.

## EQUITY 4. Celebrating Latinx Heritage Month



“Juntas Podemos!” (“Together we can!”)

Every year from September 15 through October 15, the vibrant cultures and deep histories of Latinx communities is celebrated. It is a time to recognize and commemorate the history and contributions of Americans with roots in Mexico, the Caribbean, South and Central America, and Spain. National Latinx Physician Day is also honored on October 1st.

At the Celebration of Latinx Heritage Month in the Wellness Center on October 2, CEO, Dr. Susan Ehrlich, gave opening remarks, followed by Dr. Gabriel Ortiz who spoke movingly to a packed room of LatinX staff and their colleagues about the importance of celebrating the diversity of voices, stories and origins of the rich Latinx community. Ortiz talked about how these stories and histories can be used as inspiration to fuel all the important work our amazing Latinx ZSFG and UCSF staff does to provide excellent and compassionate health care to patients.

The ZSFG campus is located in the Mission District, which has historically been a focal point for Latinx communities, known for its vibrant murals, cultural events, and diverse businesses. Latinx people make up 41% of our patients and almost 13% of our DPH-employed staff.

Several LatinX staff members were nominated by their peers and presented with a certificate during the celebration in recognition of exemplifying the values and contributing to the mission of ZSFG: Aiyana Johnson, Amy E. Pineda, Dana Rodriguez, Graciela Olascoaga-Selu, Himer Duran-Chavez, Karen Lopez-Acero, CNN, MS, Marlene Martin, MD, Marisella Carranza, Nora Franco, Paul Urrutia, Ruth Diaz-Medina, Salvador Lopez, Teresa Rondone, and Vanessa Valencia.

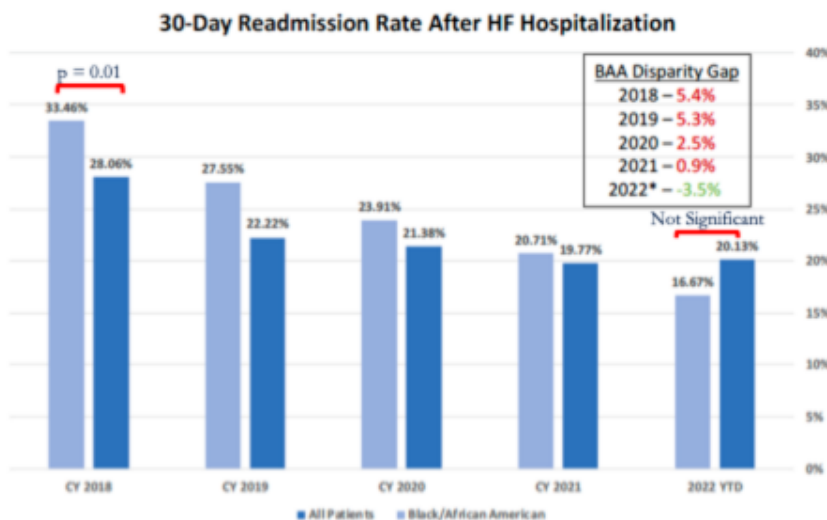


## EQUITY

## 5. Transforming Heart Failure Care at ZSFG

Heart failure (HF) is a major health issue, impacting millions of Americans annually, with a disproportionate impact on Black/African American (B/AA) patients. Before 2017, ZSFG confronted substantial challenges in managing heart failure cases, including high readmission and mortality rates, as well as considerable care disparities for Black/African American patients.

To address these challenges, SF Health Network and ZSFG initiated a comprehensive heart failure population health and health equity initiative. The strategy revolved around integrating cutting-edge technology with personalized patient care. In 2019, an upgrade to the electronic health record (EHR) system enabled the integration of artificial intelligence (AI) and machine learning (ML) into patient care. This transformation facilitated point-of-care decision support customized to individual patient needs. ML models were developed to predict patient risks, enabling proactive interventions before adverse events occurred. Also, by providing standardized care, access to a multidisciplinary “Heart Team” – heart failure experts, primary care providers and specialists from Addiction Medicine, Palliative Care and Social medicine, and the creation of the HeartPlus Clinic – a single clinical home for managing patients with heart failure with substance use issues, remarkable results were yielded.



A 13% absolute reduction in thirty-day all-cause readmission rates

A 6% reduction in one-year heart failure mortality

The elimination of equity gaps between Black/African American patients and the general heart failure population.

The transformation of heart failure care at ZSFG is a testament to the institution's dedication to providing equitable and innovative healthcare.

## Developing Our People

## 6. Healthcare Environmental Services Week



Healthcare Environmental Services week was celebrated from September 10-16, 2023 and presented a great opportunity to recognize and celebrate one of the teams behind the scenes at ZSFG. Our Environmental Services (EVS) team consistently provides a clean, safe and healthy environment to all patients, staff and visitors. They take pride in the care they provide, and it shows in the work they do every day.

Through strategic planning, EVS is advancing equity to all their staff members by having a champion Equity Council member. Currently, EVS has one of the most diverse departments and leadership groups at ZSFG. In 2022-2023, EVS promoted and mentored over 9 porters of different genders, racial and cultural background to perform Supervisor and Lead-Porter roles to gain the experience necessary for promotional opportunities.



The 197 team members of EVS walk every inch of the ZSFG campus- wiping our over 10,000 windows and hundreds of handrails, sweeping the hallways, stairwells and hospital floors, quickly turning over rooms in the inpatient or outpatient areas throughout campus, and cleaning the restrooms and restocking dispensers. EVS also collects our recyclables, compost and trash, which supports the hospital's green initiative and coordinates the pest management program. EVS also works in collaboration with the Capital Project Team to complete terminal and total care projects to newly remodeled spaces for occupancy of hospital staff. ZSFG shines because of our EVS team that takes care of all the details.

Since January 1, 2023, our EVS team has cleaned and prepared over 16,000 beds for our patients at ZSFG!

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## Developing Our People

### 7. New Leadership in the Department of Care Coordination

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ZSFG was pleased to announce the addition of two new physician leaders in the Department of Care Coordination (DoCC) effective September 5th, 2023.

Dr. Nicholas Iverson will be serving as the Medical Director of Patient Flow. He completed his undergraduate training at the University of Washington and attended medical school at Albert Einstein College of Medicine. He completed his residency and a fellowship in Hospital Medicine, both at UCSF. He is currently a hospitalist and serves as a consultant on the ED Social Medicine Team. He is a Social Determinants of Health committee member and the Medical Director for ZSFG's Food Bridge to Health program. His experience interfacing with social determinants of health and his patient-centered approach to caring for our vulnerable patients will be great assets as he joins DoCC to support patient flow efforts.

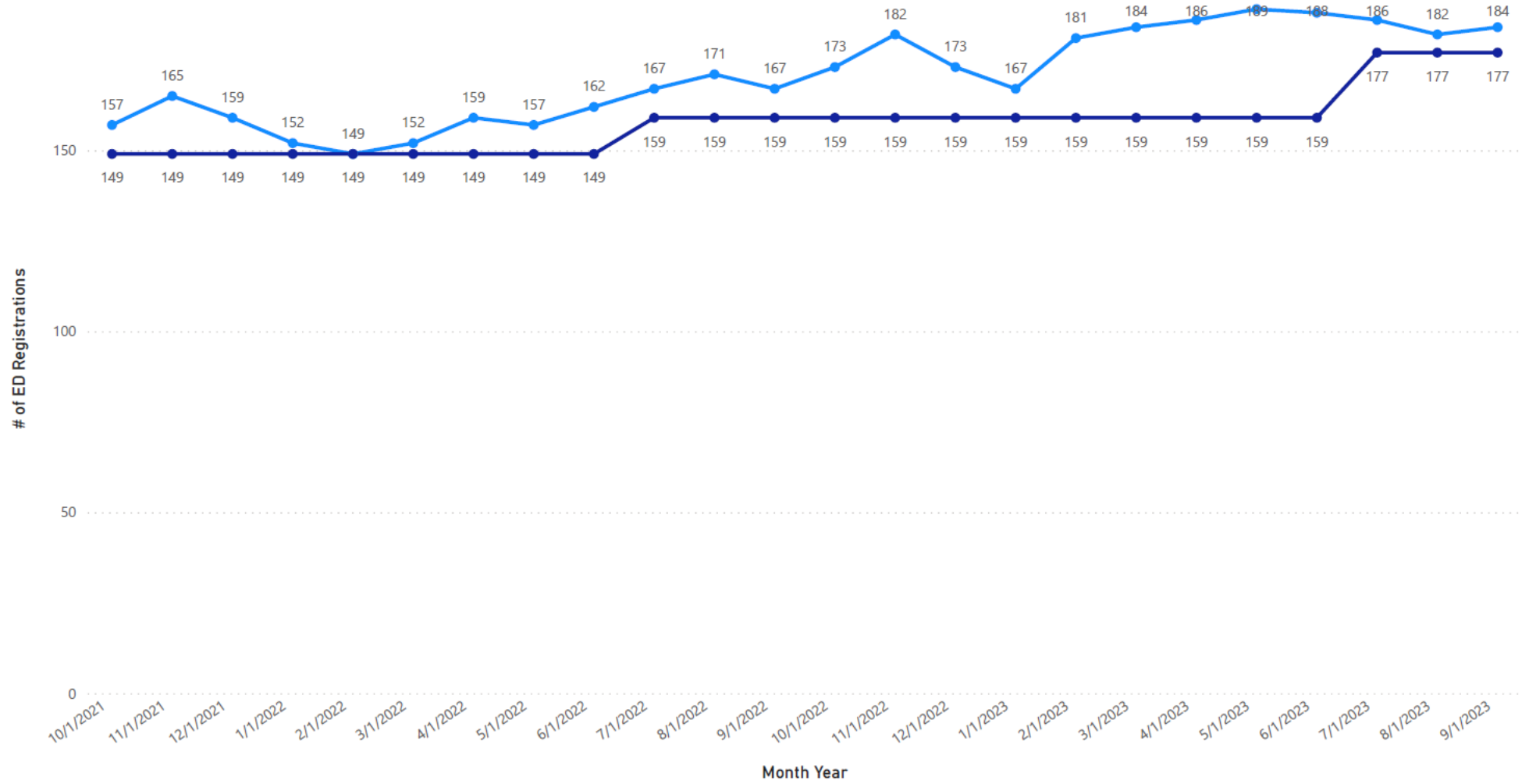
Dr. Shreya Patel will be serving as the Medical Director of Utilization Management. She completed her undergraduate training at Dartmouth College and attended medical school at the University of Arizona College of Medicine – Tucson. She also completed an MPH at Johns Hopkins Bloomberg School of Public Health. She completed an internal medicine residency at Massachusetts General Hospital, and a gastroenterology fellowship at UCSF. She works clinically as a gastroenterologist and is also the ZSFG Director for the UCSF gastroenterology fellowship. She also serves as Director of QI/Innovation for the Department of Gastroenterology. Her experience in quality improvement work and dedication to our patient population will be invaluable in establishing this new DoCC role, where she will focus on utilization workflows to increase access for our patients to various clinical services.

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# QUALITY    Emergency Department Activities

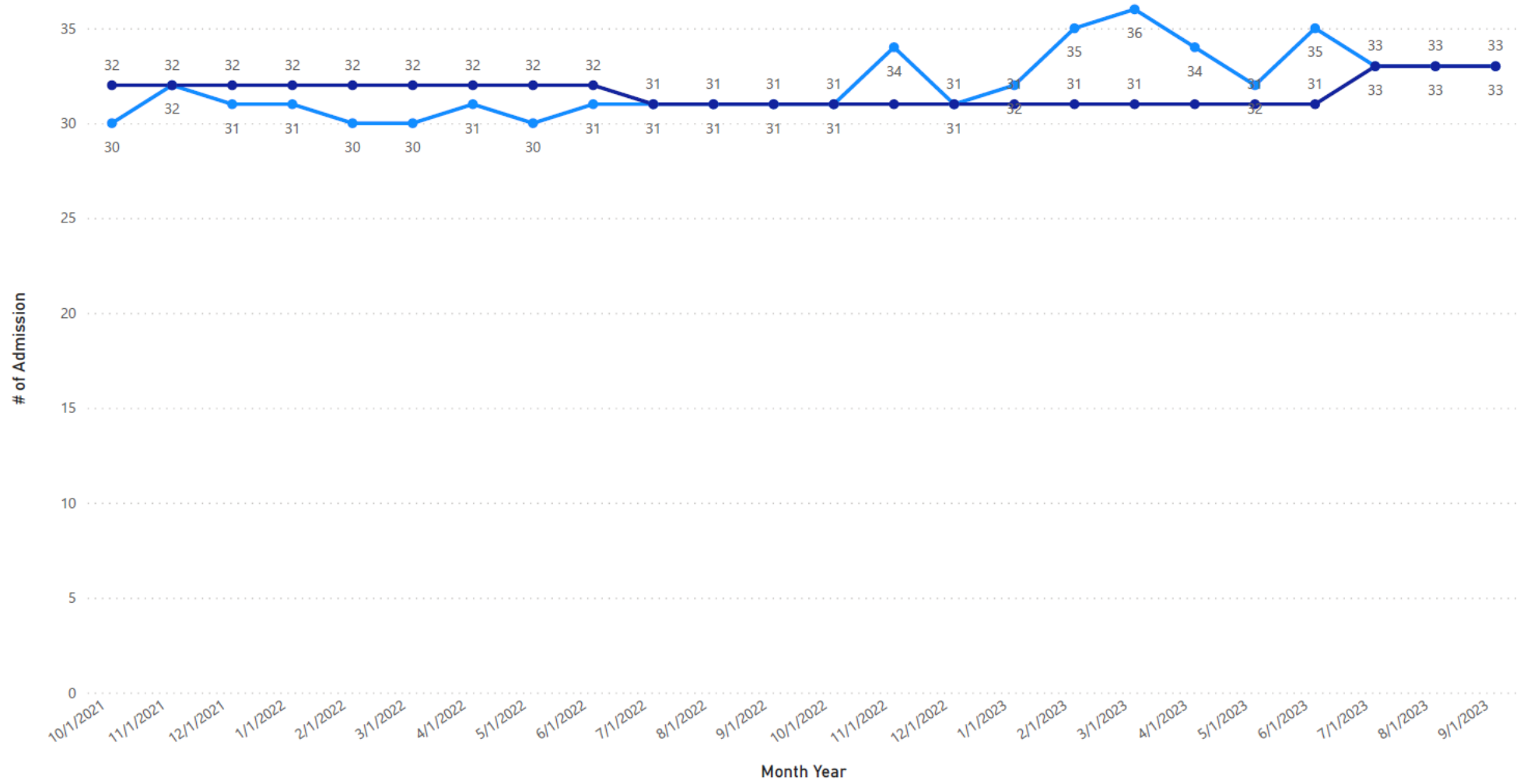
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



### Average Daily Admissions

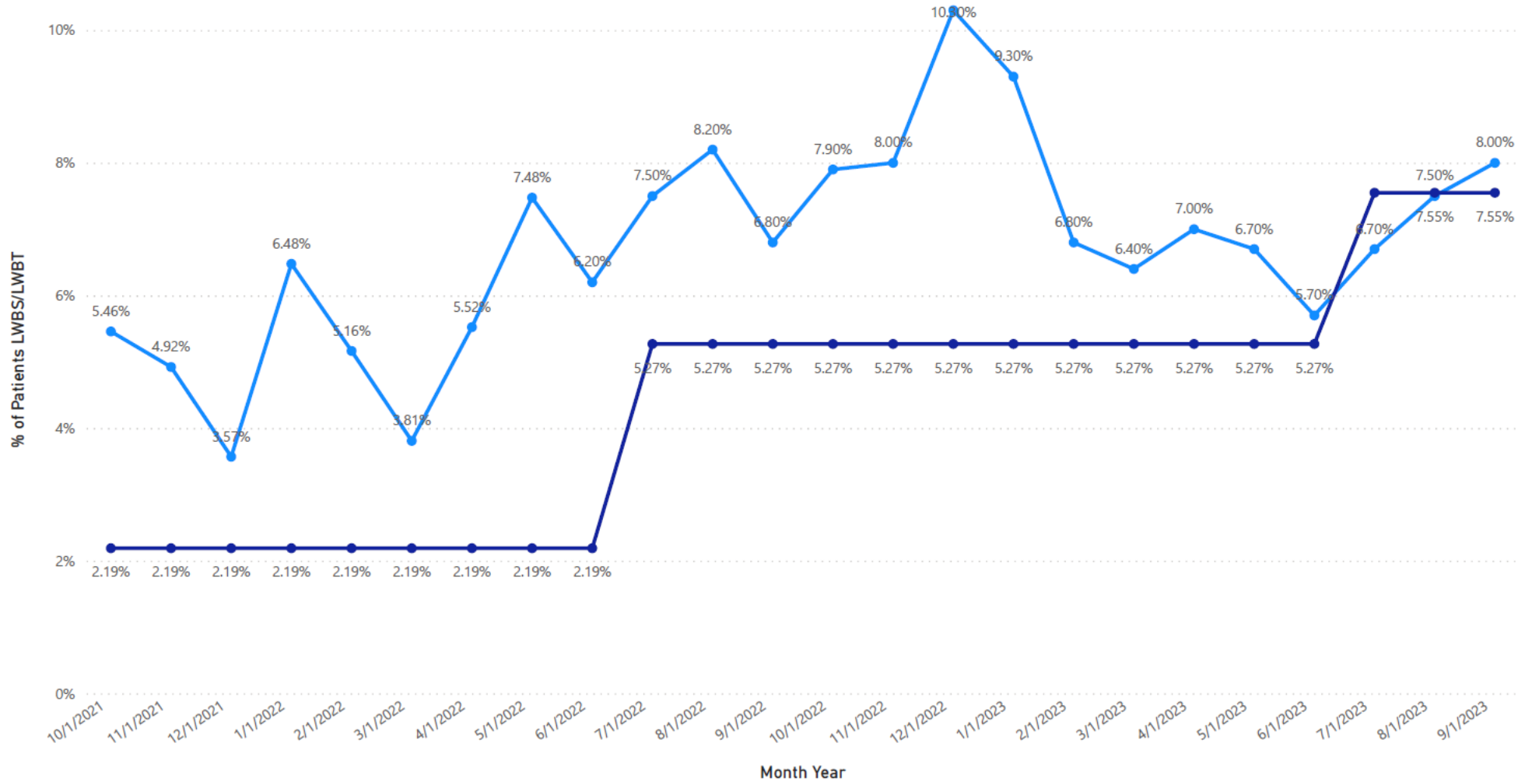
● MTD Average Daily Admissions ● Prior FY Baseline





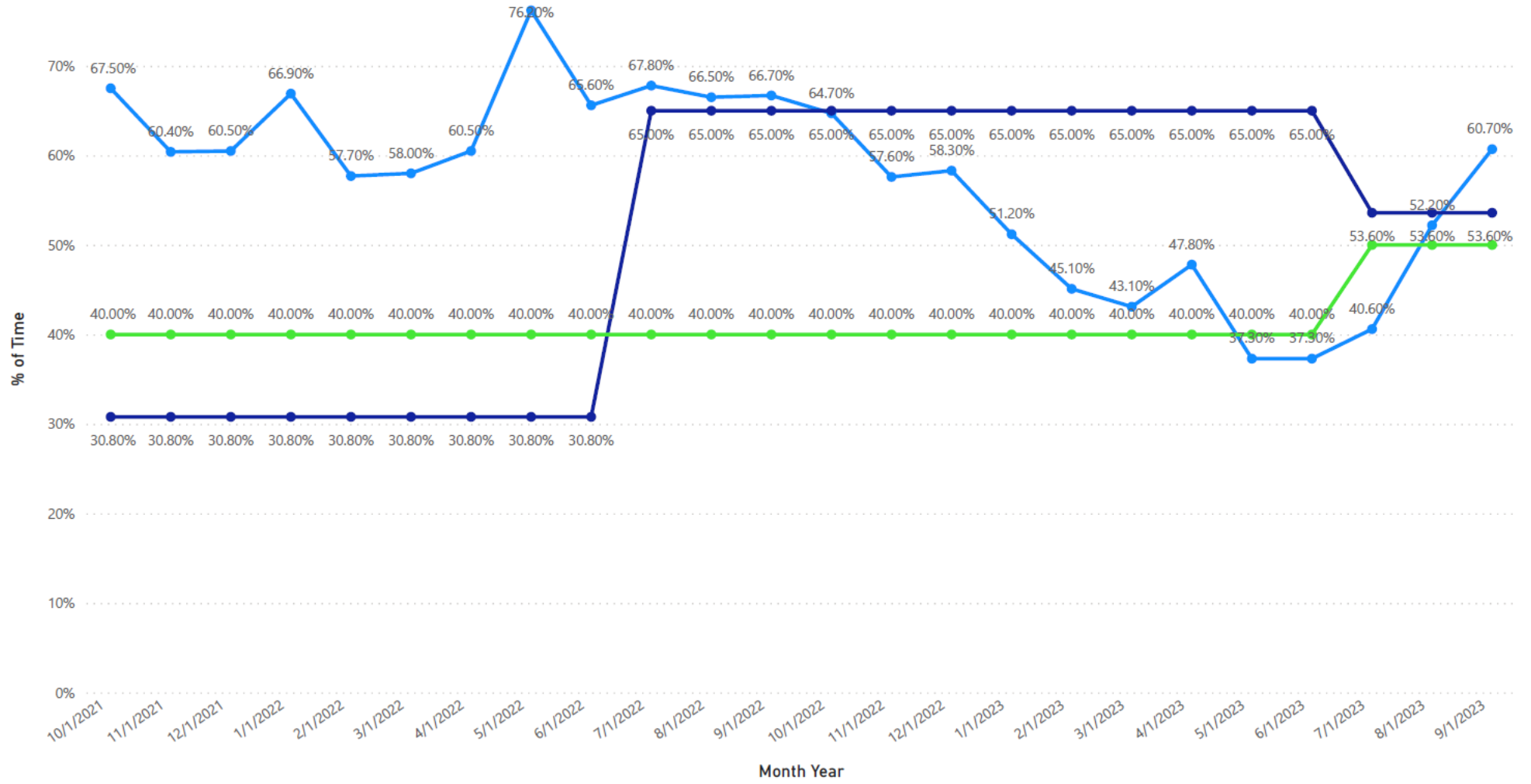
### % LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



### % Diversion

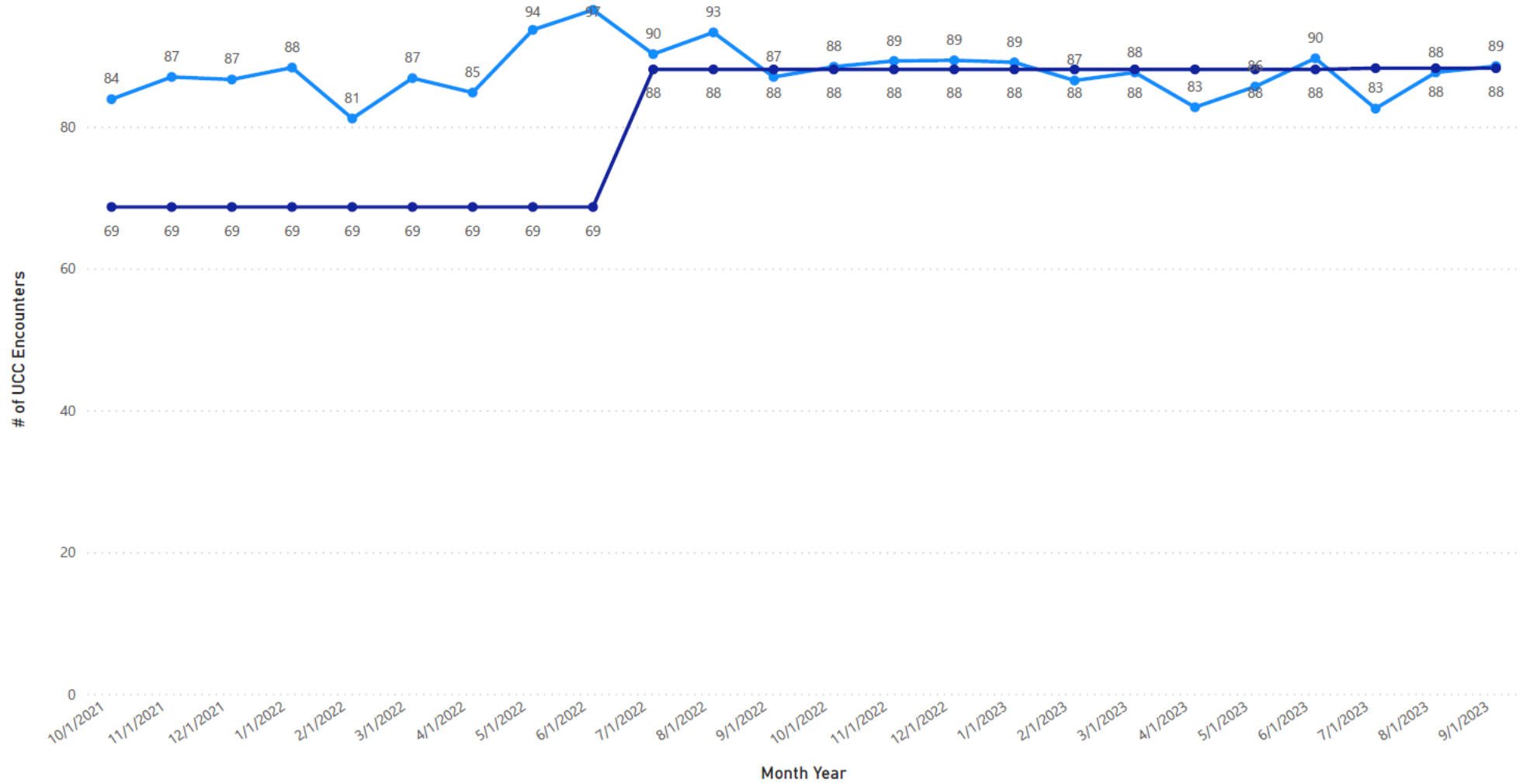
● MTD % Diversion ● Prior FY Baseline ● Target



# QUALITY Urgent Care Clinic Activities

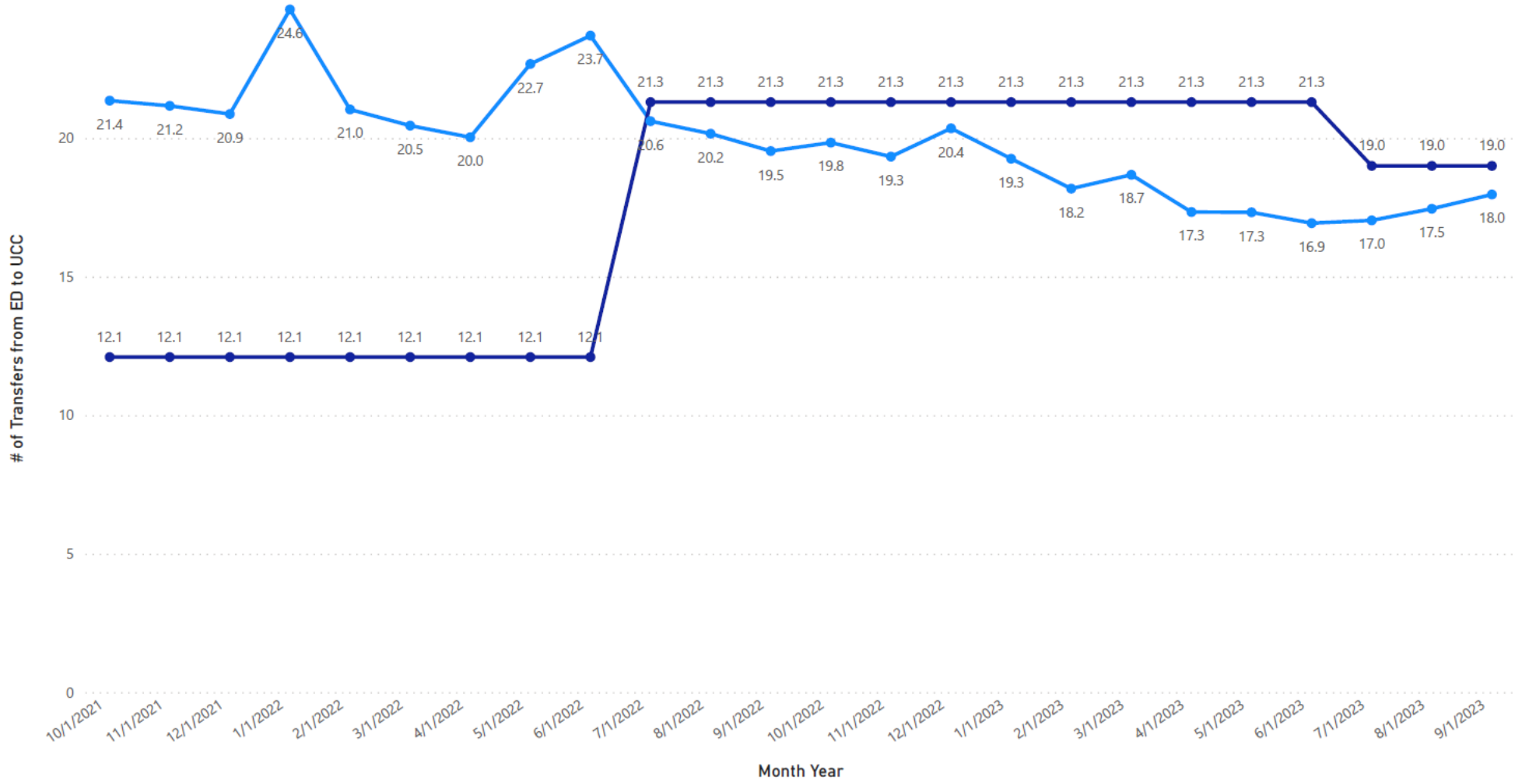
Average Daily UCC Encounters

● MTD Daily UCC Encounters ● Prior FY Baseline



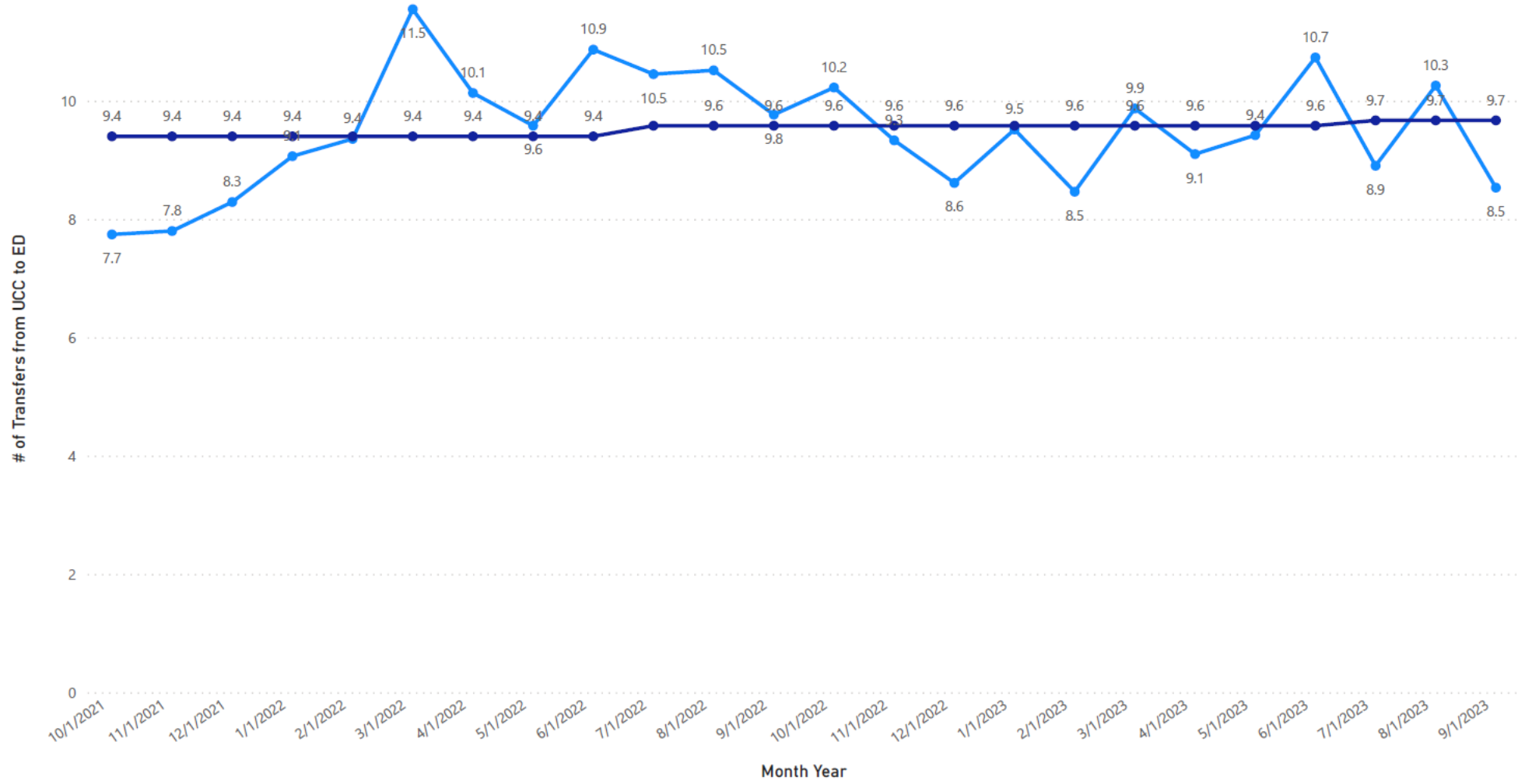
### Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



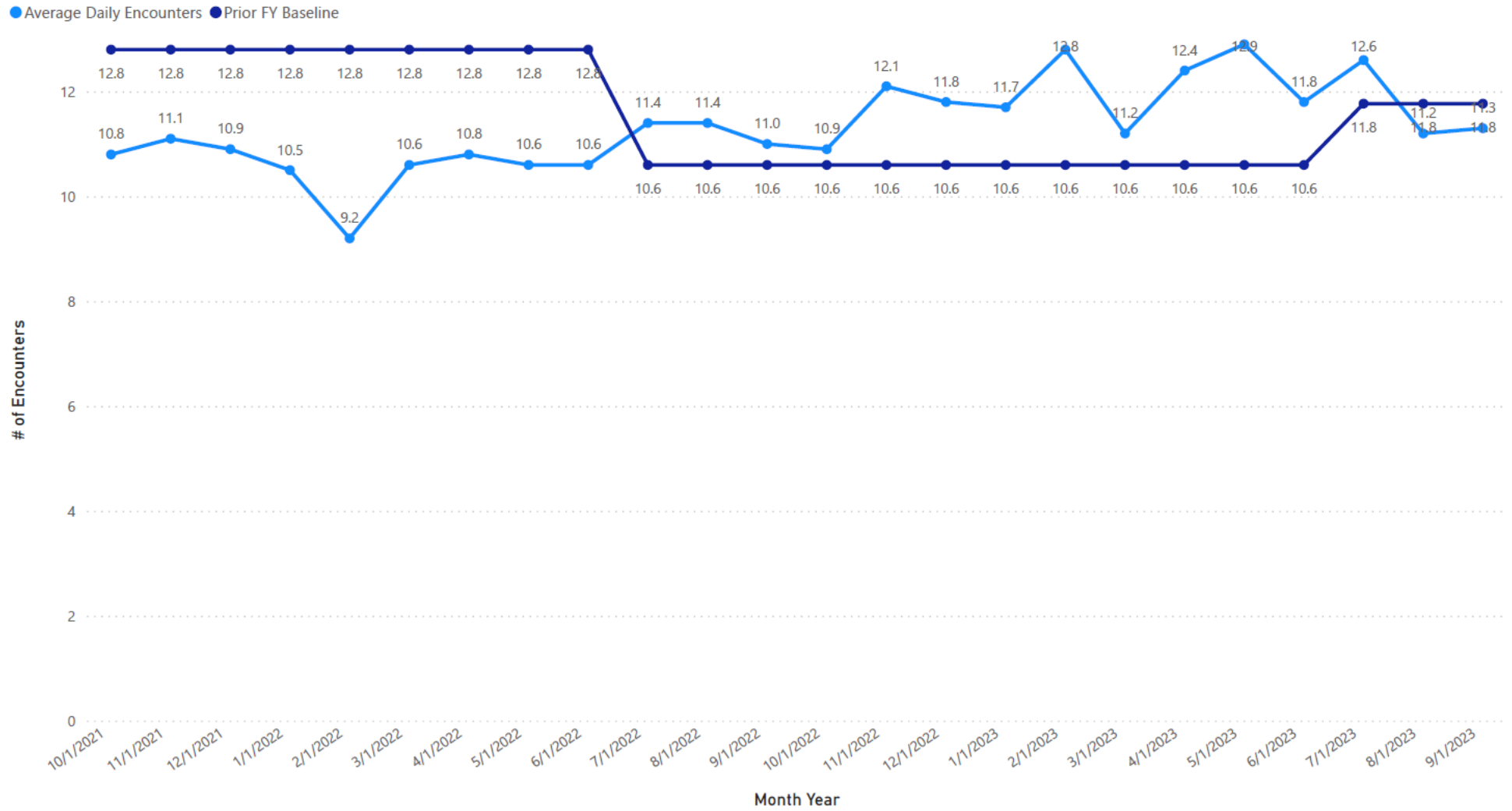
### Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline



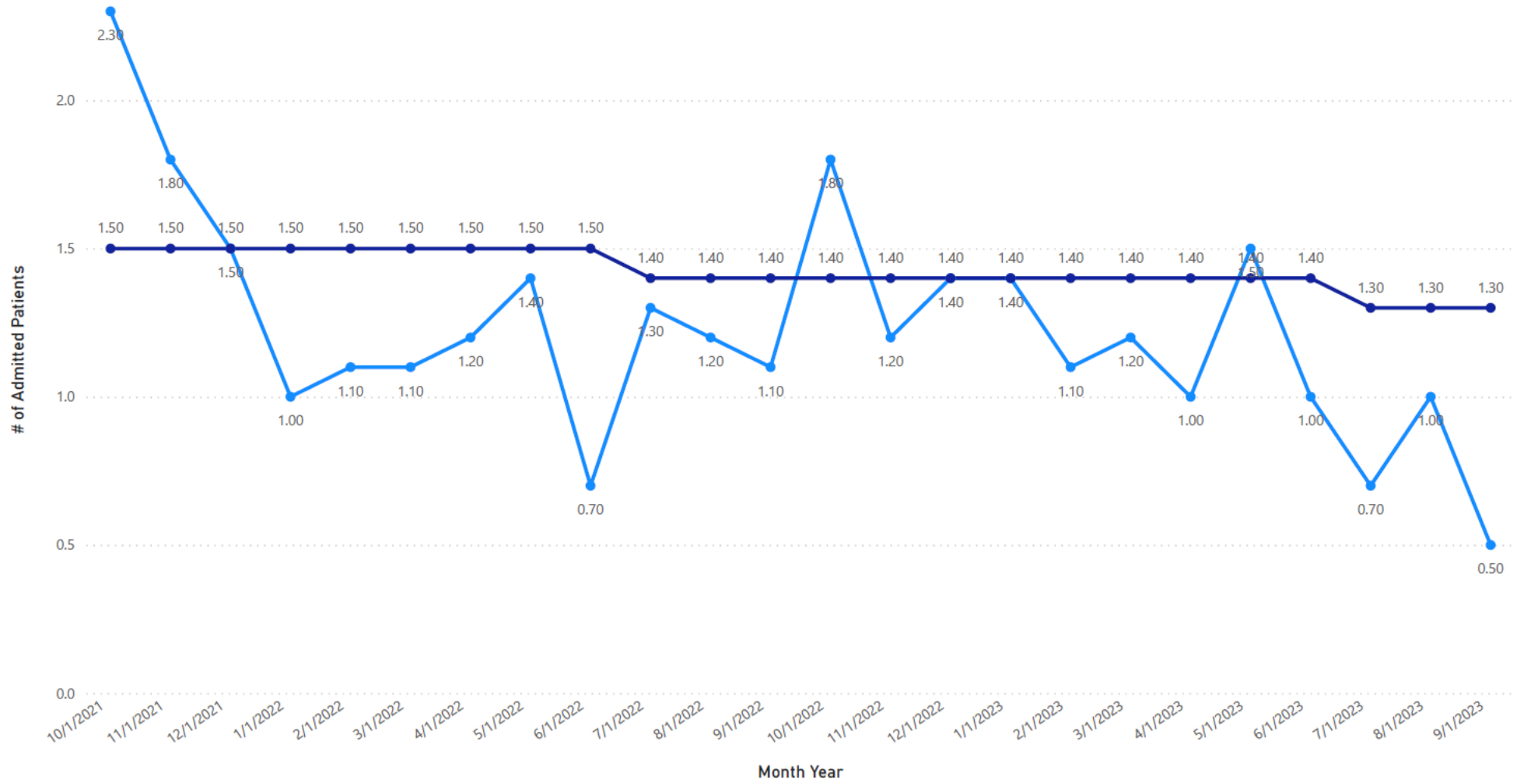
# QUALITY Psychiatric Emergency Services Activities

Average Daily PES Encounters



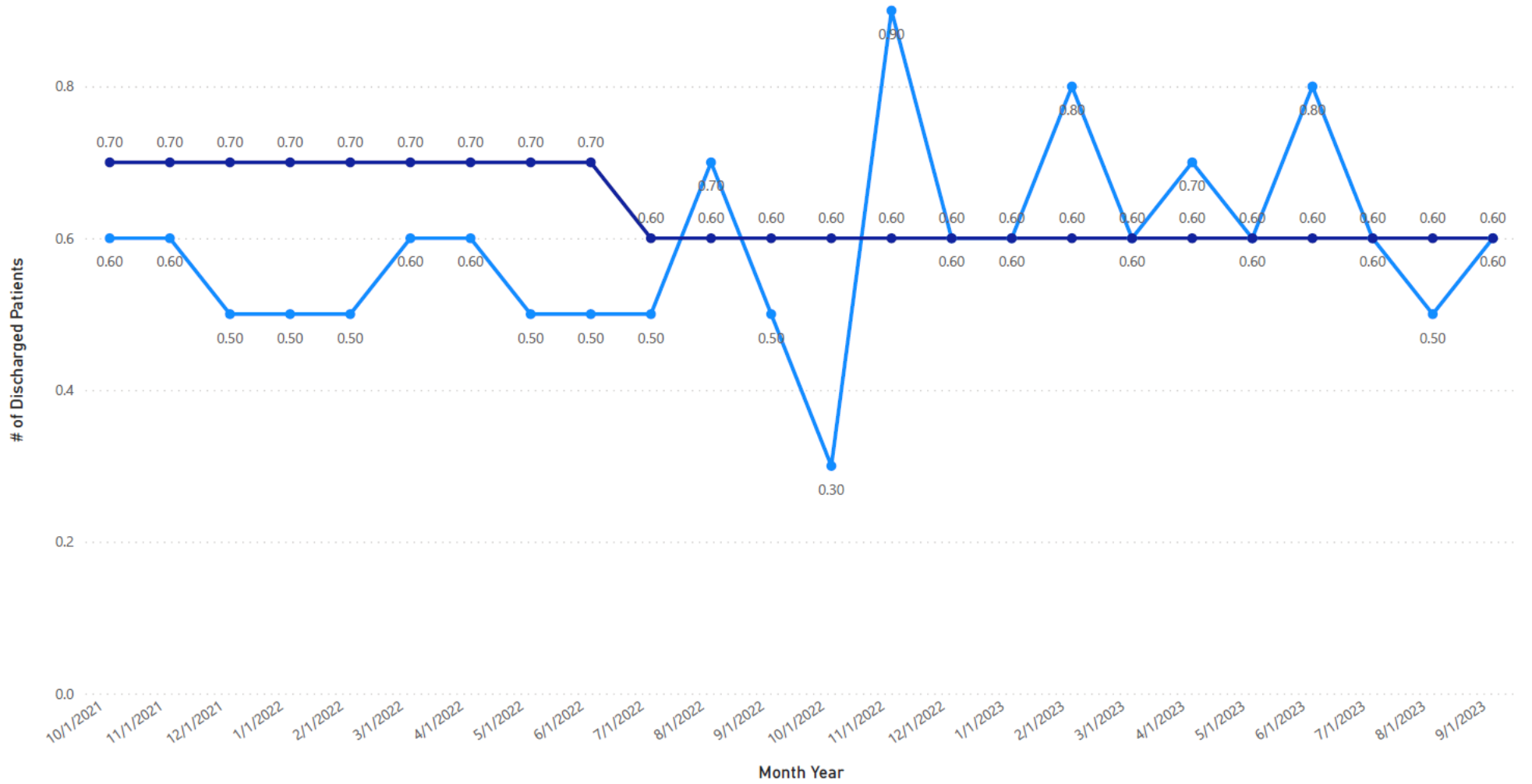
### Average Daily Admissions to Inpatient Psych (7B & 7C)

● Average Daily Admissions ● Prior FY Baseline



### Average Daily Discharges to Dore Urgent Care Clinic (DUCC)

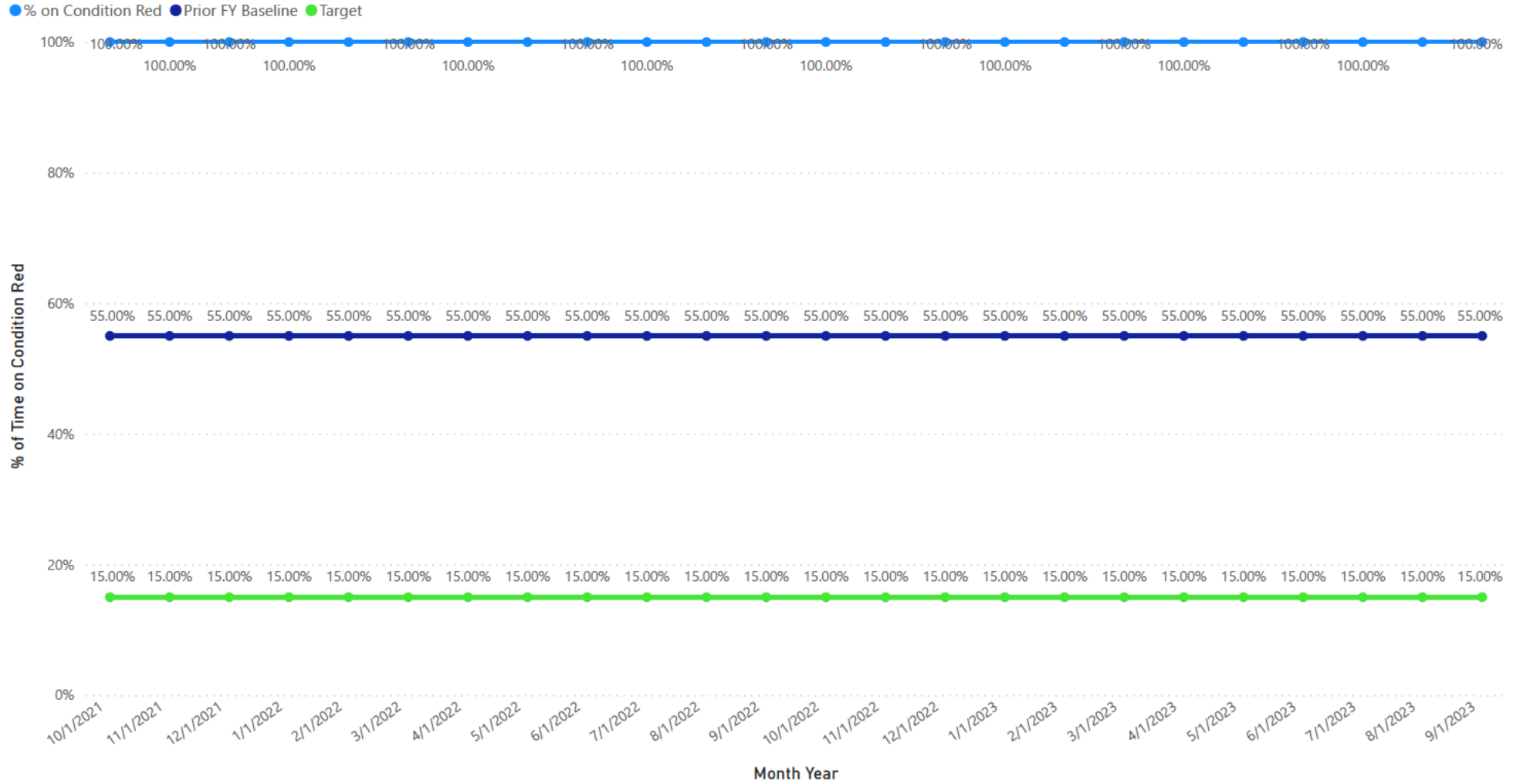
● Average Daily Discharges ● Prior FY Baseline





### PES Condition Red\*

\*We're using condition red as an external communication tool to signal that patients can't directly come to PES



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# QUALITY

## Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 186.57 which is 109.1% of budgeted staffed beds and 101.39% of physical capacity. 37.18% of the Medical/Surgical days were lower level of care days: 7.11% administrative and 30.07% decertified/non-reimbursed days.

### **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 30.07 which is 107.39% of budgeted staffed beds and 51.84% of physical capacity of the hospital.

### **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 34.40 which is 114.67% of budgeted staffed beds and 81.90% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

Average Daily Census for Psychiatry beds, excluding 7L, was 43.40, which is 98.64% of budgeted staffed beds and 64.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.80, which is 84.86% of budgeted staffed beds (n=7) and 48.33% of physical capacity (n=12).

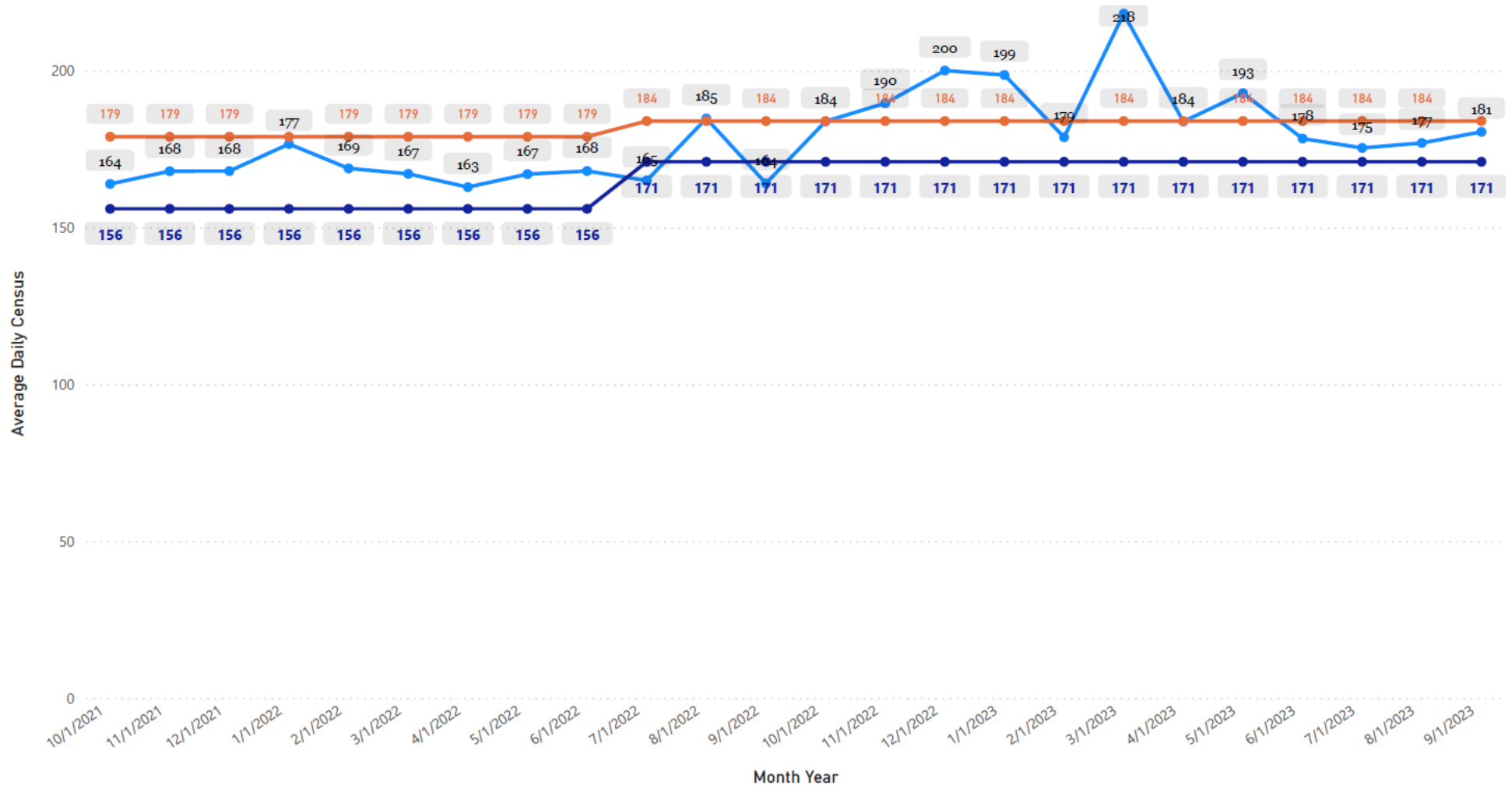
### **4A SKILLED NURSING UNIT**

Average Daily Census for our skilled nursing unit was 29.80, which is 106.43% of our budgeted staffed beds and 99.33% of physical capacity.

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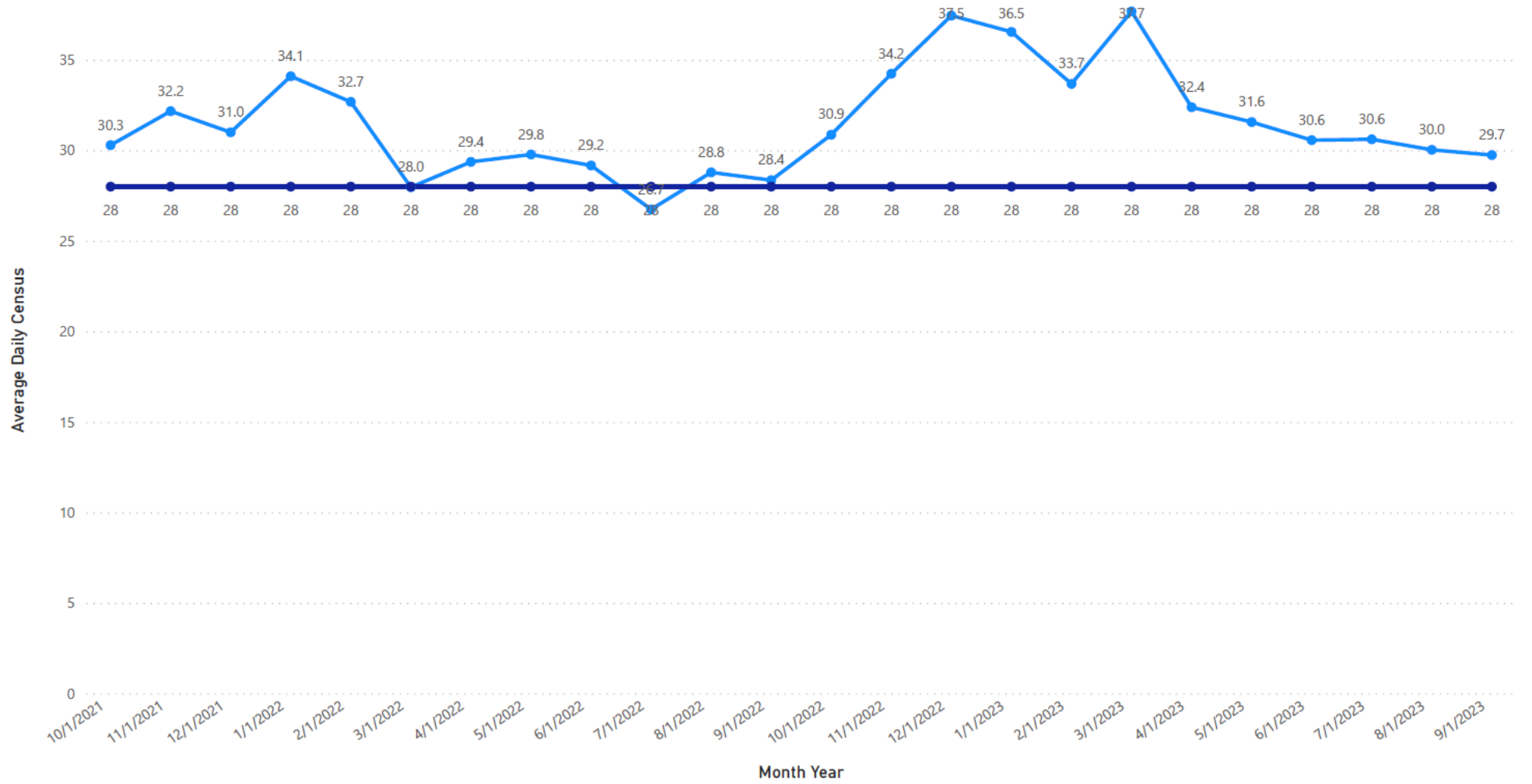
### Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds



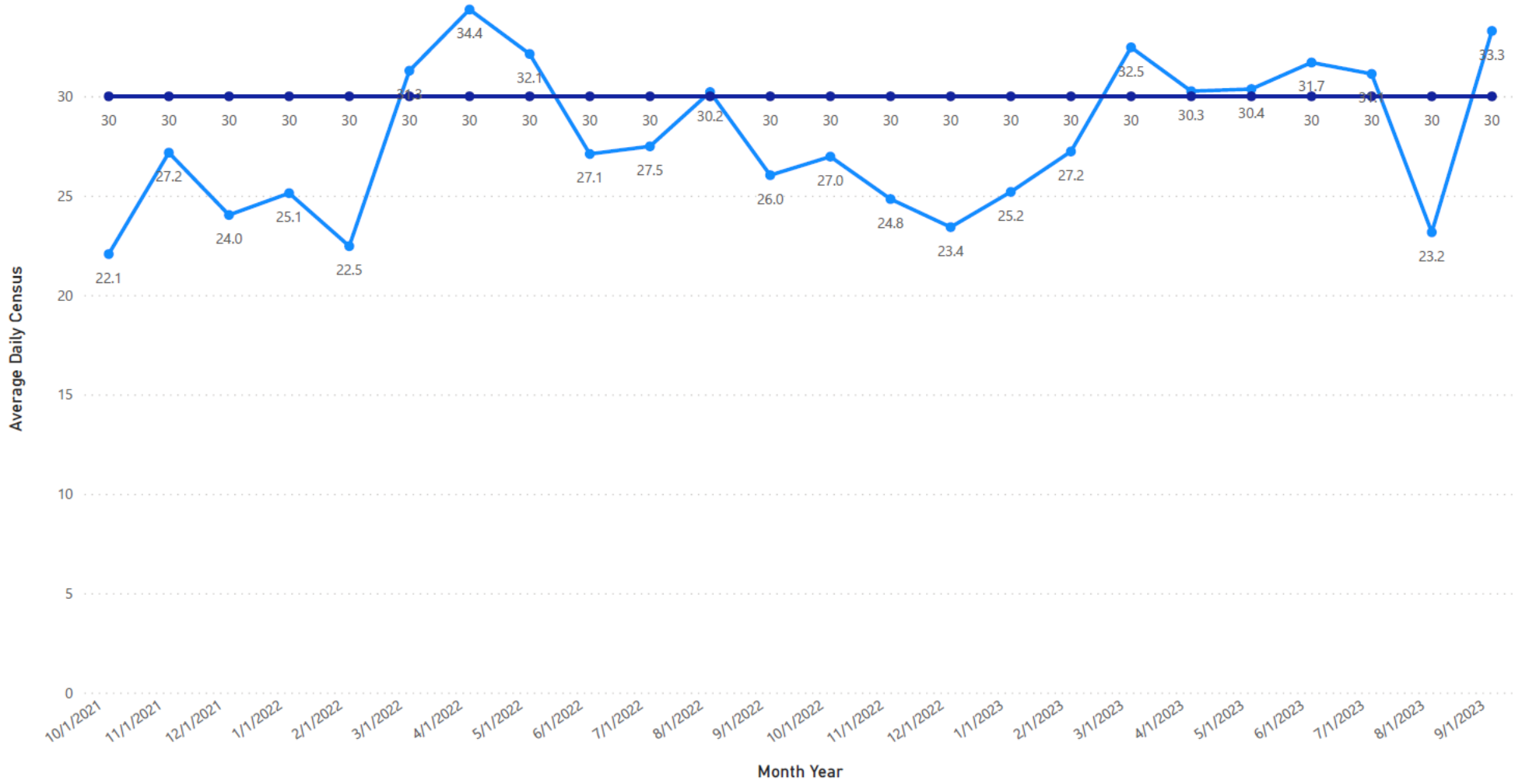
### Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds



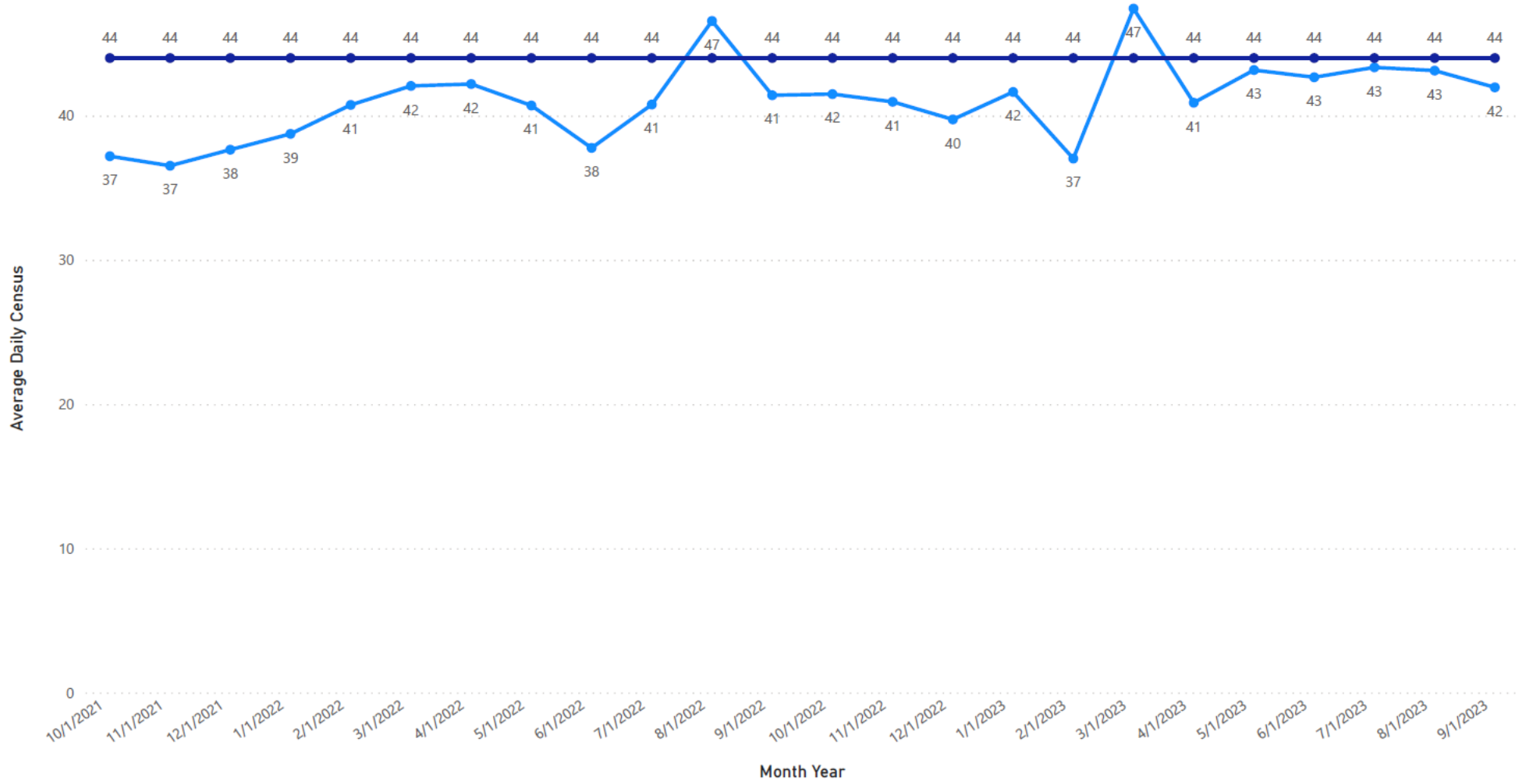
### Maternal Child Health Average Daily Census

● ADC ● Budgeted Beds



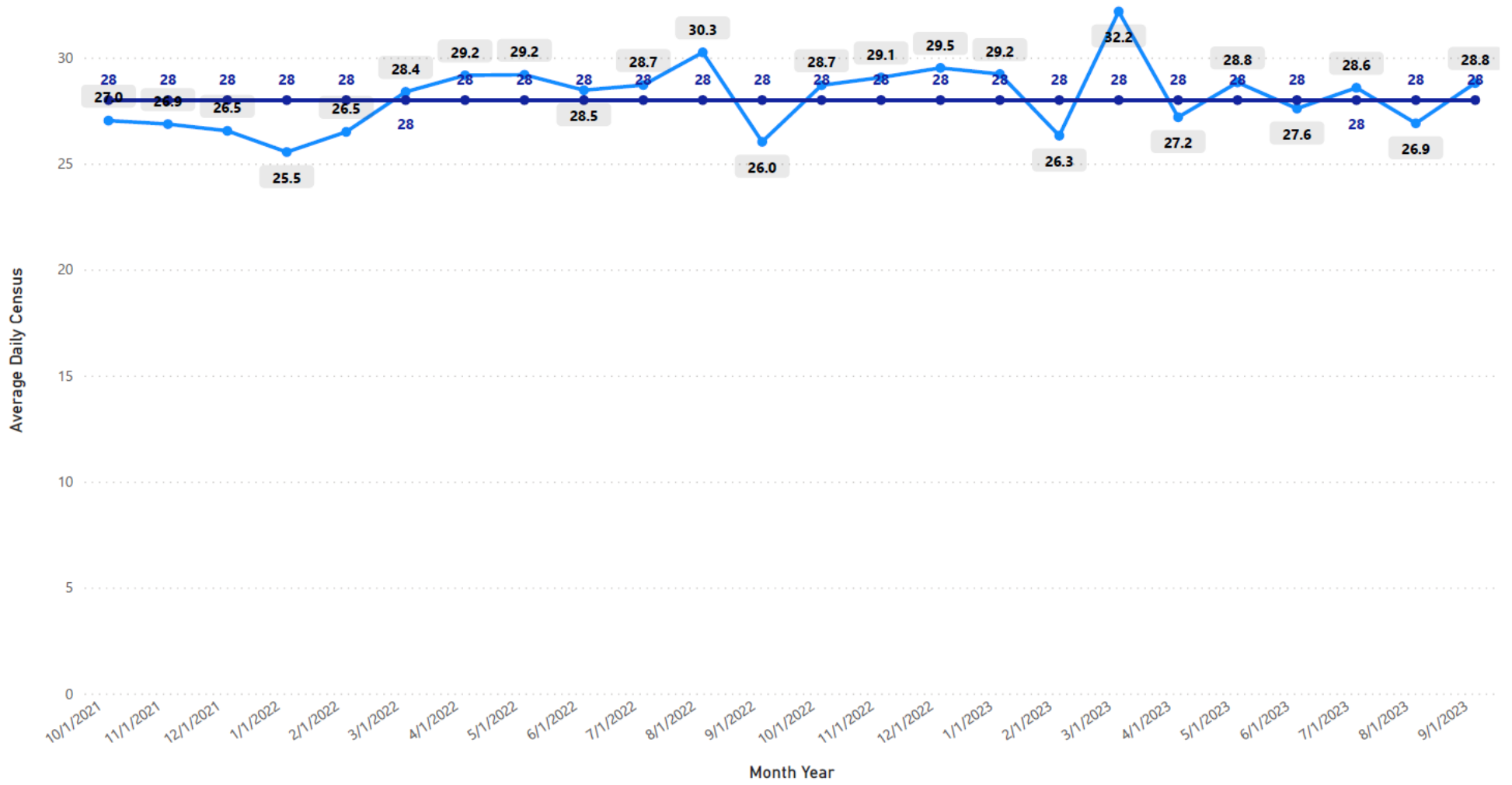
### Acute Psychiatry (7B & 7C) Average Daily Census

● ADC ● Budgeted Beds



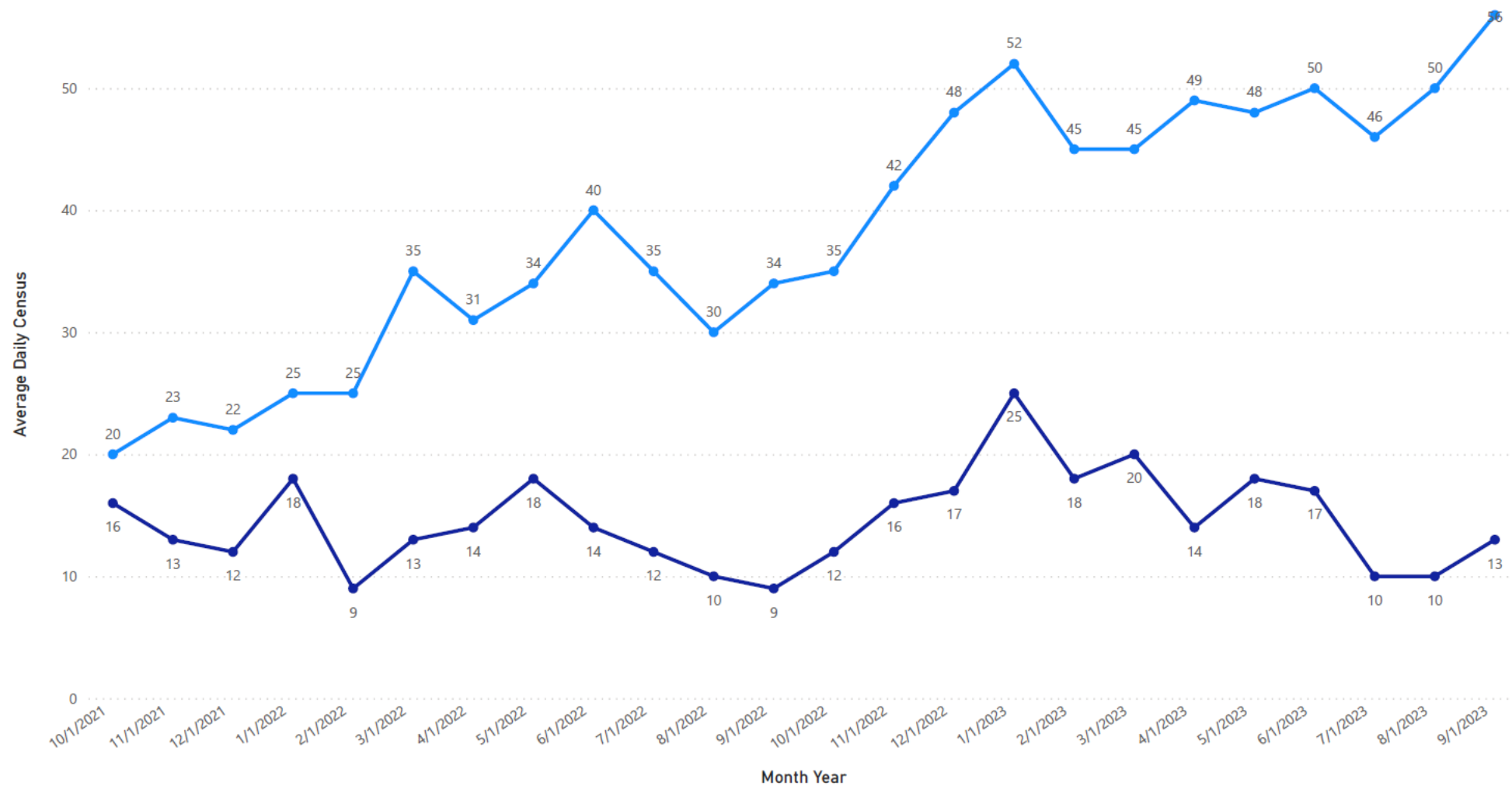
### 4A Skilled Nursing Facility Average Daily Census

● ADC ● Budgeted Beds



Medical Surgical Lower Level of Care Average Daily Census

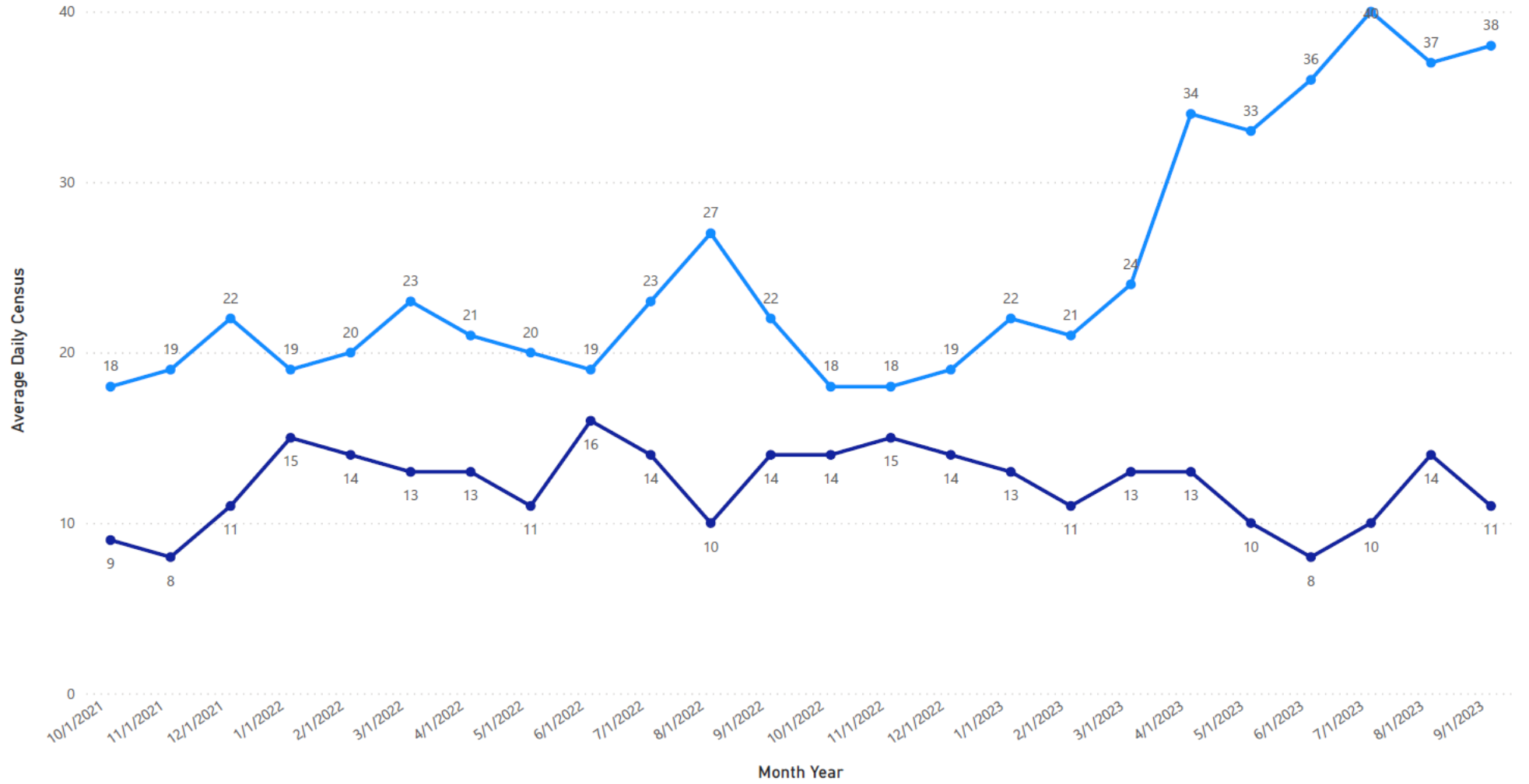
● Decertified ● Administrative





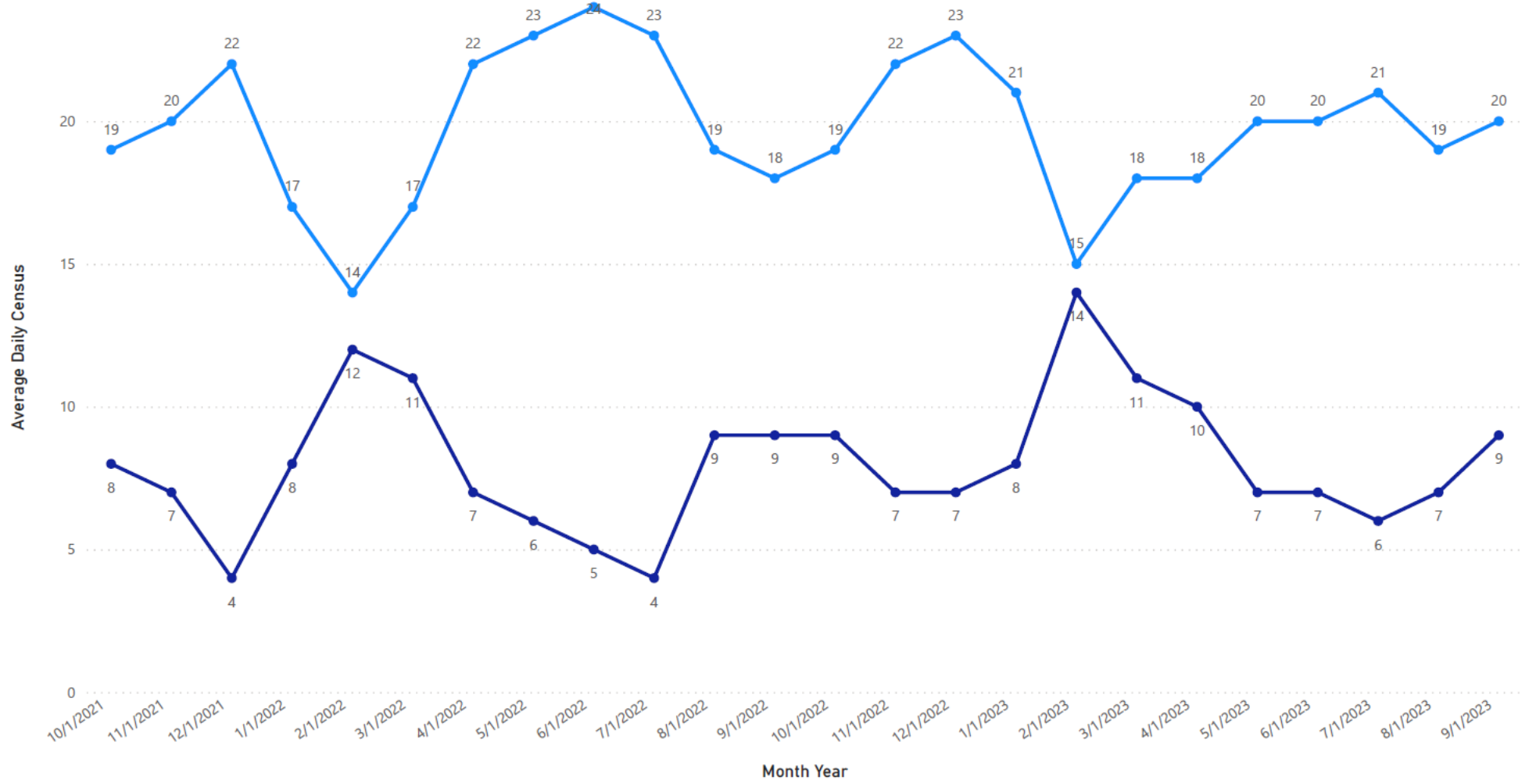
### Acute Psych (7B & 7C) Lower Level of Care Average Daily Census

● Decertified ● Administrative

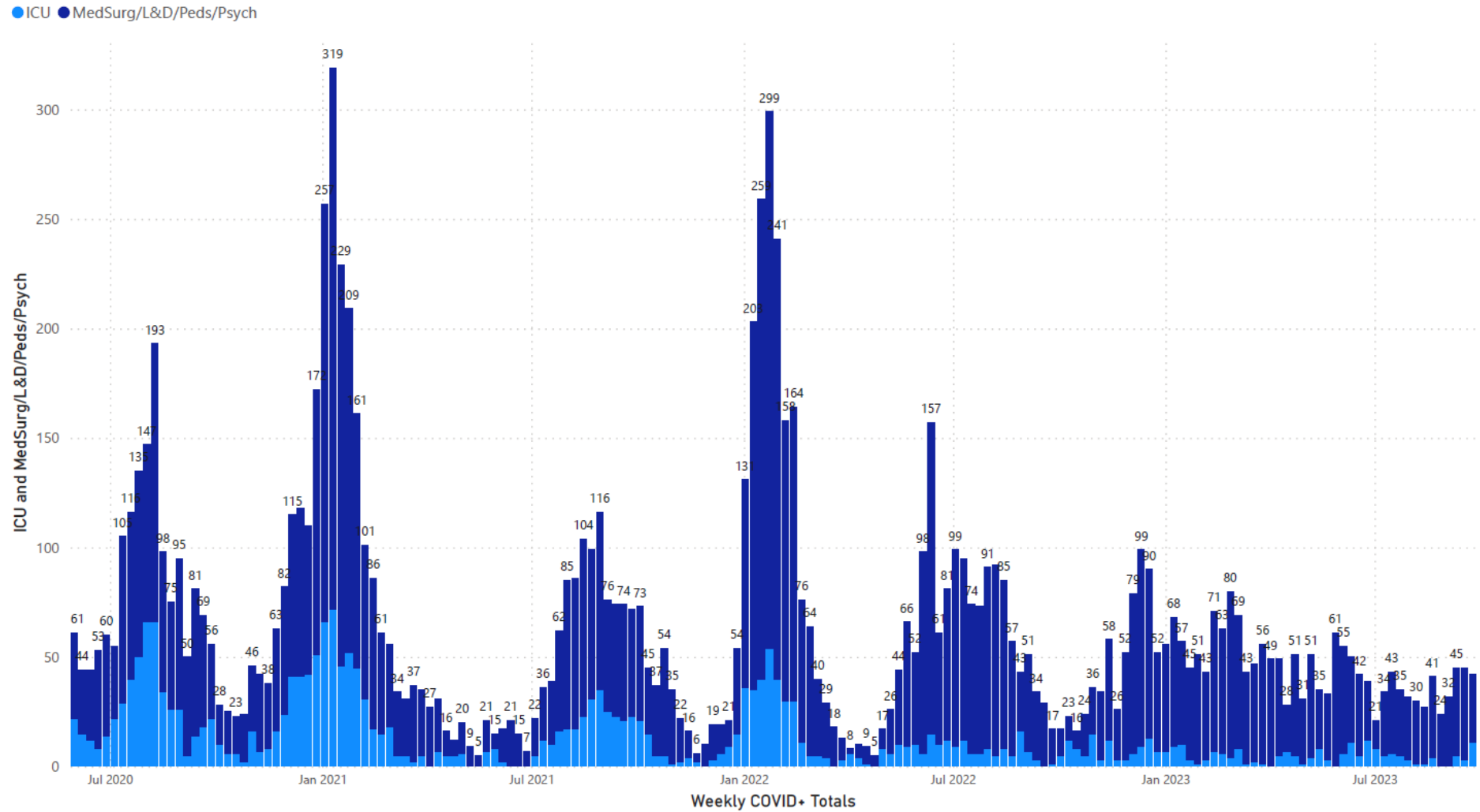


### 4A Skilled Nursing Facility Lower Level of Care Average Daily Census

● SNF ● Custodial

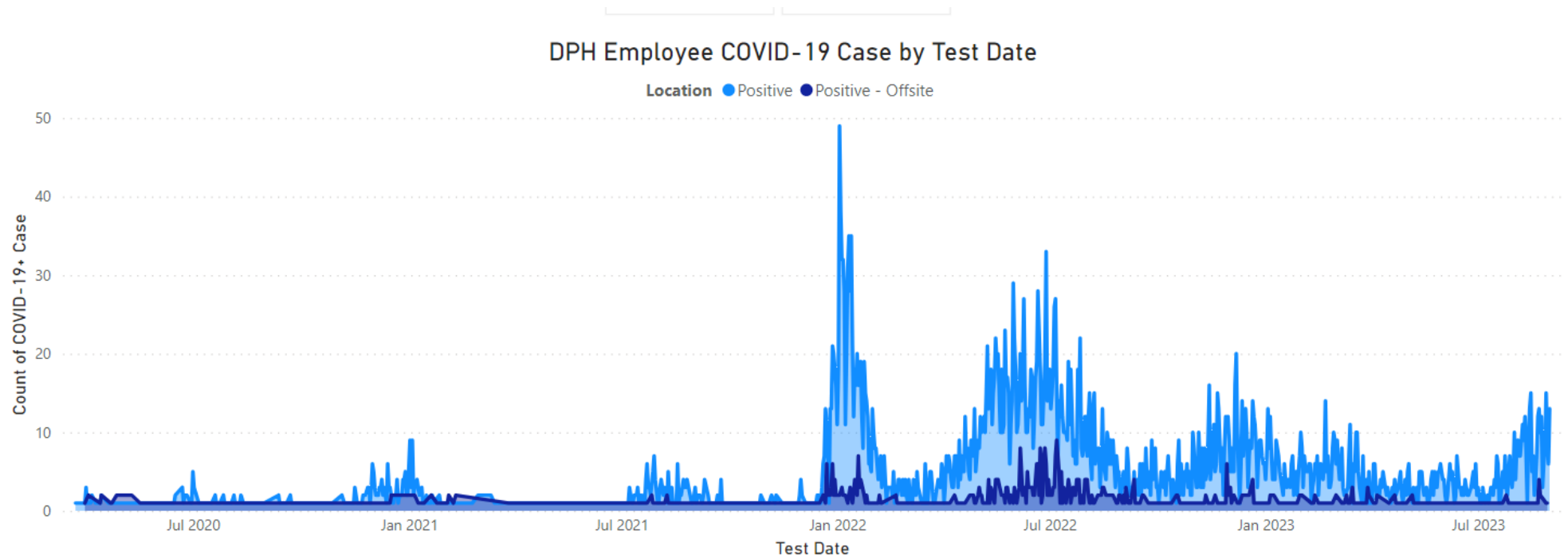


ICU and MedSurg/L&D/Peds/Psych by Week



**SAFETY**

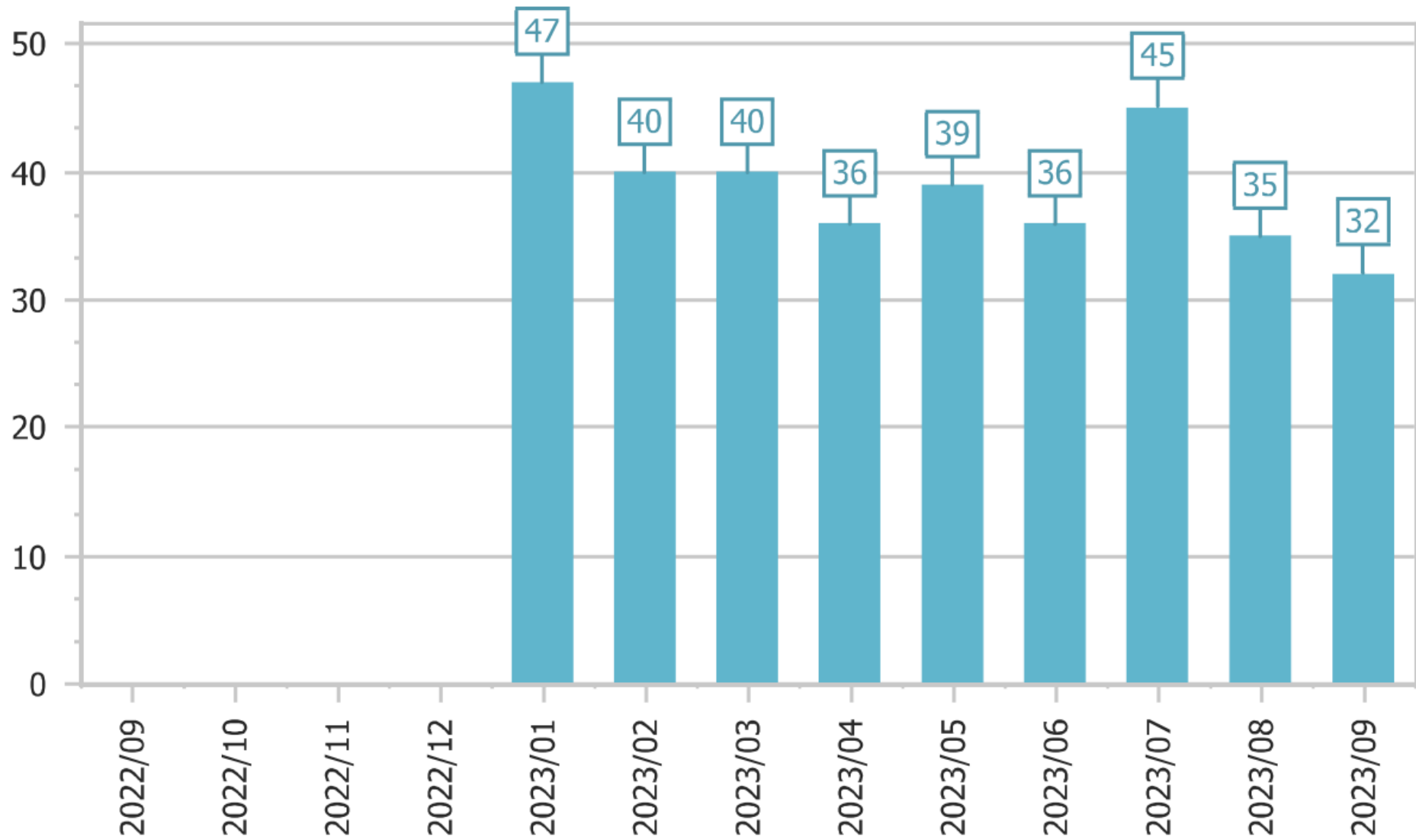
## Occupational Health COVID+ Staff Cases\*



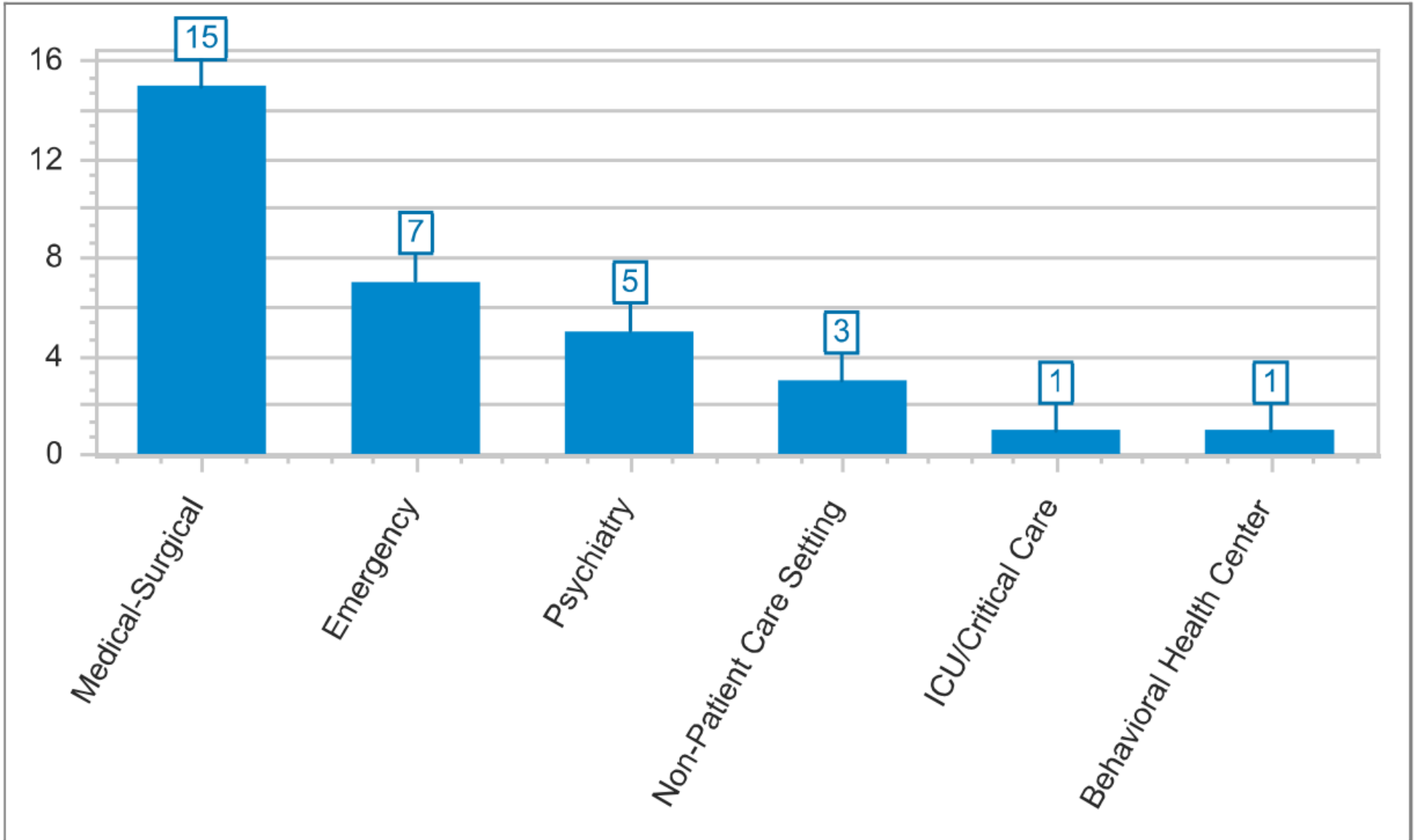
**SAFETY**

## Workplace Violence Activity\*

## WPV Event-Last 13 Months N = 350



### WPV by Area-Last Month



\*Workplace Violence data is from ZSFG's SAFE system

## FINANCIAL STEWARDSHIP Salary Variance

### Variance Between Salary Expenditure and Budget by Pay Period (PP) and Year to Date (YTD)\*

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

● PP Variance ● YTD Variance

