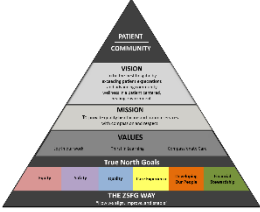


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on December 12, 2023

ZSFG Executive Team Report

Report Updates



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SAFETY

1. HICS Activation for APEC



ZSFG successfully supported the work of the city government as San Francisco hosted the Asian Pacific Economic Corporation (APEC) Summit. Throughout the Summit, which brought over 20,000 people to the city, ZSFG's Hospital Incident Command System (HICS) was activated daily. The group reported on the status of the hospital and discussed any hospital needs. HICS also worked closely with DPH's Public Health's Emergency Preparedness and Response team and the citywide Emergency Operations Center, keeping San Francisco safe. While the hospital saw a higher census unrelated to APEC, the staff continued to provide top notch care while making sure the hospital was ready to respond to any citywide emergency.

APEC gave us the opportunity to work together as a team, have important conversations about coordination and to plan and practice our emergency response.

SAFETY

2. Mass Casualty Incident (MCI) Exercise



On October 19, ZSFG held a Mass Casualty Incident (MCI) exercise in partnership with teams at the UCSF Parnassus campus. The day started with a refresher on the various triage systems, the Incident Command System (ICS) and the essential role the hospital plays as a Trauma Center. After being presented with a disaster scenario, doctors, nurses and other hospital staff teamed up to participate in a simulated exercise in the Emergency Department. The ED team practiced disaster communications and workflows including triaging, assessing, and treating patients. This exercise also allowed folks to identify bottlenecks and opportunities to improve readiness and disaster response protocols.

These exercises are a great opportunity for care givers at the hospital to not only prepare, but also to think differently from everyday operations. As the only Level 1 Trauma Center serving San Francisco and northern

San Mateo County, everyone plays a crucial role in providing the care the community needs, especially during a crisis.

EQUITY

3. Avon Breast Cancer Center & Mammovan

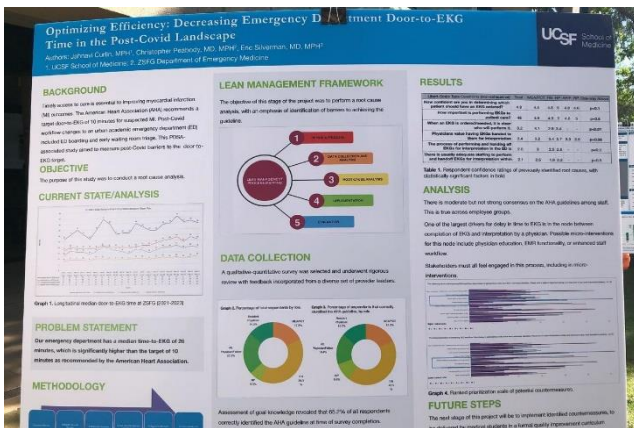
Breast cancer, when detected early, is highly treatable and often curable. At ZSFG, the Avon Breast Center provides access to diagnostic services and treatment for patients who might otherwise not have access to care. Since January this year, the Avon Breast Center has conducted nearly 3,000 procedures and over 5,000 screenings. By the end of the year, ZSFG anticipates reaching, if not surpassing, the remarkable milestone of 10,000 exams.

The ZSFG mobile mammography unit services 10 clinics and health centers throughout the San Francisco community and has performed over 322 screening mammograms in 2023. The Avon Breast Cancer Center partners with SFMTA, who help drive the Mammovan to the various locations, to provide essential care to the community.



EQUITY

4. Emergency Department Recognized at Lean Healthcare Academic Conference



The ZSFG Emergency Department team was recognized in early October at the Lean Healthcare Academic Conference at Stanford. Their Quality Improvement challenge submission, "Lost in Interpretation: Addressing Gaps in Interpreter Use Documentation" was selected as the winner under the Reducing Disparities category.

Staff were present to share ZSFG's efforts in diversity, equity and inclusion, as well as Lean improvements to decrease door-to-EKG time with their poster presentation. Some of the UCC team also presented achievements in improving quality and efficiency.

EQUITY

5. ZSFG Otolaryngology Head and Neck Surgery Department Performs Cancer Screenings

ZSFG Otolaryngology Head and Neck Surgery (OHNS) returned to the Chinatown Health Fair this year to provide head and neck cancer screenings – the first such screening since the COVID-19 pandemic. More than

90 participants were screened and many more received information about the importance of getting screened. UC Berkeley's VHIO program provided translators for this event which further reinforced the importance of language concordant care. Because of them, the medical students were able to connect with and learn from the Chinatown community members and identify future needs for this community.

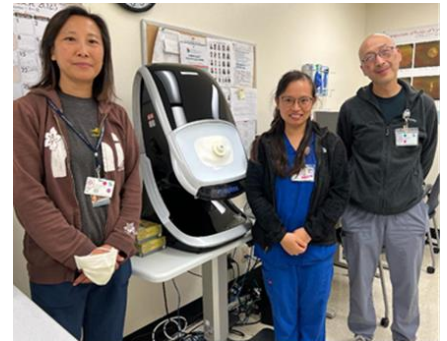


Race/ethnicity and socioeconomic status remain significant contributors to health inequities and these health inequities can lead to diagnosis at more advanced stages of cancer and poorer cancer outcomes. San Francisco's Chinatown is one of the most economically disadvantaged districts in San Francisco with over half of the population lives 200% below the federal poverty line. Furthermore, Chinese ethnicity is a major risk factor for a particular head and neck cancer, nasopharyngeal carcinoma.

EQUITY

6. Diabetes and Tele-Retinal Screening

November is Diabetes Awareness Month. Diabetes can affect our eyes. To help the patient experience and promote equity in vision care, San Francisco Health Network has deployed diabetic tele-retinal screening cameras to the primary care clinics such as Richard Fine People's clinic at ZSFG – where the primary care team can take photos of the retina and share with the Optometry team at ZSFG to determine if more care is needed. This reduces the number of clinics visits a patient has to manage and streamlines their care.



The Optometry team is part of the 4M Specialty Clinic at ZSFG and is responsible for reviewing about 200-250 tele-retinal scans from primary care clinics across San Francisco Health Network per month. The optometry team at ZSFG also visits Laguna Honda once a week to provide vision care to the residents there.

Capital

7. Wound and OASIS Clinic Move into 5R

The OASIS (Outpatient Access Soft Tissue Infection Service) and Wound clinic are now treating minor skin injuries in an improved patient-care setting on the 5th Floor of Building 5 – all thanks to the dedicated efforts

of the ZSFG Capital Projects team. The move not only provides a dedicated space for these services, but it helps expedite ongoing seismic work in Building 5 while minimizing impacts to staff and patients.



The OASIS Clinic is the only one in San Francisco that offers drop-in hours for patients who need immediate care for minor burns, wounds and abscesses. The Wound Clinic provides ongoing care for patients with referrals to ensure their injuries are healing properly and free of infection. The co-located Dermatologic Surgery clinic (relocated from Building 90) will take care of removing minor skin cancers and cysts for patients who have referrals.

Quality

8. Baby-Friendly USA Re-certification

The entire Family Birth Center team in conjunction with interpreter services, IT, purchasing, and data center and others completed another successful survey in early November. The Baby-Friendly USA re-certification survey occurs every 5 years. The surveyors were very complimentary of the delivery of care which was strongly demonstrated through record review, observations and multiple interviews with staff, providers, and most importantly, from the patients and families themselves.

CARE EXPERIENCE

9. Gratitude Month

The Staff Experience Team programmed a daily gratitude calendar for the month of November. The calendar was full of wonderful activities to help the staff celebrate ourselves and each other. On November 1, ZSFG commenced Gratitude Month with a rejuvenating Day Spa at the Community Wellness Center. Staff members had the opportunity to indulge in hand massages, explore tarot card readings, and savor nourishing treats. Science shows that practicing gratitude every day can lower your blood pressure, help you sleep better, and improve your overall mood. All this serves as a reminder to practice gratitude in our everyday work in providing care and in our everyday interactions with the people around us.



DEVELOPING OUR PEOPLE 10. Transitions



Dr. Lukejohn Day, ZSFG Chief Medical Officer, will be leaving ZSFG on December 26th, 2023. He will be taking on an expansive medical leadership role within UCSF Health.

Luke has been our CMO since 2018. Prior to that time, he served as the Medical Director of the endoscopy unit and as the Associate CMO for specialty care and diagnostics. He played a key role during our Epic go-live, facilitating the massive technical and culture change entailed, and helped ensure that we went live on-time and on-budget and has continued this work in helping to optimize our use of Epic. He was a tireless expert leader during the Covid pandemic, playing an indispensable role not only within ZSFG but with all SF hospitals developing our surge plans, developing testing and vaccination sites, and generally ensuring that we had adequate capacity throughout our SF healthcare environment to serve patients with Covid as well as everyone else.

Luke has also built an incredible team of Associate CMOs who will carry on his work as leadership recruits for his replacement.



Jennifer Boffi, ZSFG Chief Financial Officer, will be leaving on December 29th, 2023. She will be taking a fabulous promotive opportunity at Sutter Health.

Jennifer has been the ZSFG CFO since 2017. During that time, she has transformed the relationship between finance and operations, bringing these two large and diverse teams together to ensure that we are operating as efficiently and effectively as possible. Her monthly “fin/ops” meetings are the embodiment of that. In addition, Jennifer has been a creative problem solver through Epic go-live, the Covid pandemic, implementing behest legislation, developing our MOU with the San Francisco General Hospital Foundation, partnering on the Affiliation Agreement with UCSF, providing financial leadership in our relationships with labor, and so much more.

Jennifer has also built an incredible team, and leadership will be announcing the transition plan shortly.

DEVELOPING OUR PEOPLE 11. Recent Hire



Chinweike Eseonu, Ph.D. LSSBB became the Director, Performance Improvement at ZSFG. Dr. Eseonu comes with broad experience implementing Performance Improvement in various industry and healthcare sectors. He has worked with health care systems in Oregon, Massachusetts, and Tennessee. During these experiences, he has proven himself as a change and operations management leader. He has demonstrated expertise in creating and translating business strategy into technical and operational requirements in healthcare, transportation, and government settings.

Dr. Eseonu received his BSc in Mechanical Engineering, MSc in Engineering Management and PhD in Systems and Engineering Management. He is a Lean Six Sigma Black Belt and has coached over 20 staff to also achieve black belt certification.

DEVELOPING OUR PEOPLE 12. ZSFG Healthcare Recognitions

A celebration was held at City Hall in November, where Mayor Breed proclaimed November 2, 2023 as Dr. Andre Cambell Day, he also received a commendation from Governor Newsom and a resolution in his name from the California State Legislature for his achievements.

Dr. Campbell's contributions are many, including initiating both the Surgical Care Fellowship and the Acute Care Surgery Fellowship within the Department of Surgery, primarily based at Zuckerberg San Francisco General Hospital. His commitment to education and unwavering dedication to providing the highest level of patient care have culminated to well-deserved recognition.

Dr. Andre Campbell also recently concluded his term serving as the 28th President of the Society of Black Academic Surgeons (SBAS). Dr. Campbell provides care to trauma patients at ZSFG, and also serves as a Professor of Surgery and the Vice Chair of Diversity, Equity, and Inclusion at UCSF.



On October 10, 2023, ZSFG celebrated World Mental Health Day. ZSFG Psychiatry Department has many divisions that provides a spectrum of care, meeting people where they are. These divisions include The Psychiatric Emergency Services, Emergency Department Case Management program, Citywide Case Management program, Substance Abuse & Addiction Medicine, Integrated Behavioral Health clinicians, the Psychiatry's Alliance Health Project, and the Neuropsychology Service. ZSFG Psychiatry also

provides: trauma-related care through the Rape Treatment Center, the Trauma Recovery Center (adults), and CASARC (children), and outpatient care in the SF County Jail.



The week of October 8-14, 2023, ZSFG celebrated Sterile Processing Week recognizing the committed specialists that fill Sterile Processing departments and make a difference in patient care. They clean, inspect, test, sterilize, store and deliver devices needed for surgery and procedures at ZSFG and LHH. Because of the work of this team, our providers can operate safely on patients in our communities. These specialists are an essential contributor to patient safety and quality service.

From October 15-21, 2023, ZSFG celebrated National Pharmacy week, by acknowledging the invaluable contributions that Pharmacy professionals such as pharmacists, pharmacy technicians, helpers, and support staff make to patient care through the Primary Care, Inpatient, Clinical Pharmacy, and Outpatient Pharmacy.



From October 16th to October 22nd, ZSFG also celebrated Healthcare Food Service Workers Week – a special occasion to express our deep appreciation and admiration for the dedicated individuals who tirelessly provide nourishing meals, exceptional service, and a comforting dining experience within our healthcare facilities.



Every year, on the 3rd week in October, ZSFG celebrates our Quality Management team during National Healthcare Quality Week. It is a time to recognize the professionals who are dedicated to safe, quality patient experience.

The week of October 23 marked National Health Care Facilities and Engineering Week. Under the leadership of David Woodland, Director of Facility Services, our facilities team is a diverse and highly skilled group, comprising more than 50 engineers and tradespeople who operate and maintain our extensive campus. They are on call 24/7, providing essential services to all 15 of ZSFG's buildings.



From November 1-7, ZSFG honored our Medical staff professionals whose roles are integral to our facility's operations.

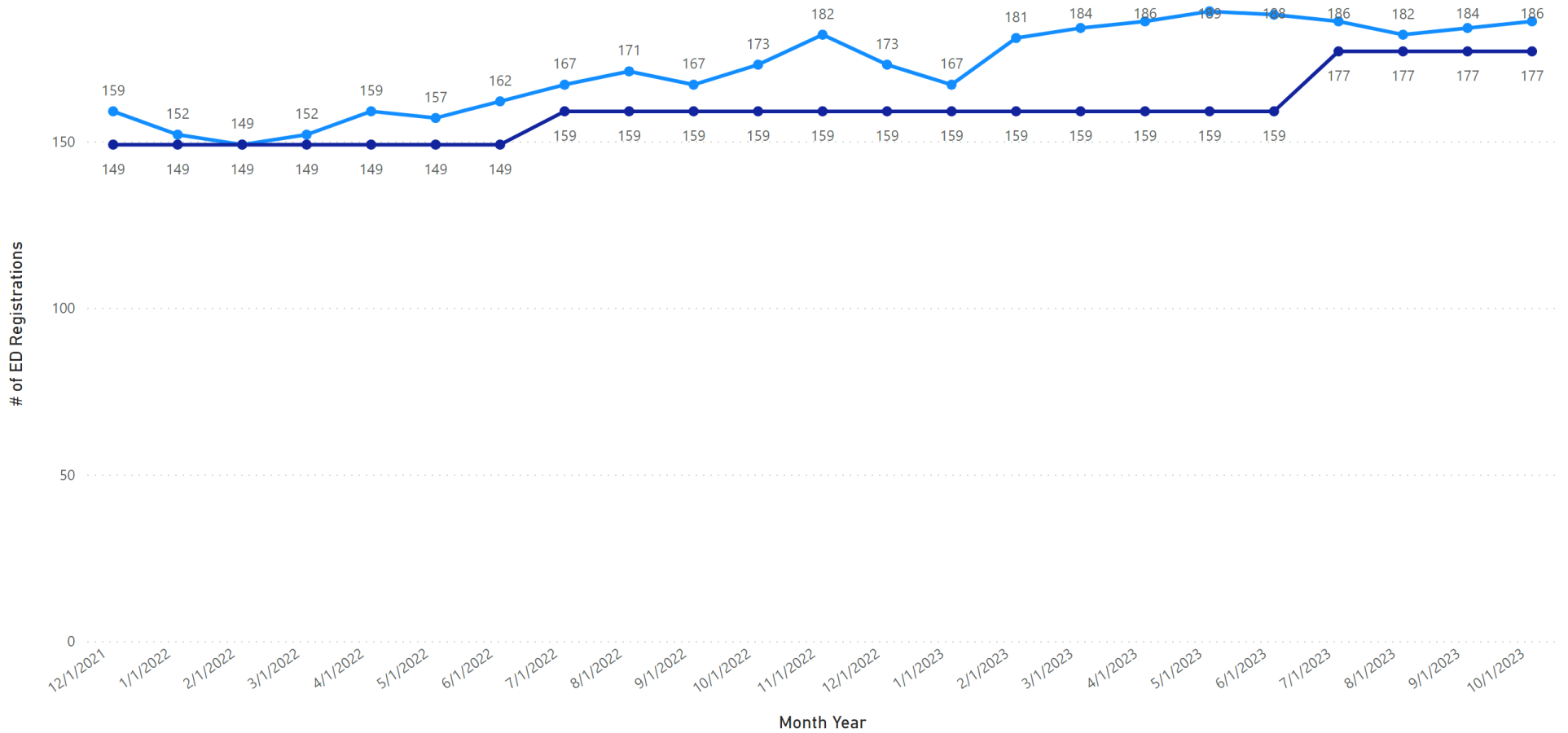
Whether they are verifying our provider's credentialing applications, supporting medical staff leadership & committees, or coordinating health plan audits with contracted managed care organizations, the ZSFG Medical Staff Services team is working to ensure patient safety and regulatory compliance.



QUALITY Emergency Department Activities

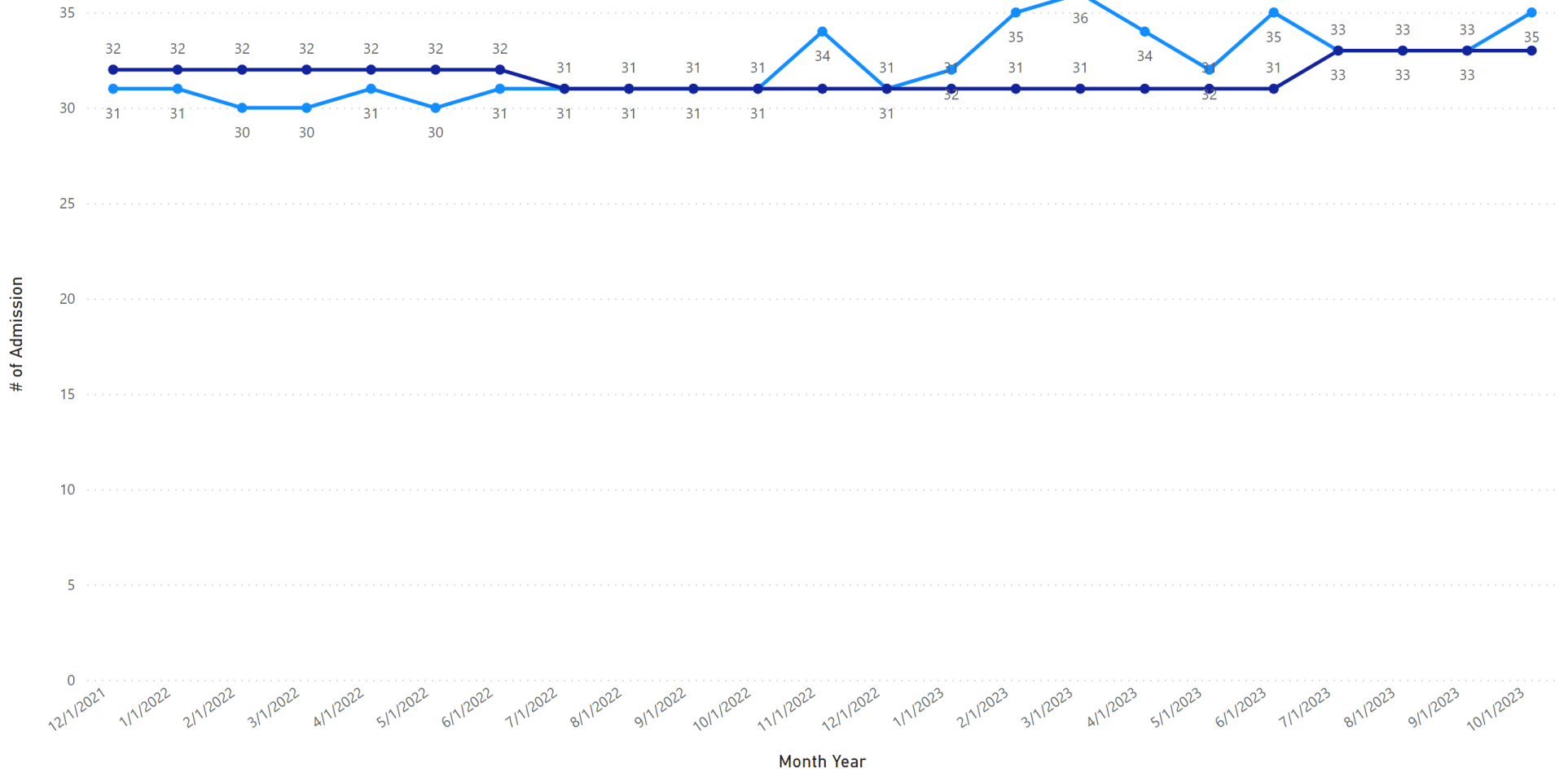
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



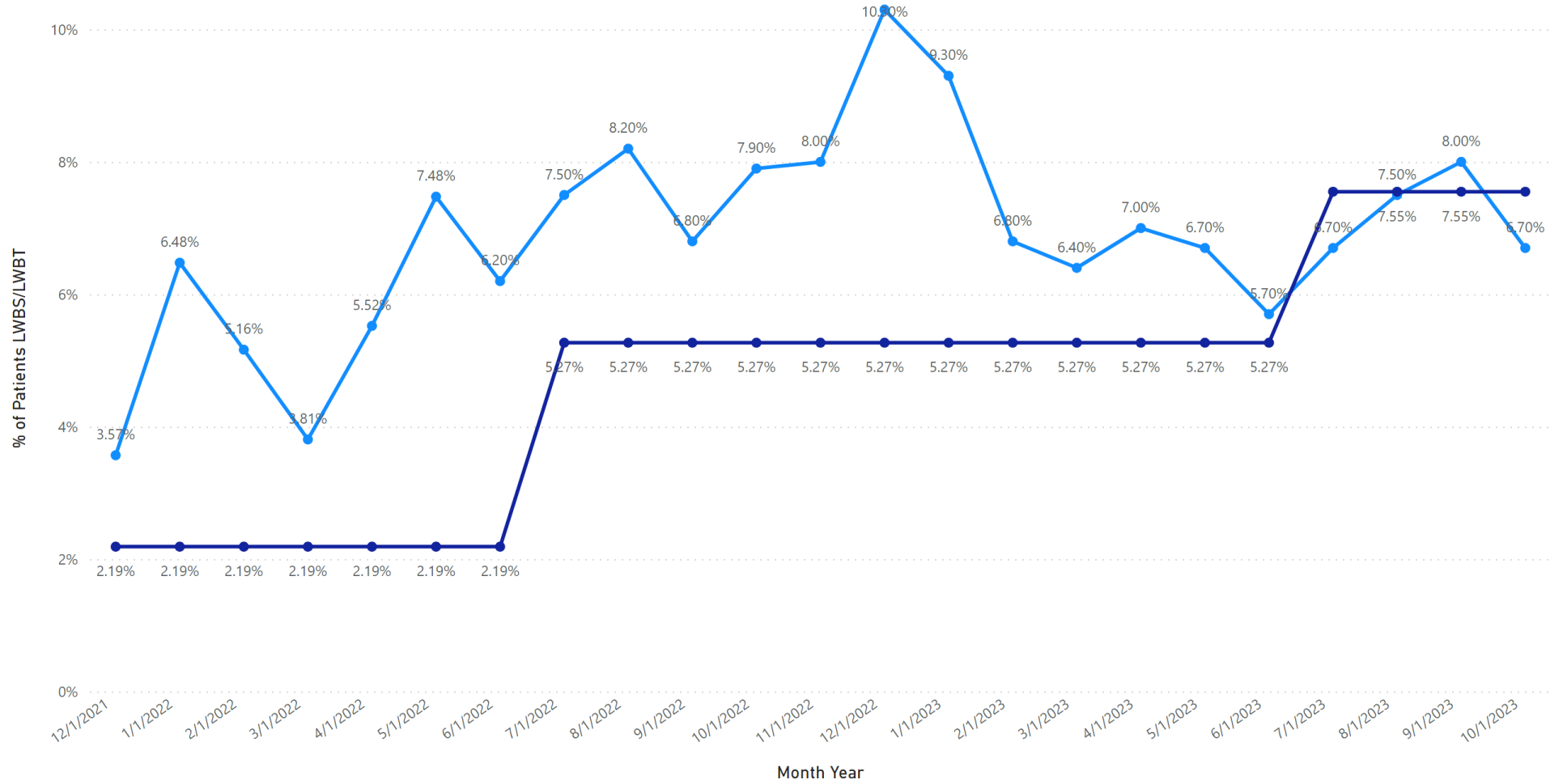
Average Daily Admissions From ED

● MTD Average Daily Admissions ● Prior FY Baseline



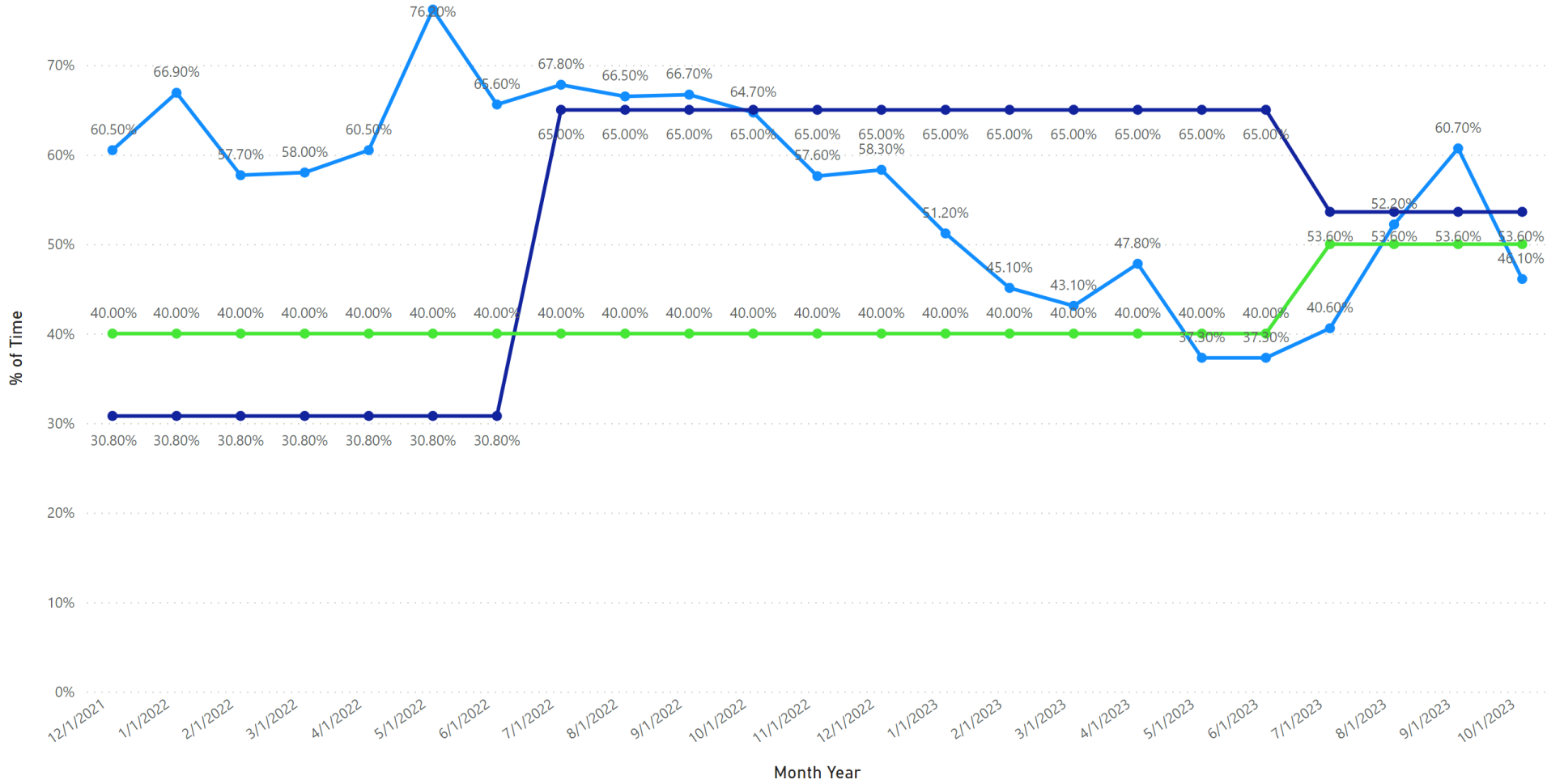
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



% Diversion

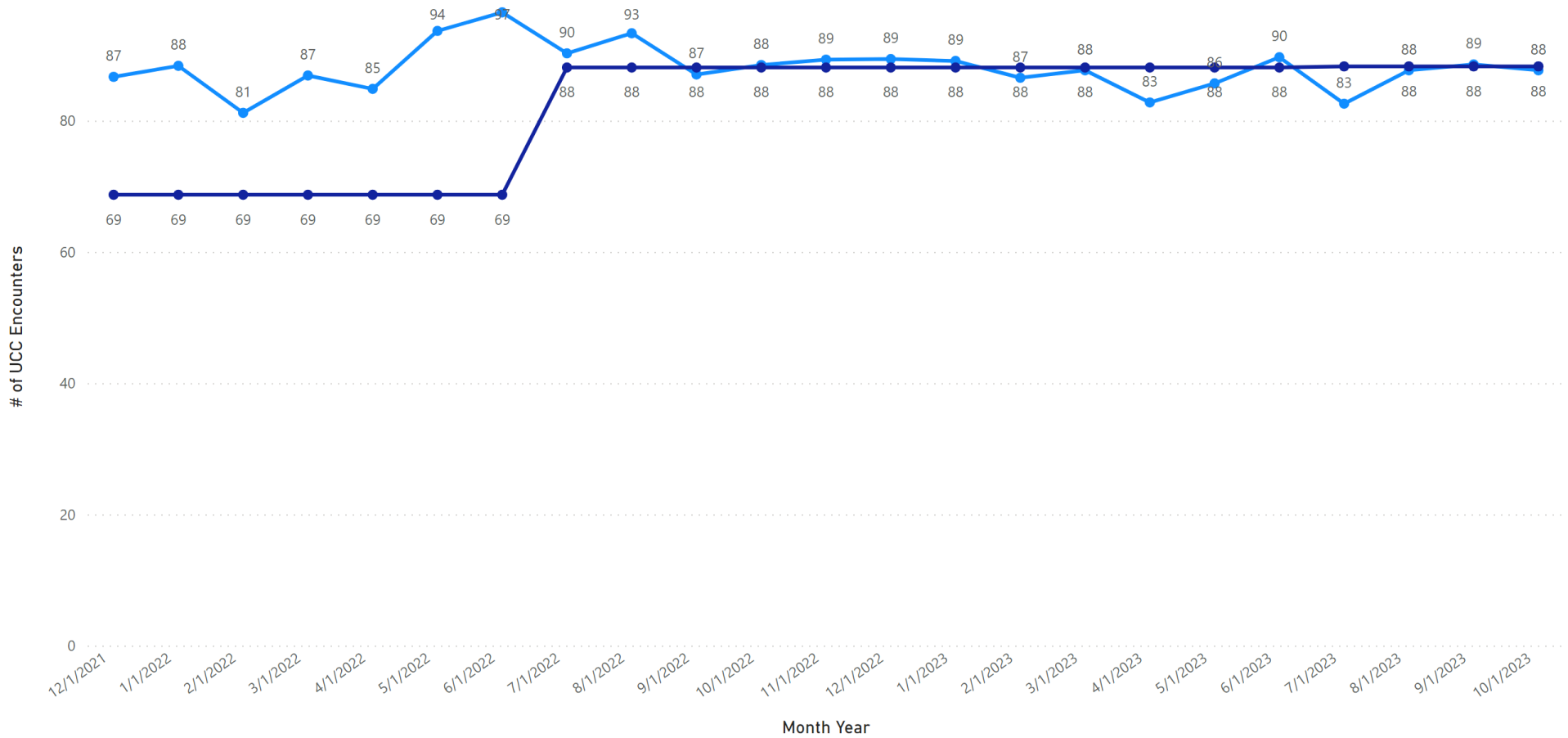
● MTD % Diversion ● Prior FY Baseline ● Target



QUALITY Urgent Care Clinic Activities

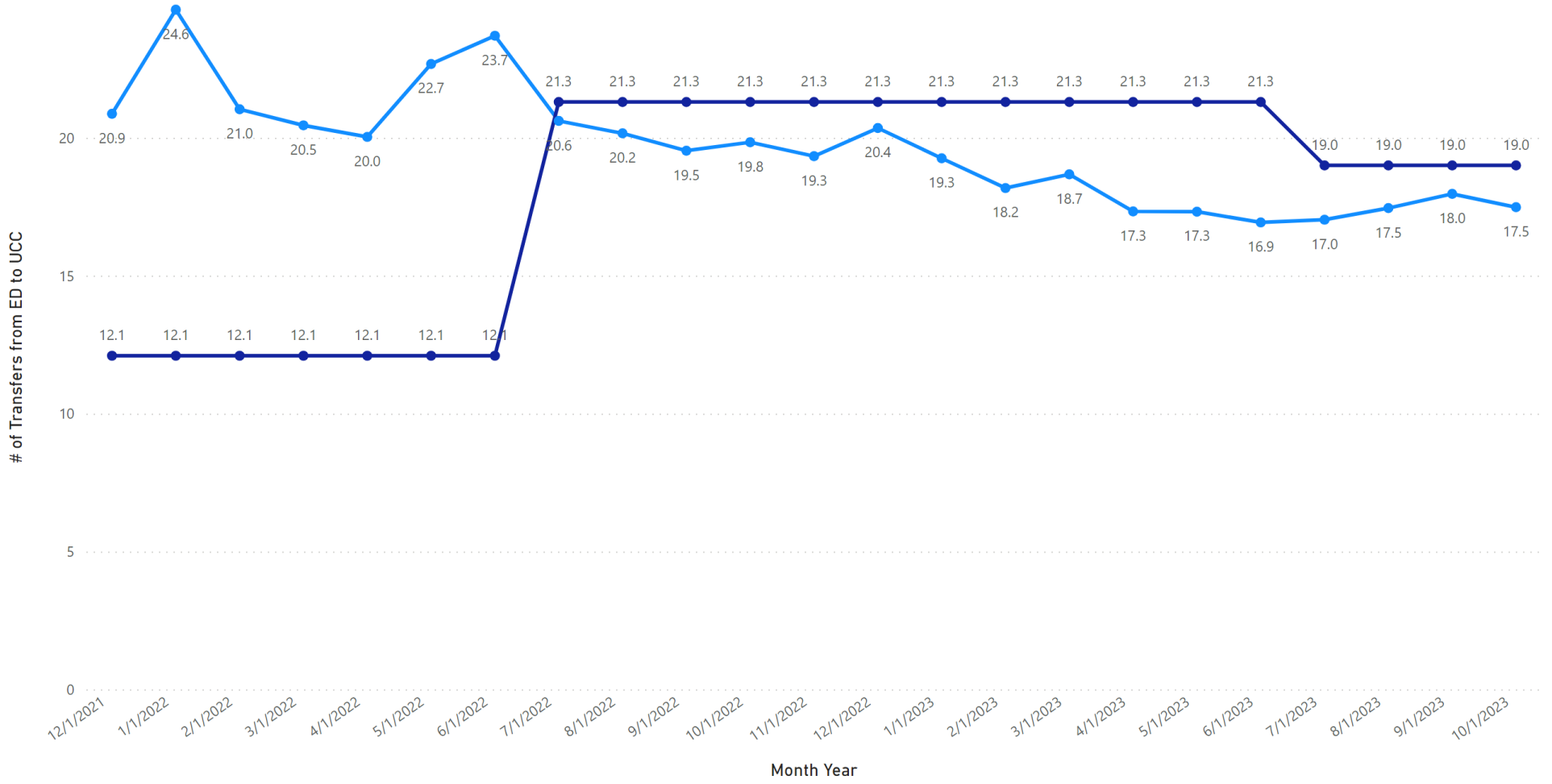
Average Daily UCC Encounters

● MTD Daily UCC Encounters ● Prior FY Baseline

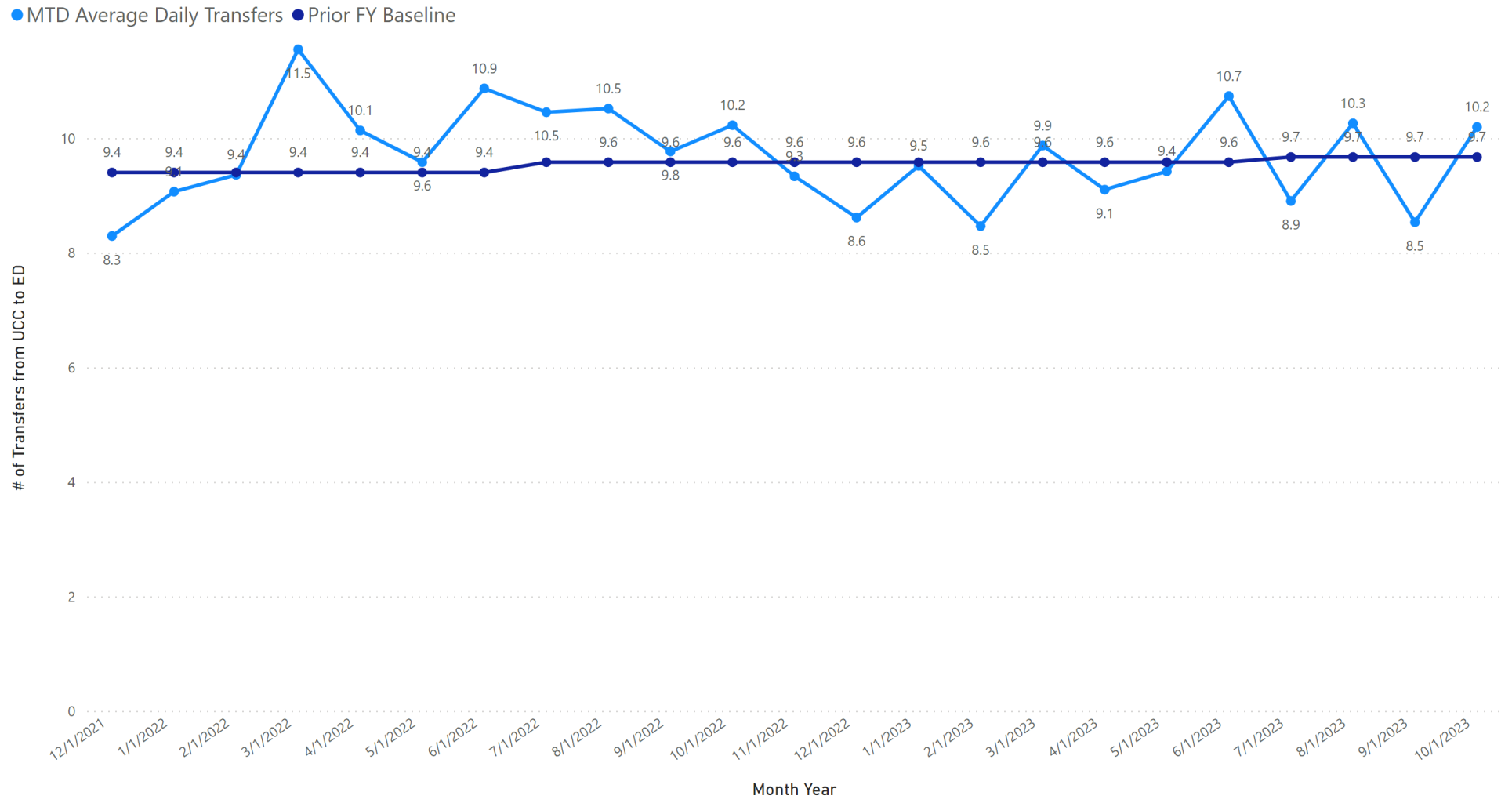


Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



Average Daily Transfers from UCC to ED

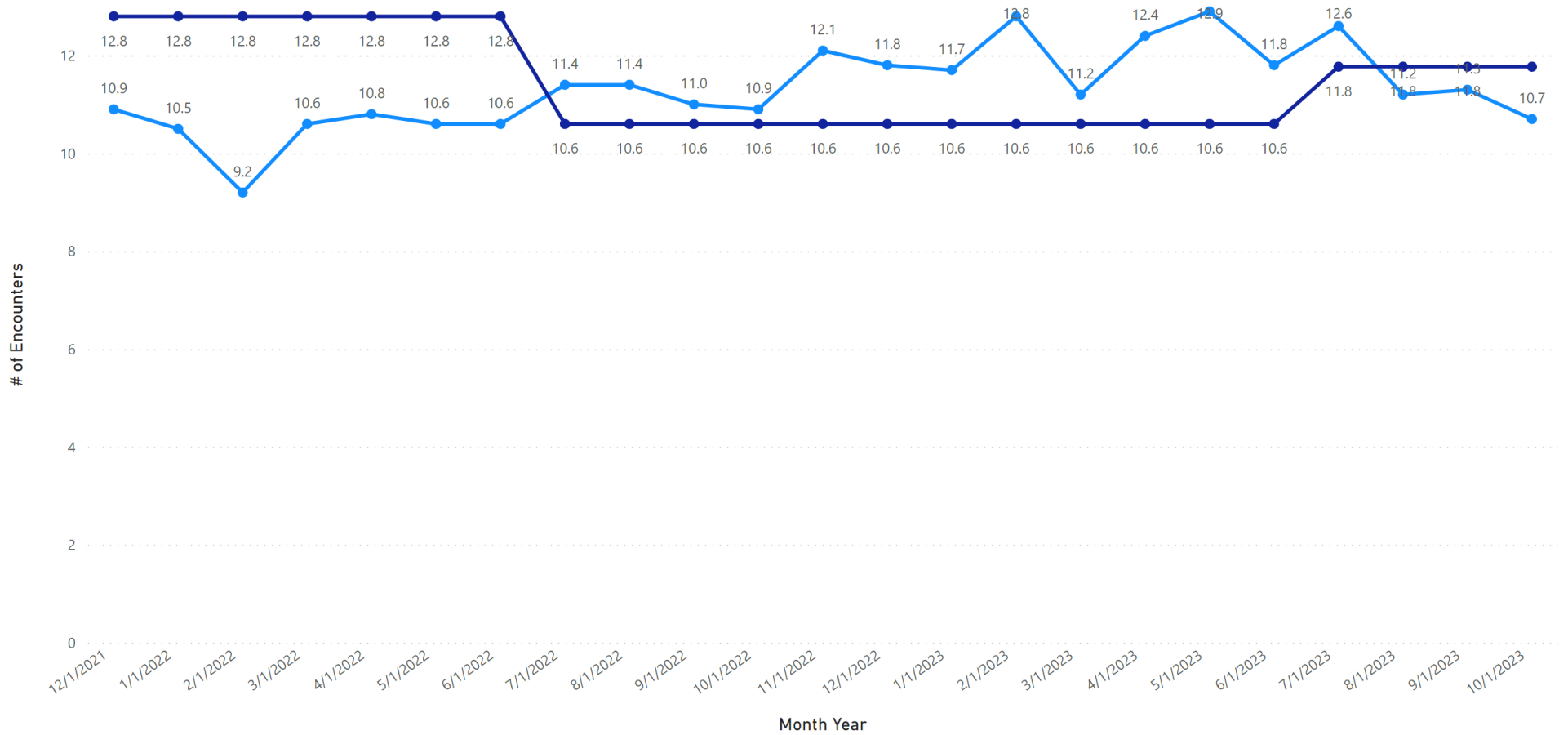


QUALITY

Psychiatric Emergency Services Activities

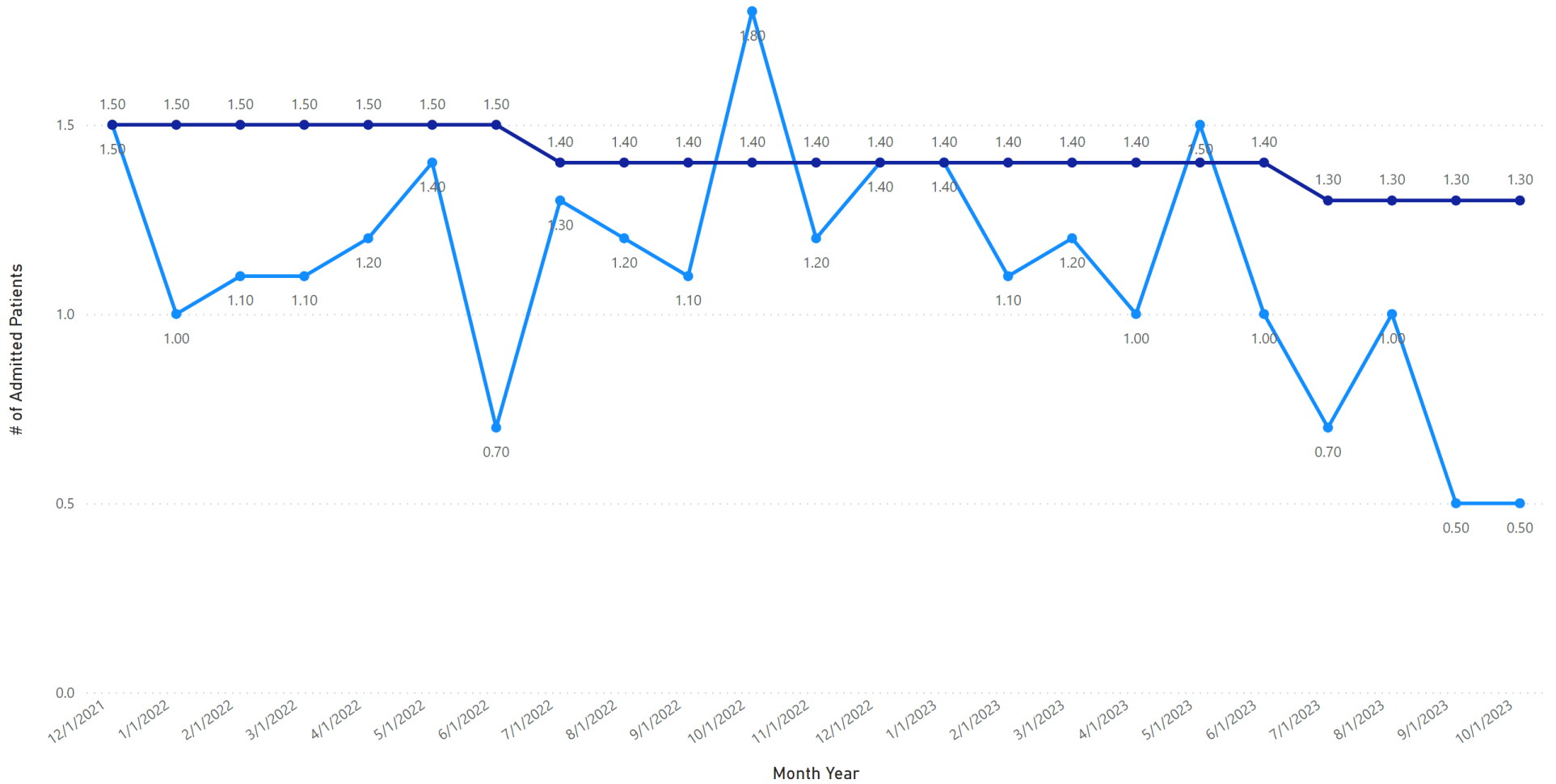
Average Daily PES Encounters

● Average Daily Encounters ● Prior FY Baseline



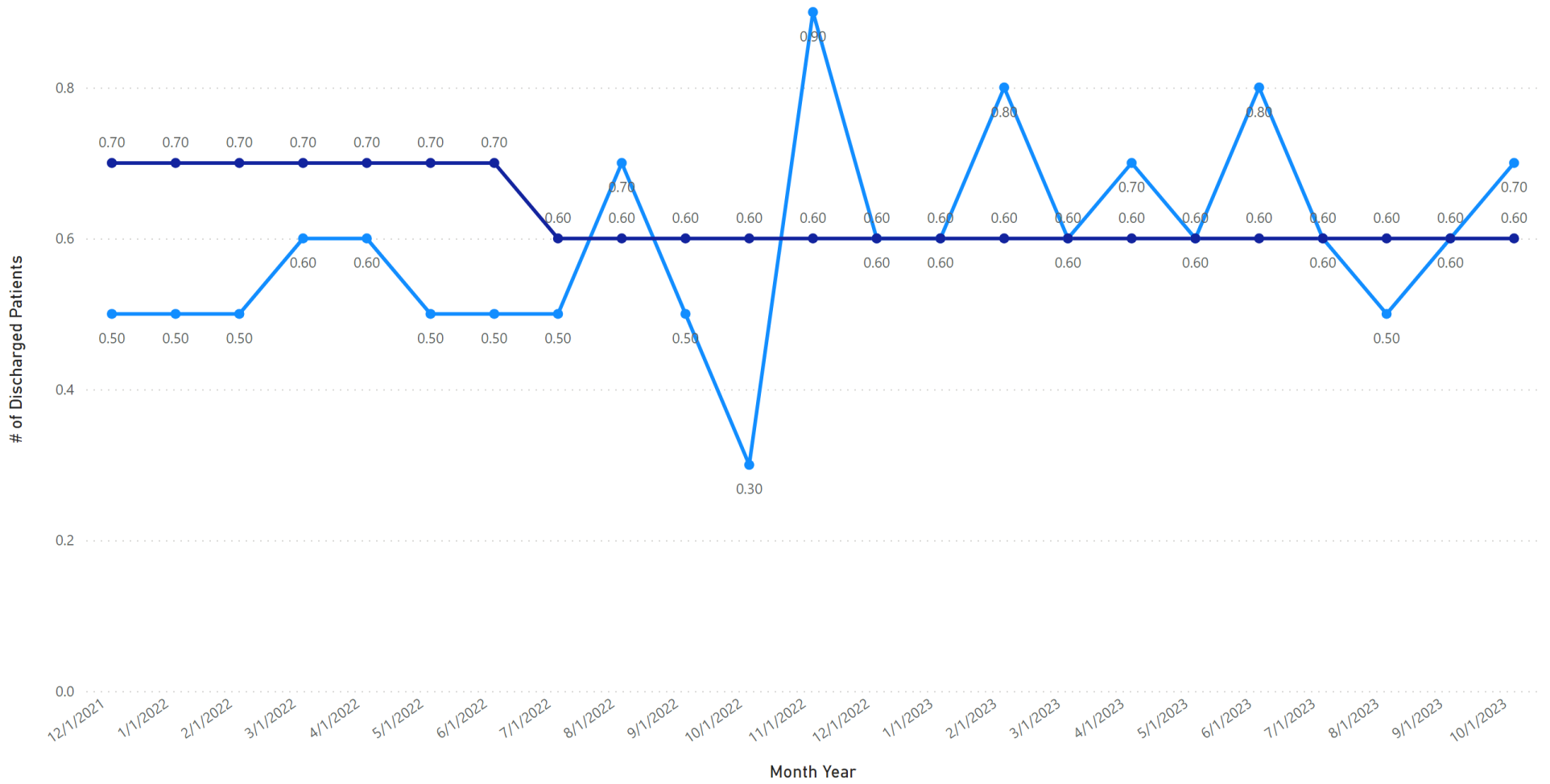
Average Daily Admissions to Inpatient Psych (7B & 7C) from PES

● Average Daily Admissions ● Prior FY Baseline



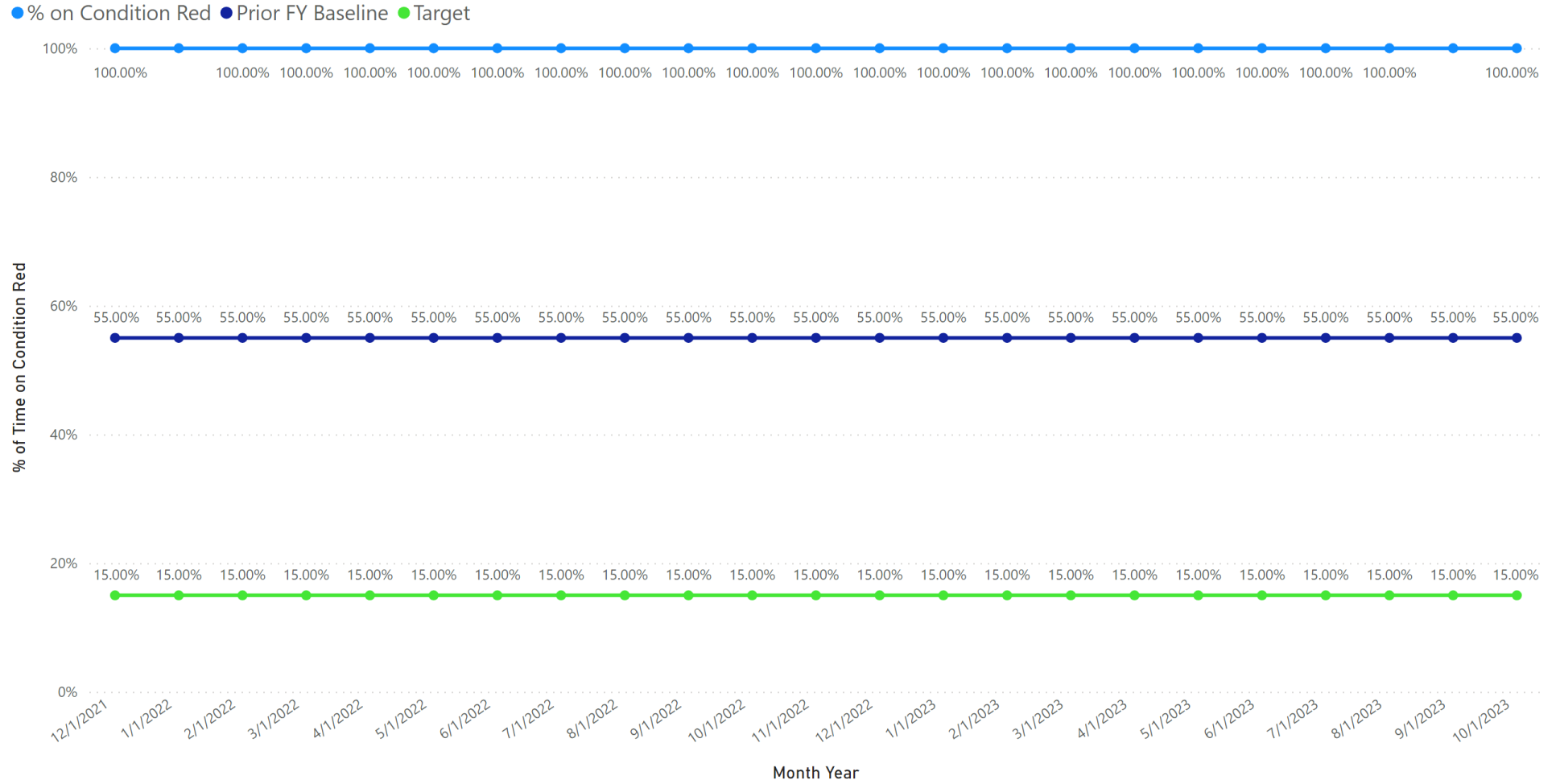
Average Daily Discharges to Dore Urgent Care Clinic (DUCC)

● 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



QUALITY

Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 184 which is 107.6% of budgeted staffed beds and 100% of physical capacity. 54.3% of the Medical/Surgical days were lower level of care days: 14.6% administrative and 29.5% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 31.8 which is 113.57% of budgeted staffed beds and 54.83% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 29.8 which is 99.33% of budgeted staffed beds and 70.95% of physical capacity of the hospital.

ACUTE PSYCHIATRY

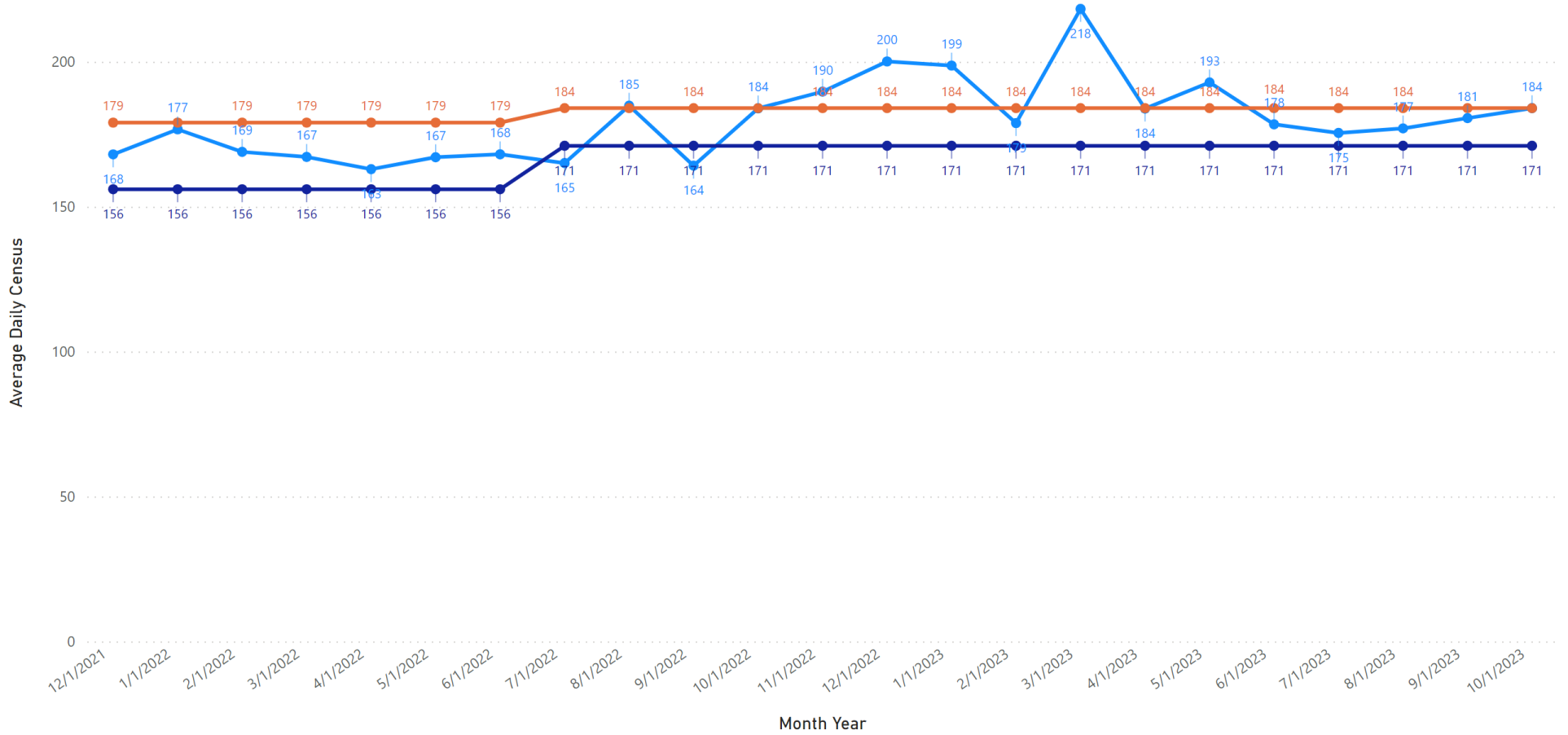
Average Daily Census for Psychiatry beds, excluding 7L, was 42.9, which is 97.5% of budgeted staffed beds and 64.03% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.6, which is 80% of budgeted staffed beds (n=7) and 46.67% of physical capacity (n=12).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.4, which is 101.43% of our budgeted staffed beds and 94.67% of physical capacity.

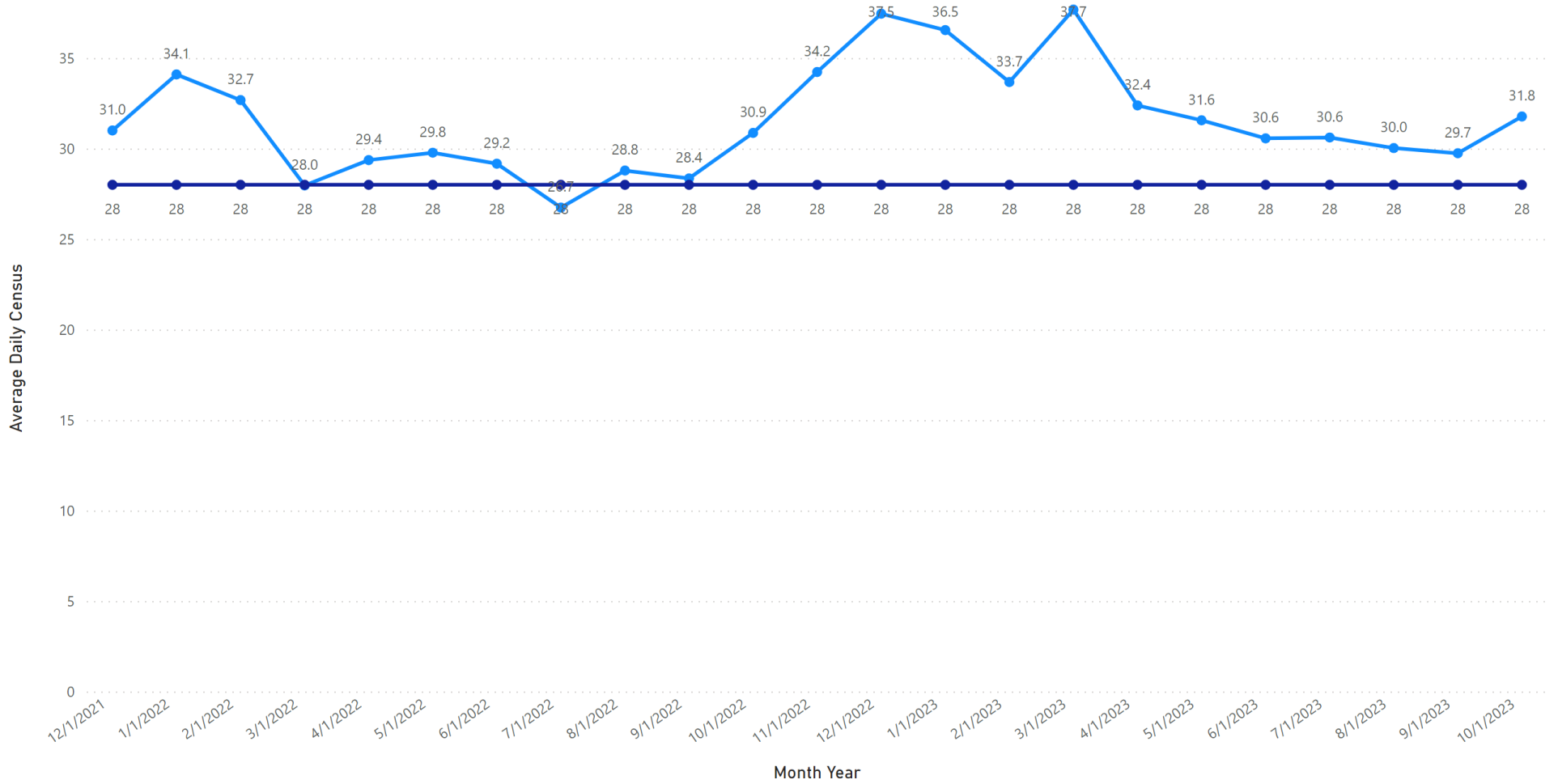
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds



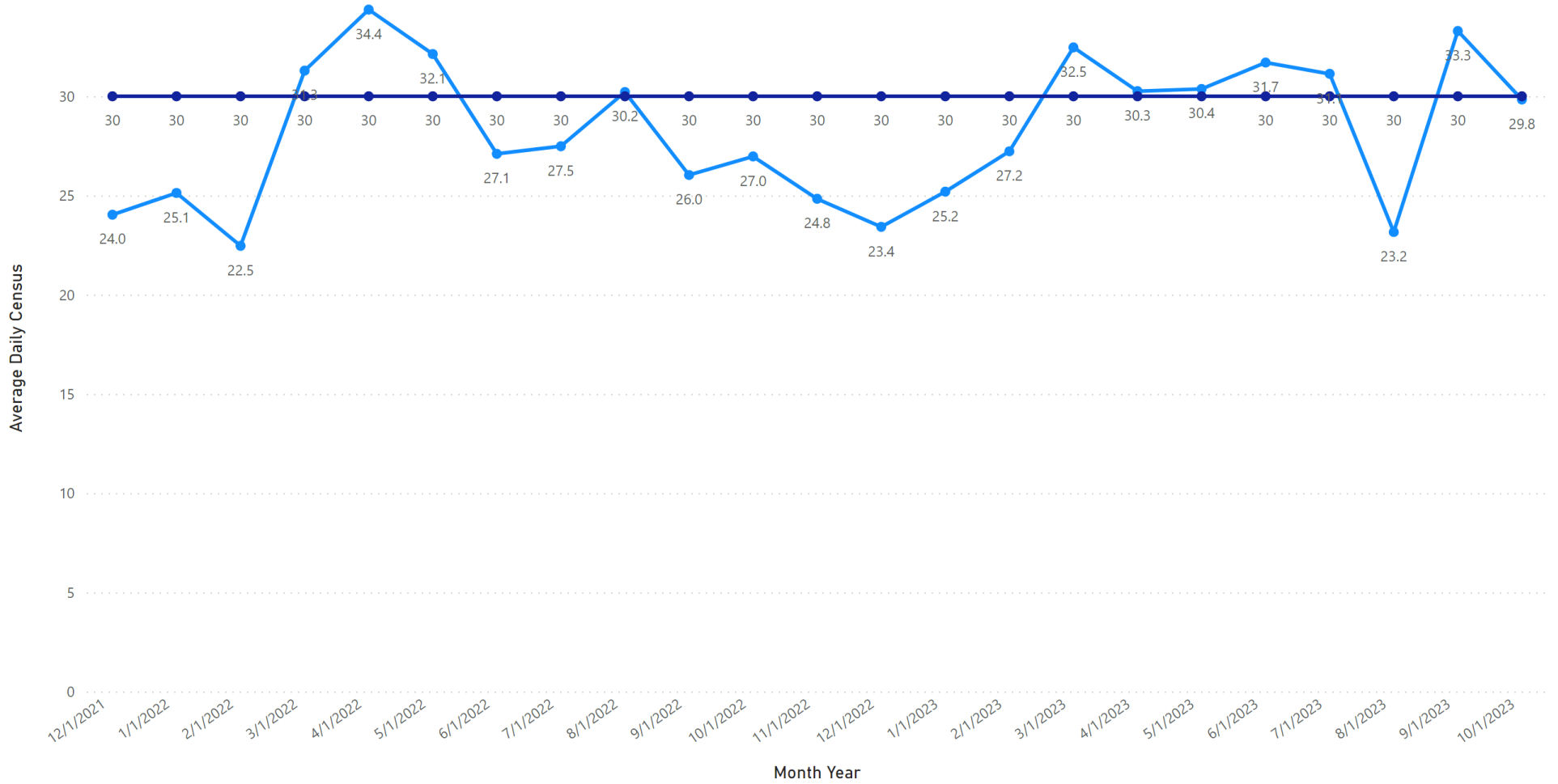
Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds

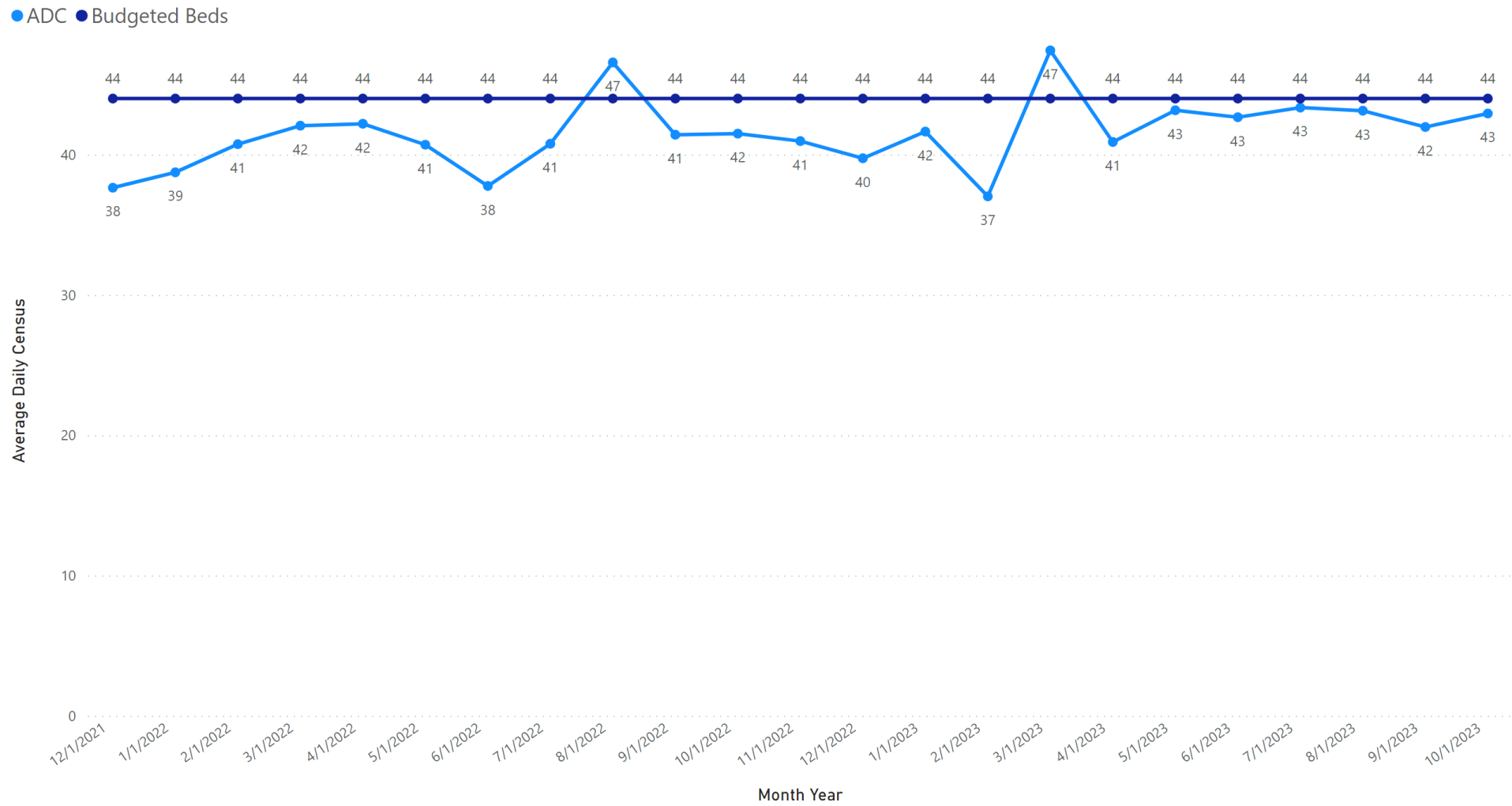


Maternal Child Health Average Daily Census

● ADC ● Budgeted Beds

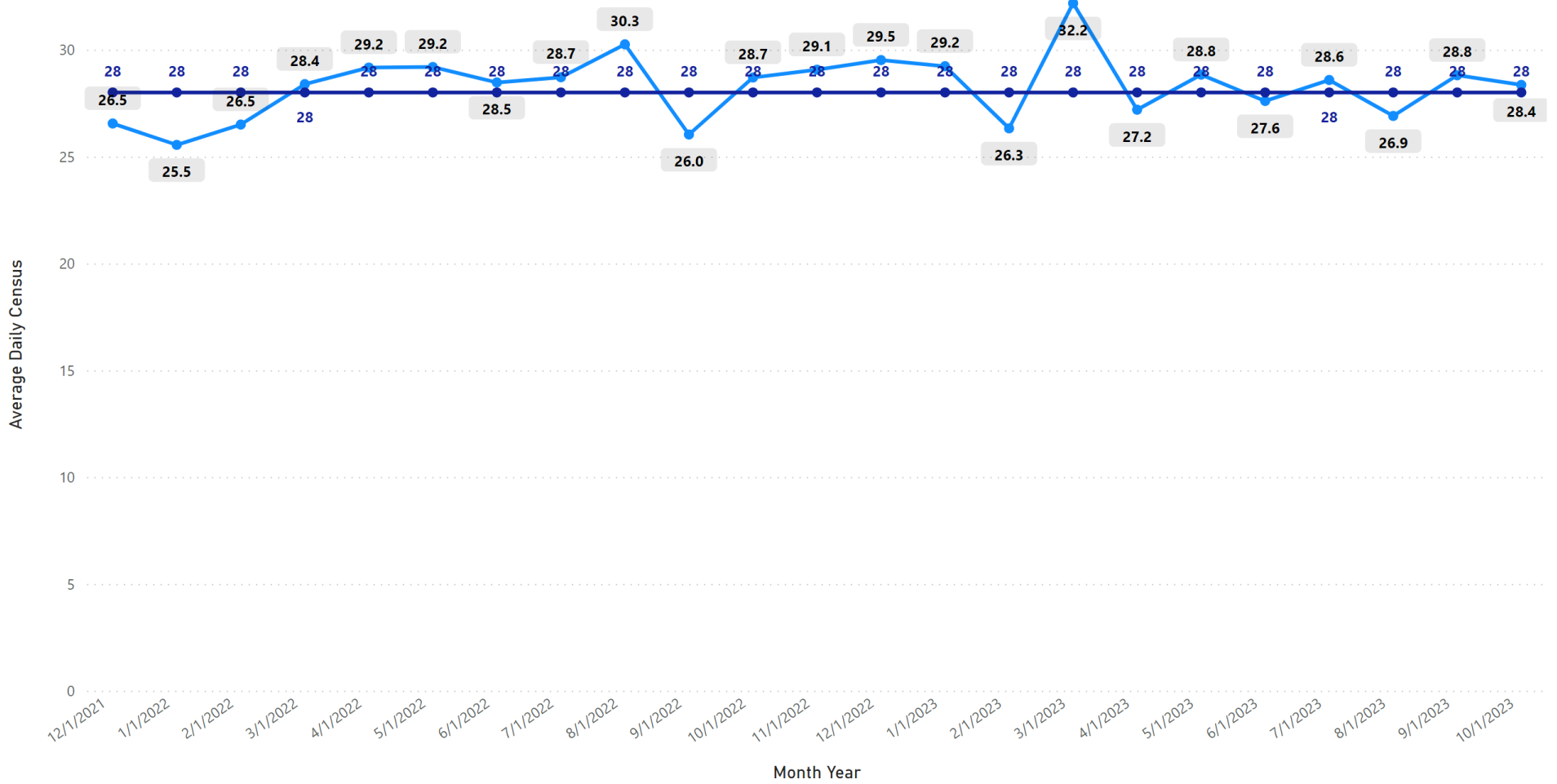


Acute Psychiatry (7B & 7C) Average Daily Census



4A Skilled Nursing Facility Average Daily Census

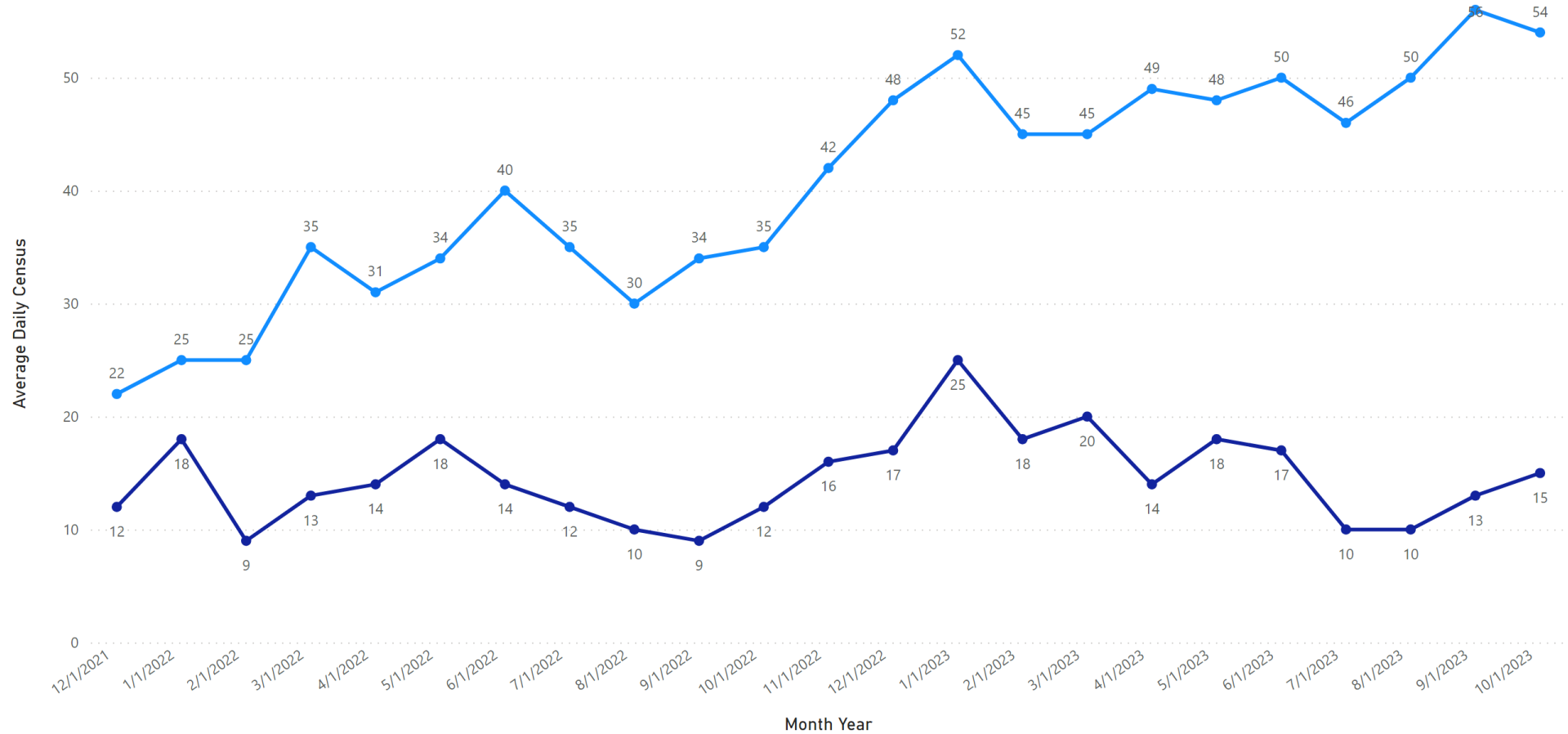
● ADC ● Budgeted Beds



QUALITY Lower Level of Care Average Daily Census

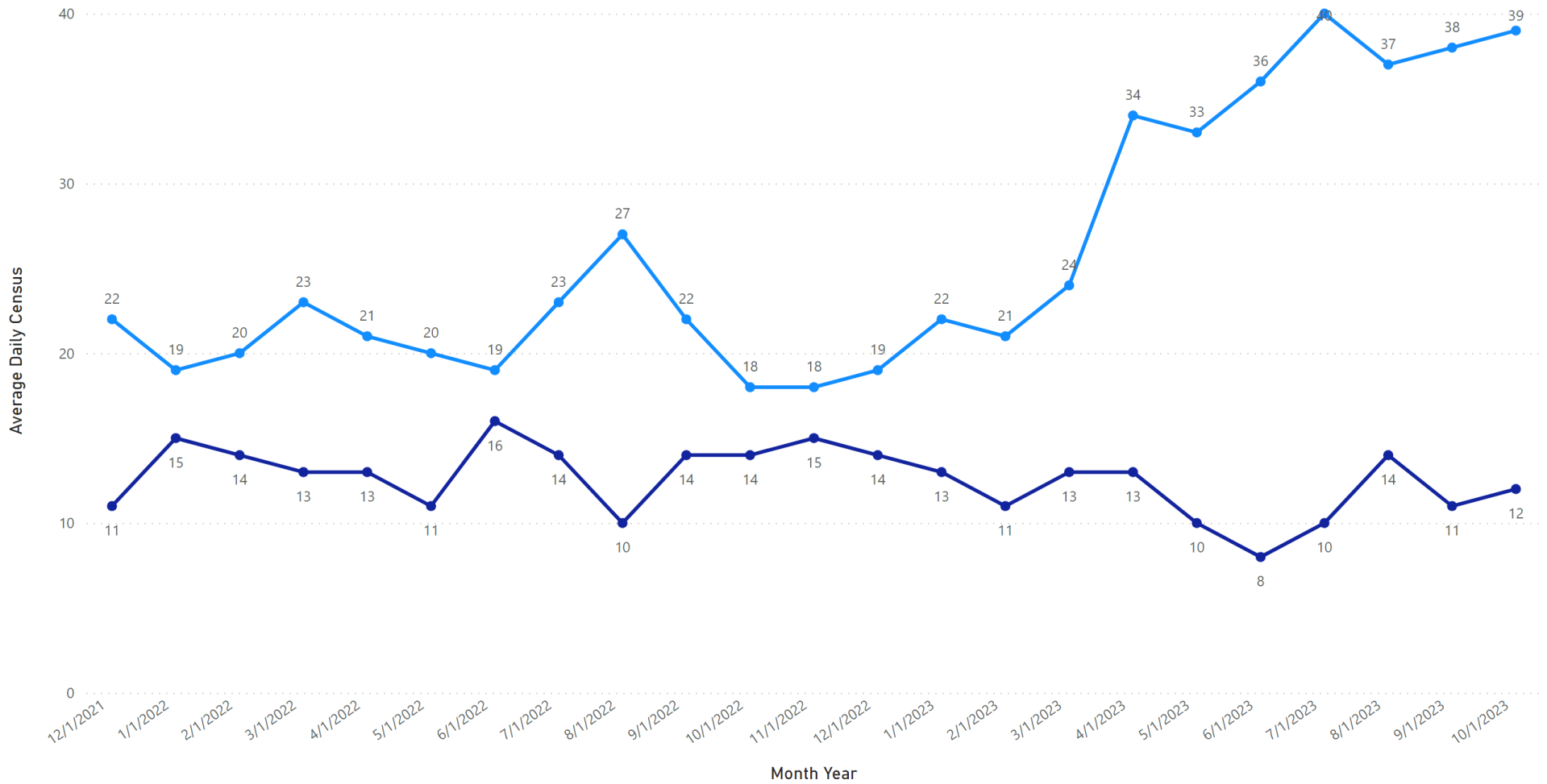
Medical Surgical Lower Level of Care Average Daily Census

● Decertified ● Administrative



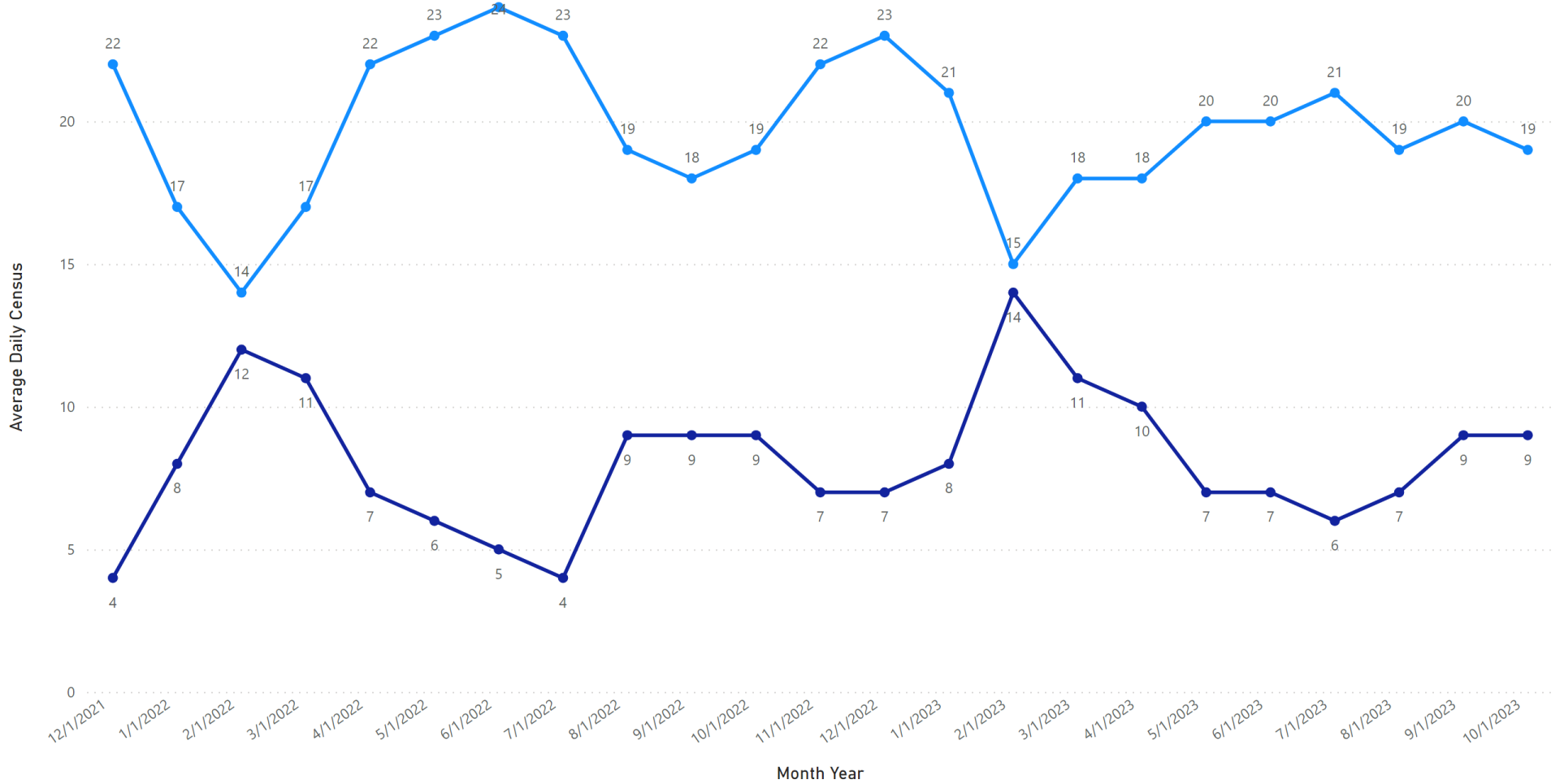
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census

● Decertified ● Administrative



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

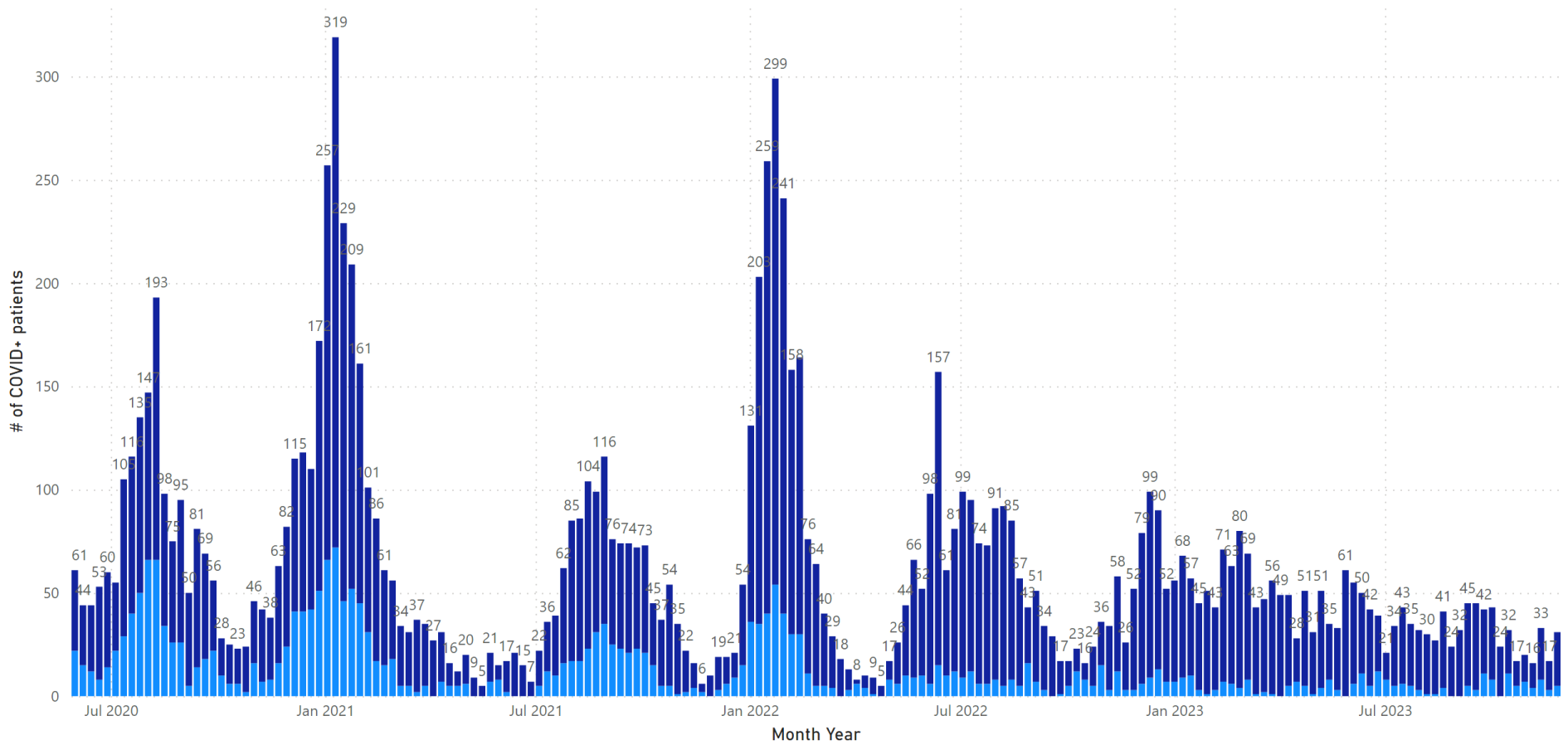
● SNF ● Custodial



SAFETY ZSFG COVID+ Patients

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

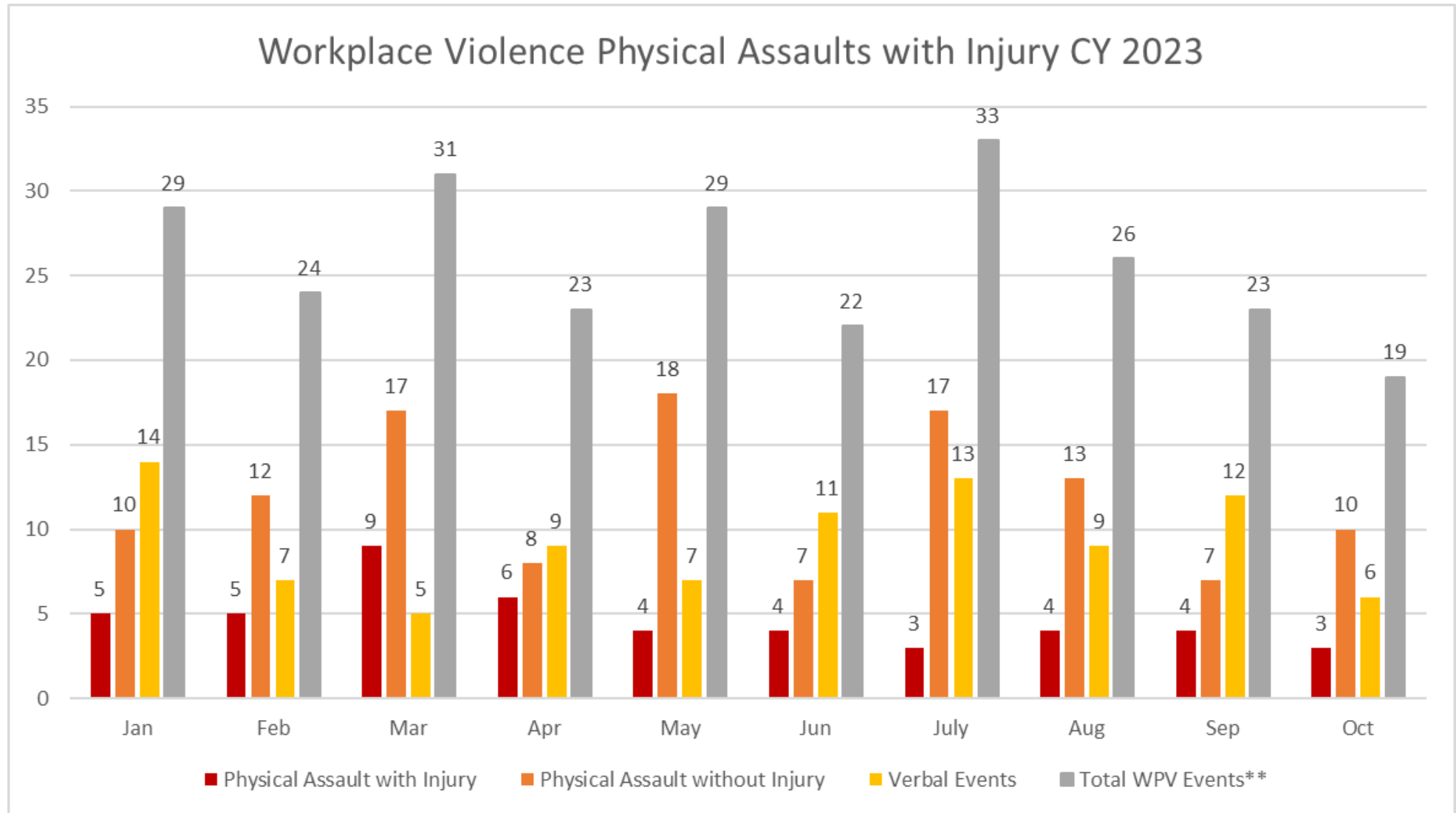
● ICU ● MedSurg/L&D/Peds/Psych



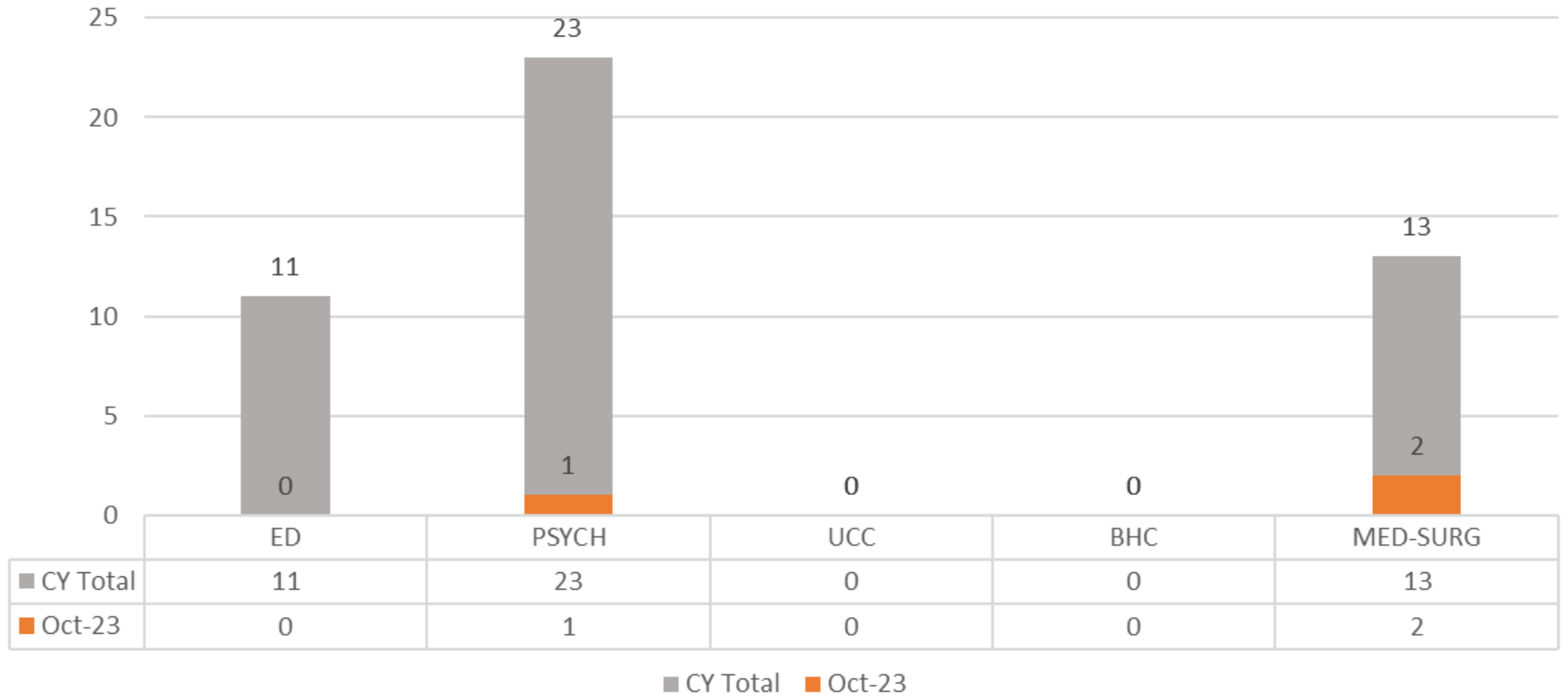
SAFETY

Workplace Violence Activity*

*Workplace Violence data is from ZSFG's SAFE system



Workplace Violence Physical Assaults with Injury CY 2023 (Previous month & total CY)



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

