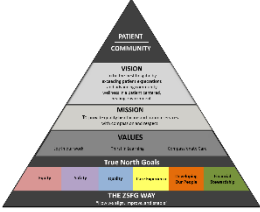


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on January 23, 2024

ZSFG Executive Team Report

Report Updates



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EQUITY

1. Equity Quality Leaders Award Winner



On December 7, ZSFG's Behavioral Emergency Response Team (BERT) was honored with an Equity Quality Leaders Award from the California Association of Public Hospitals and Health Systems. CAPH helps shape policies for California's public hospitals, with a focus on improving equity in our healthcare system. Being acknowledged by such a distinguished organization reaffirms the impact of the BERT program in advancing equity and safety within our hospital community.

Zuckerberg San Francisco General (ZSFG) established the Behavioral Emergency Response Team (BERT) program in 2018 with the goal of de-escalating behavioral health emergencies to create a safer and calmer environment for hospital patients and staff. BERT has been pivotal in addressing the inequitable use of force on patients by law enforcement within our campus. BERT approaches these situations with trauma-informed care, focused on 24/7 support, verbal de-escalation, and patient engagement. In addition to the hospital-wide activations, BERT has an ED-focused team for immediate support in that location.

From a humble 49 activations in its first year, BERT soared to 675 activations in 2022. Furthermore, in 2022, the team conducted an astounding 2,085 rounding consultations, increasing the opportunity to prevent violence before it happens, and to educate and support our care teams at the same time. The use of force was reduced 24 percent from the previous year and decreased for all races and ethnicities. Overall, 94 percent of the team's activations were deemed successful through mostly verbal de-escalation and/or verbal redirection, with 84 percent completed without law enforcement involvement. Due to the program's success, it received permanent funding and expansion in 2022. ZSFG plans to expand BERT throughout the hospital and the entire San Francisco Health Network.

EQUITY

2. ZSFG's Cardiology Team Recognized in America's Essential Hospitals Newest Report



The Cardiology team at ZSFG was recently recognized in "America's Essential Hospitals" newest report: Novel Hospital Initiatives to Target Cardiovascular Disease Disparities. The team developed and implemented a Heart Failure Care Pathway in the electronic health record that incorporated machine learning based risk prediction and patient specific decision support tailored to the population's needs by targeting social determinants of health. This intervention led to a more than 10% drop in 30-day readmission rates, a reduction in the mortality rate, and a decrease in racial disparities in readmissions.

CARE EXPERIENCE 3. 37th Annual Dudley Perkins Toy Run and Pediatric Toy Drive



The Annual Dudley Perkins Toy Run was started 37 years ago by Thomas Perkins who was brought to ZSFG after an accident. He rallied his friends to ride their Harley-Davidsons to ZSFG with toy donations every year in appreciation for the care he received here at the hospital. The tradition continues to this day.

The motorcyclists from San Francisco Harley-Davidson and Dykes on Bikes braved the wet weather and hauled a donation of toys to the hospital entrance. They were greeted by Dr. Susan Ehrlich, Aiyana Johnson, Shannon Smith, and the Areté Singers. Also, there to greet the bikers were Dr. Mabel Chan, Dr. Maggie Gilbreth and family, Deborah Giatinna and family, and Jennifer Boffi with her daughter. The riders and hospital staff enjoyed treats and good cheer while carolers sang an assortment of holiday tunes. Throughout the month of December, Volunteer Services, Hospital Administration and Nursing Administration also served as collection areas for staff and visitors to donate new toys.

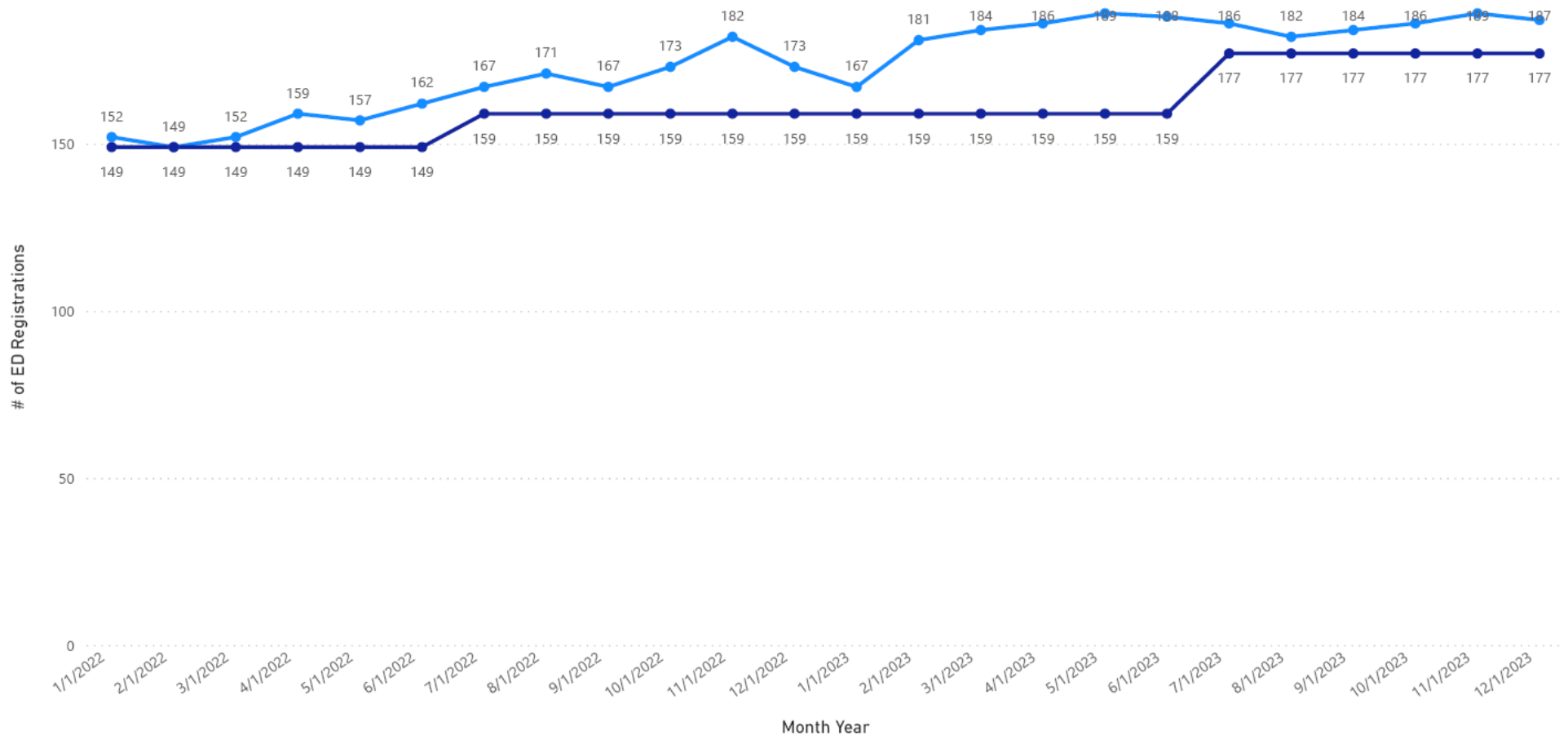
Just before the holidays, some of ZSFG's youngest patients in the Children's Health Center received the donated gifts. The pediatric clinic is the largest in San Francisco and served 15,000 patients last year, providing primary, urgent, and specialty care to our community.



QUALITY Emergency Department Activities

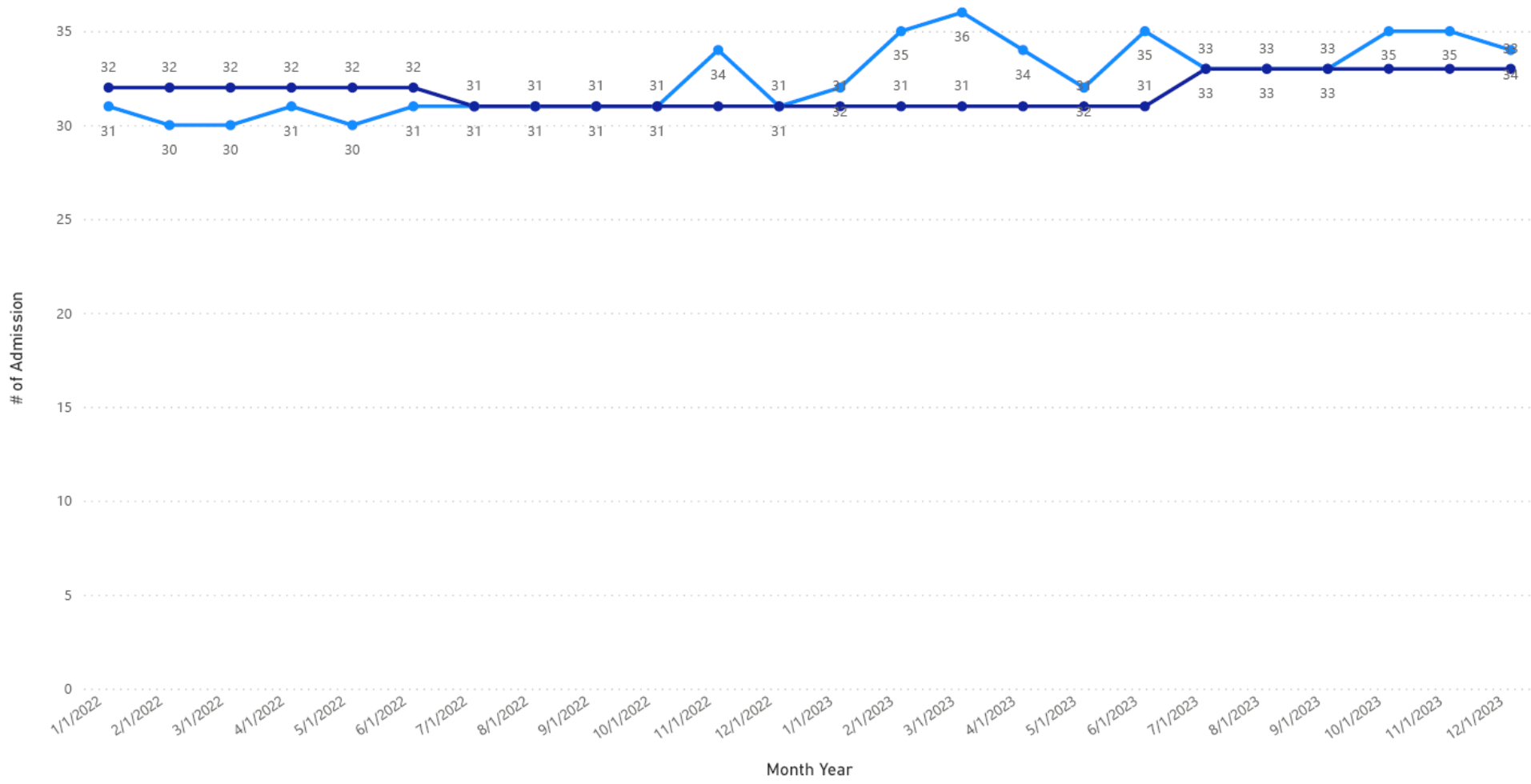
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



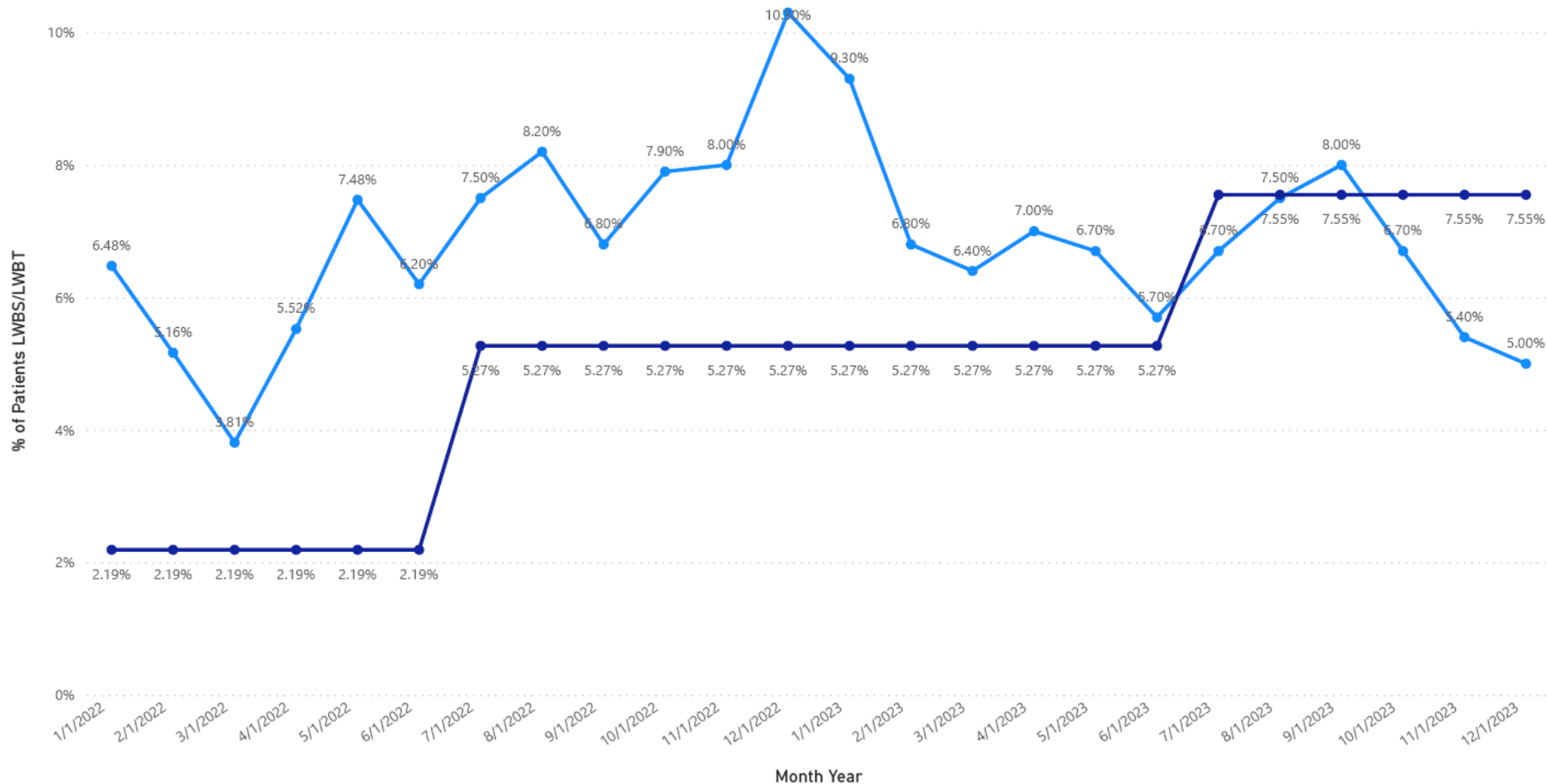
Average Daily Admissions From ED

● MTD Average Daily Admissions ● Prior FY Baseline



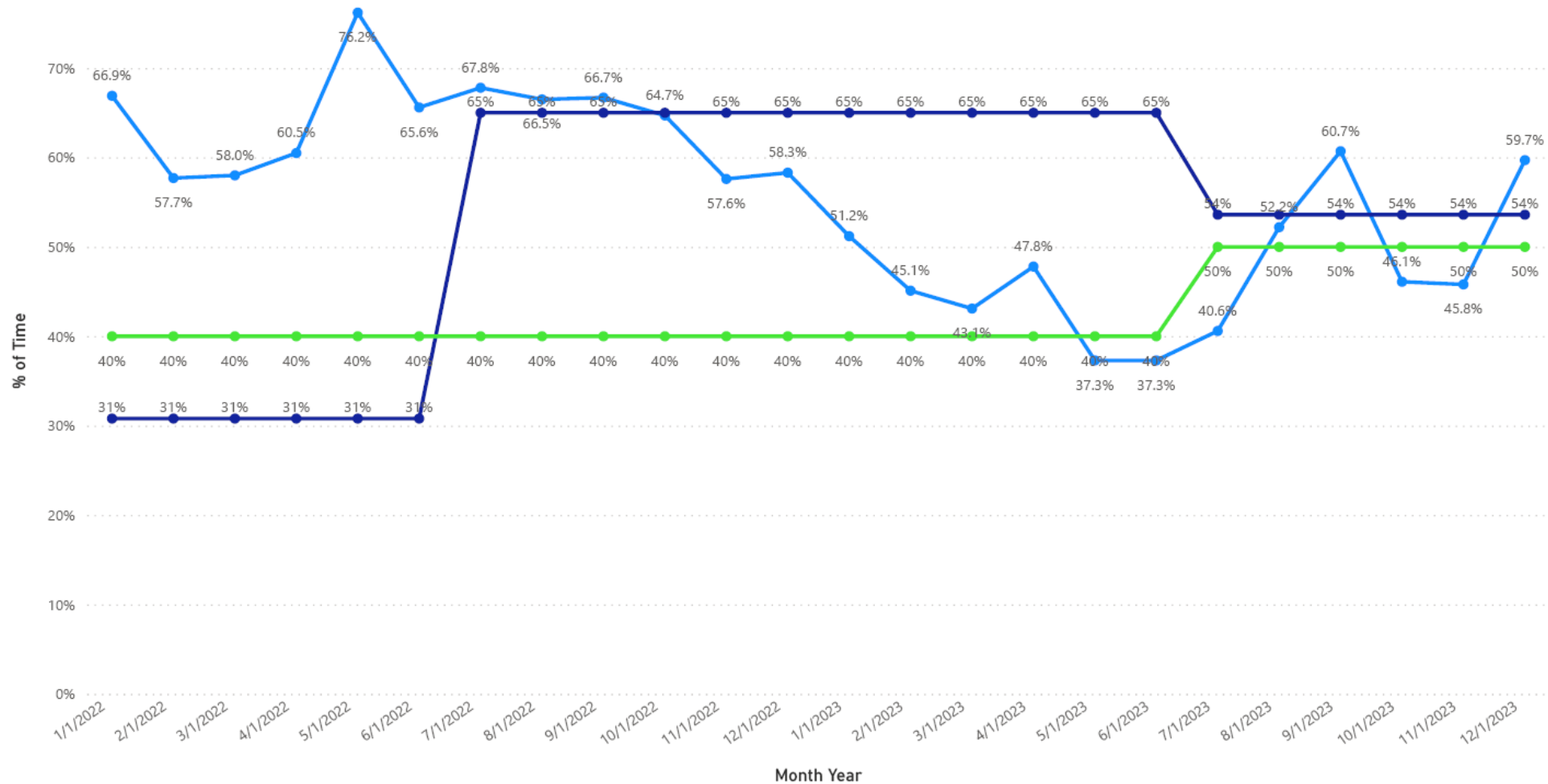
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



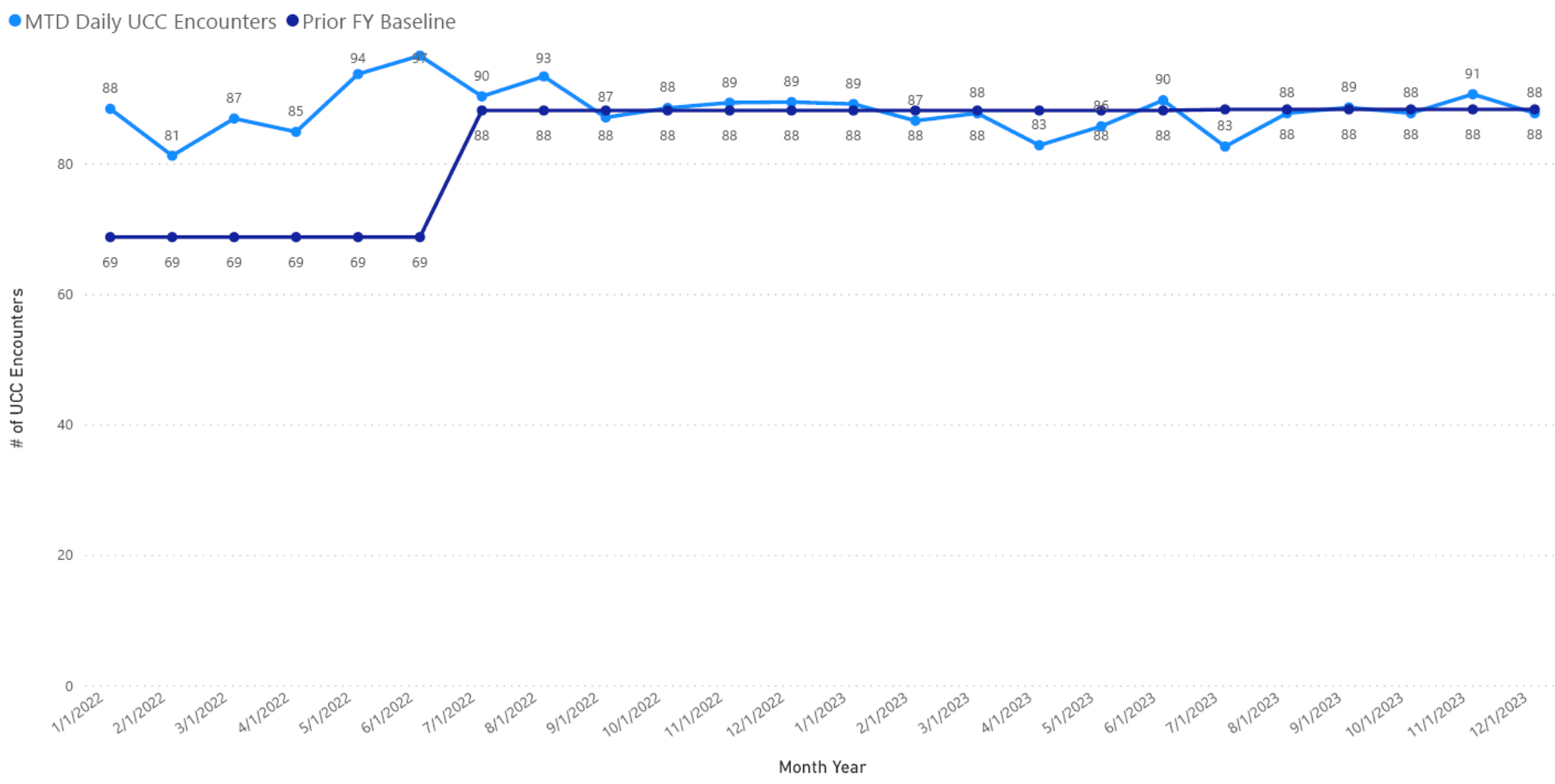
% Diversion

● MTD % Diversion ● Prior FY Baseline ● Target



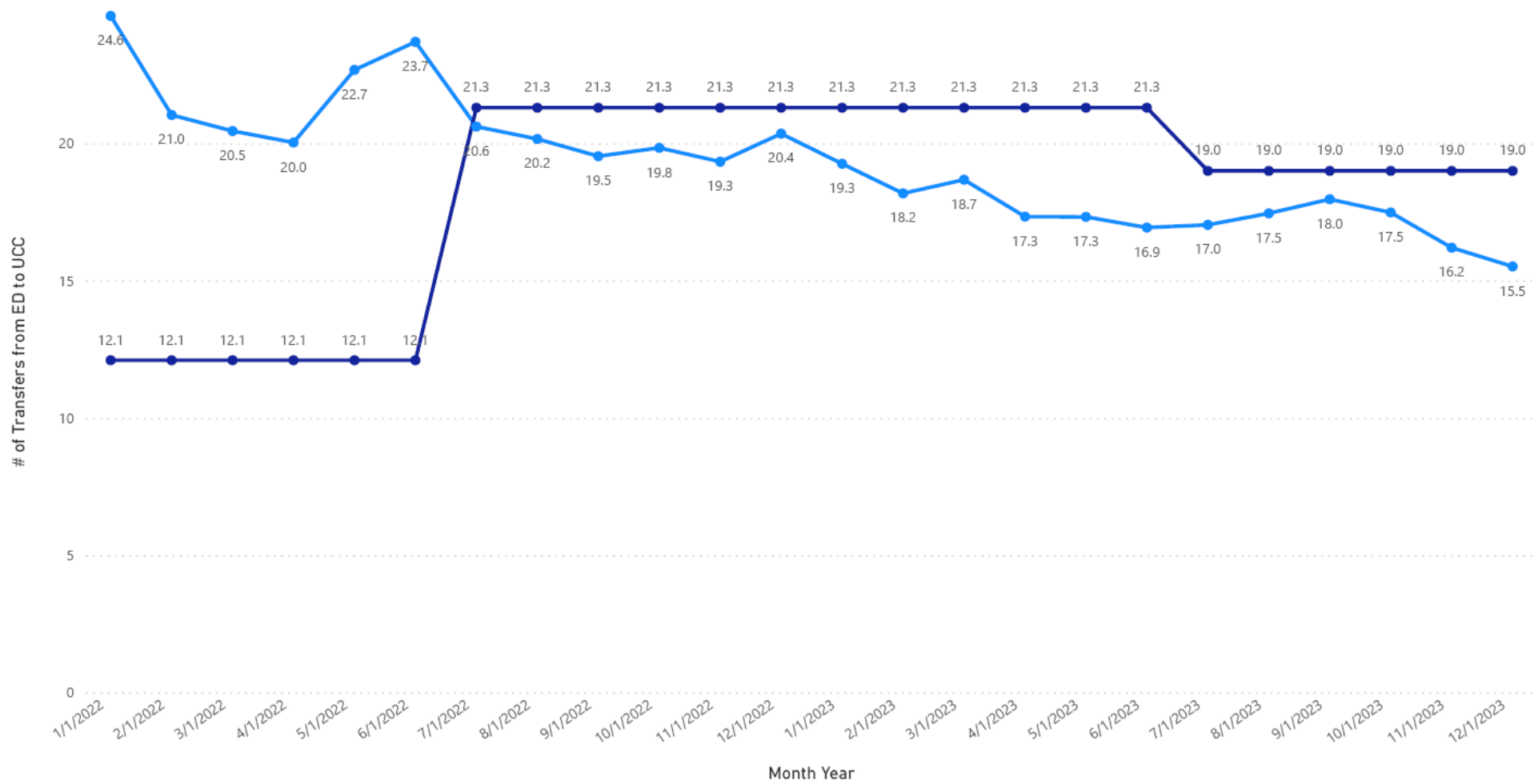
QUALITY Urgent Care Clinic Activities

Average Daily UCC Encounters



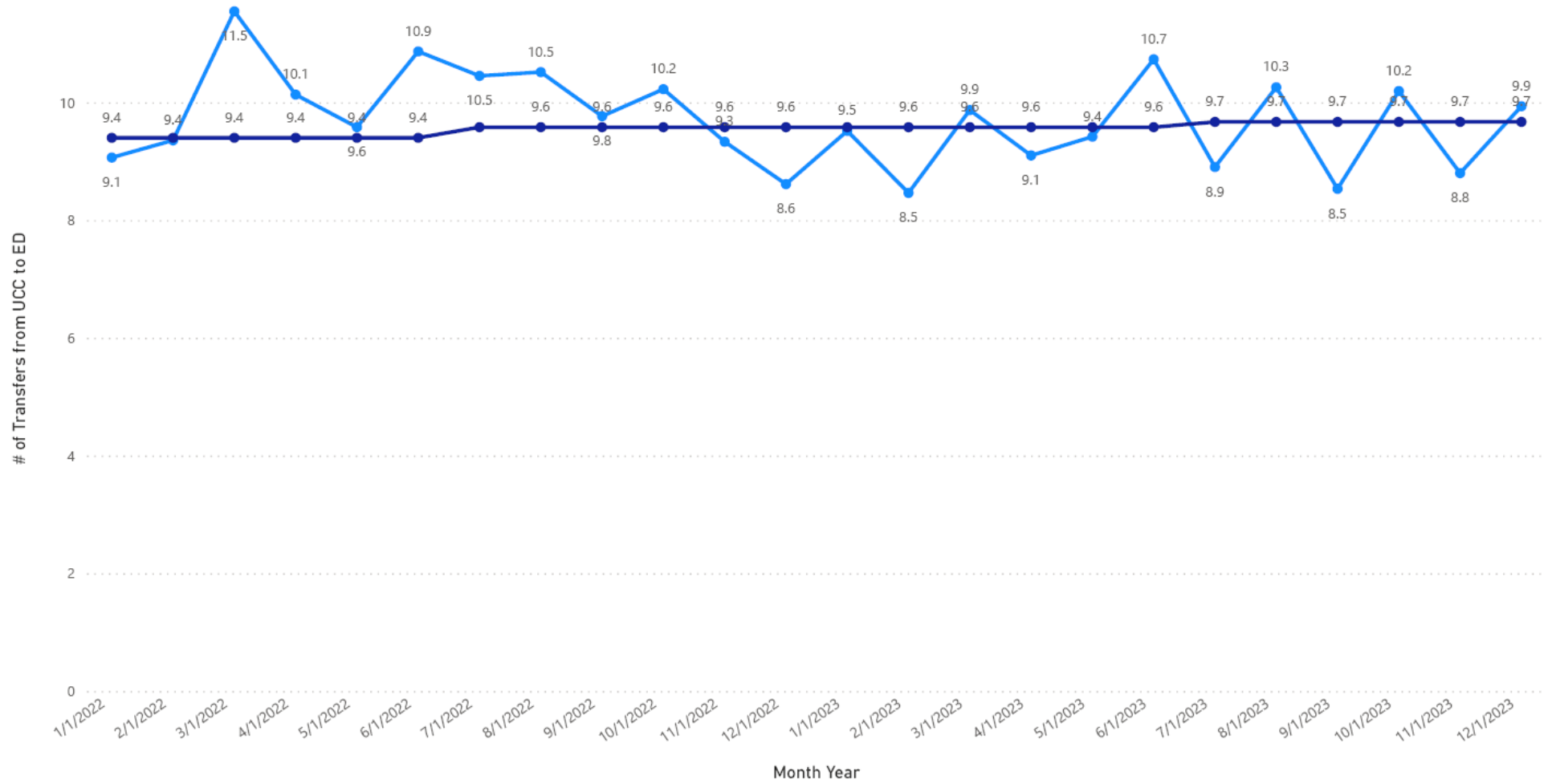
Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



Average Daily Transfers from UCC to ED

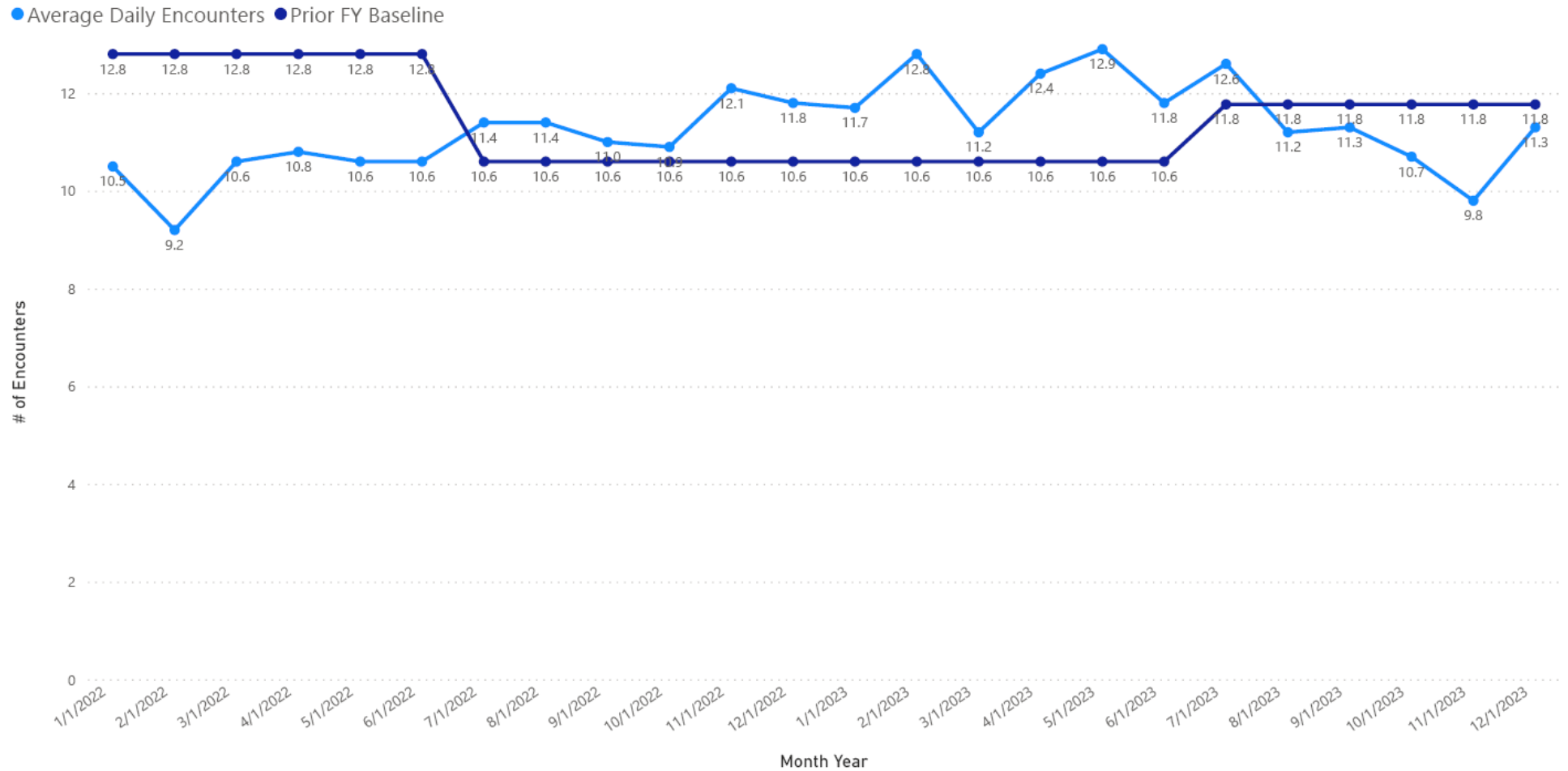
● MTD Average Daily Transfers ● Prior FY Baseline



QUALITY

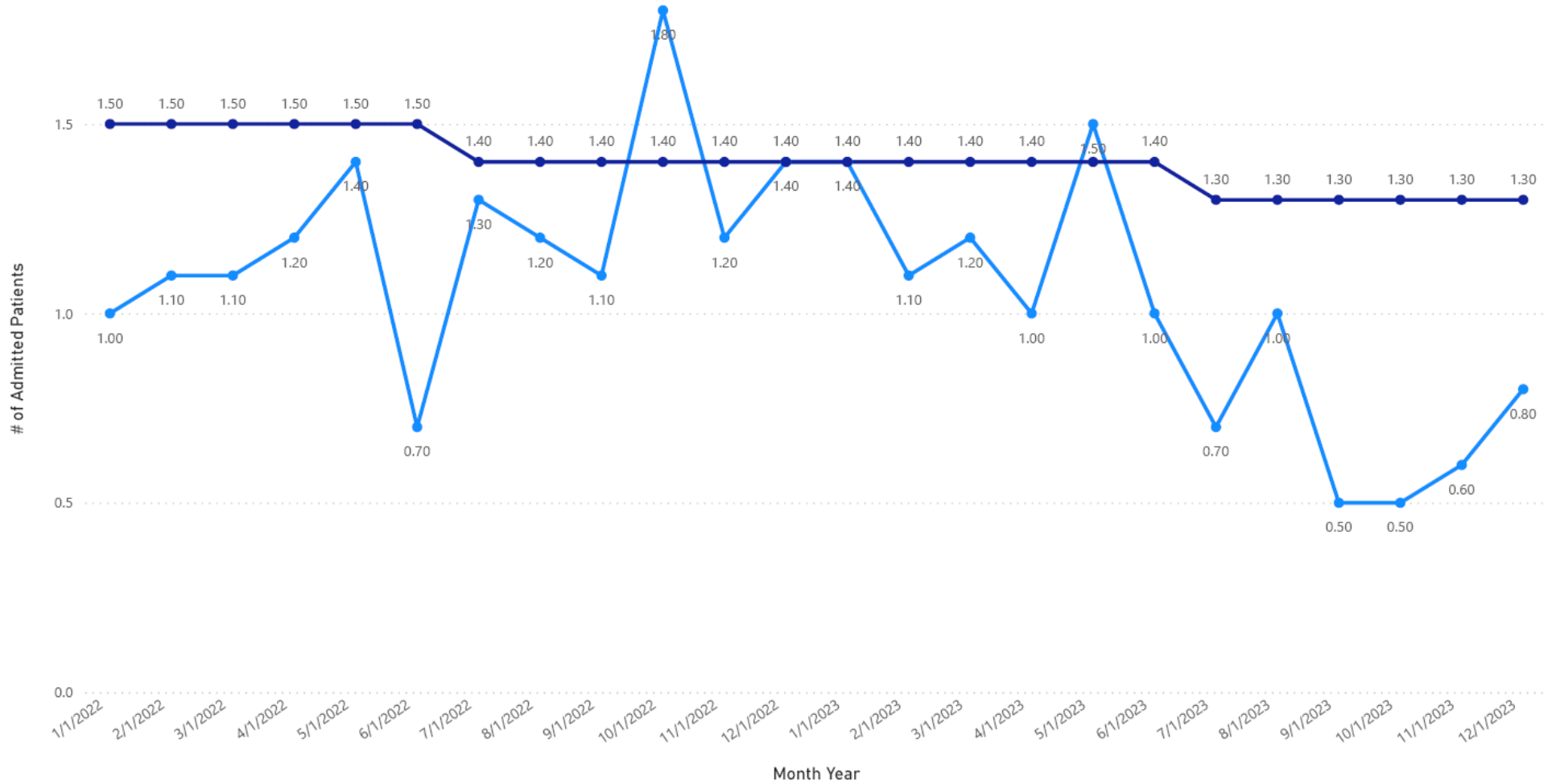
Psychiatric Emergency Services Activities

Average Daily PES Encounters

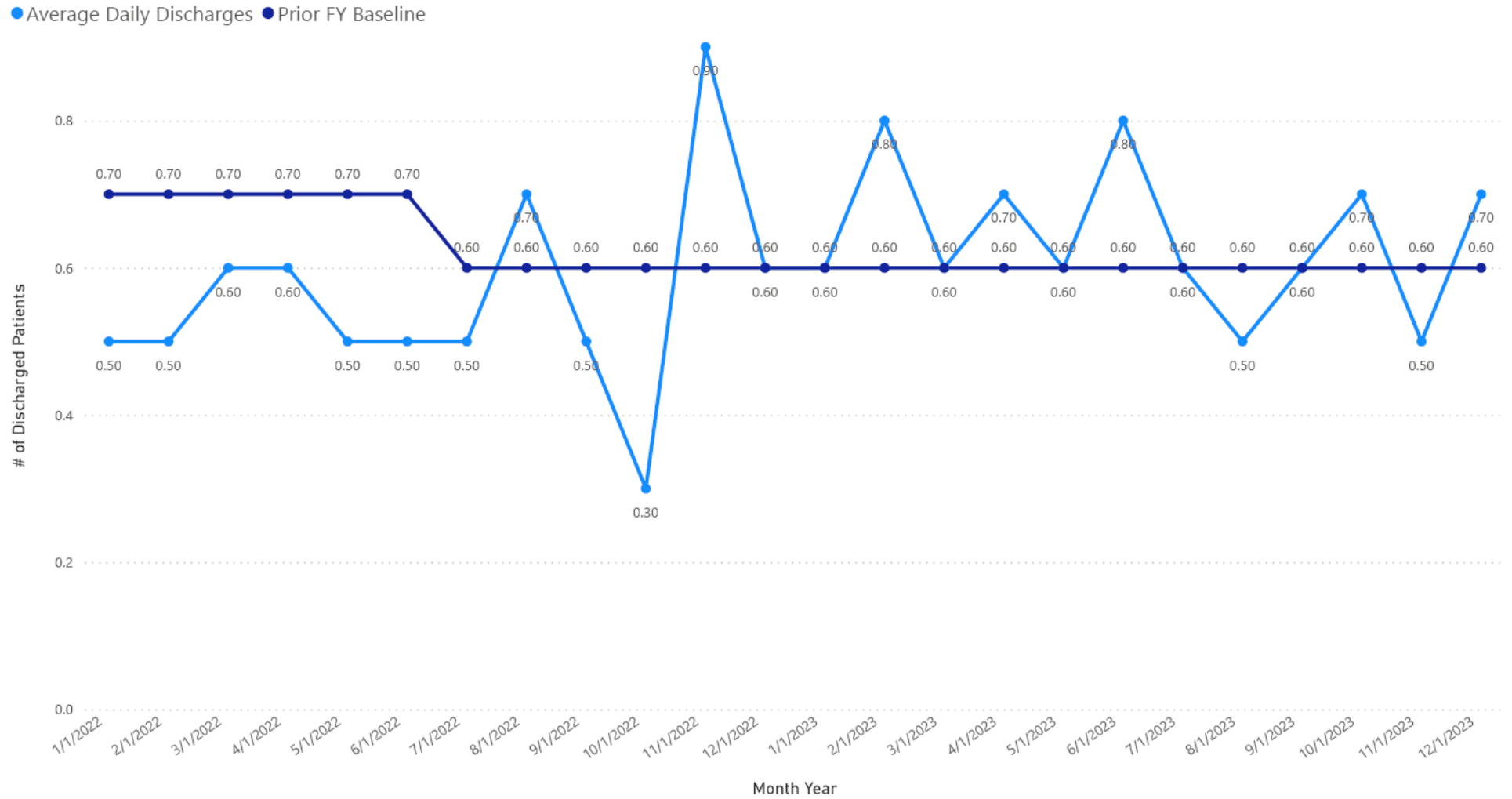


Average Daily Admissions to Inpatient Psych (7B & 7C) from PES

● Average Daily Admissions ● Prior FY Baseline

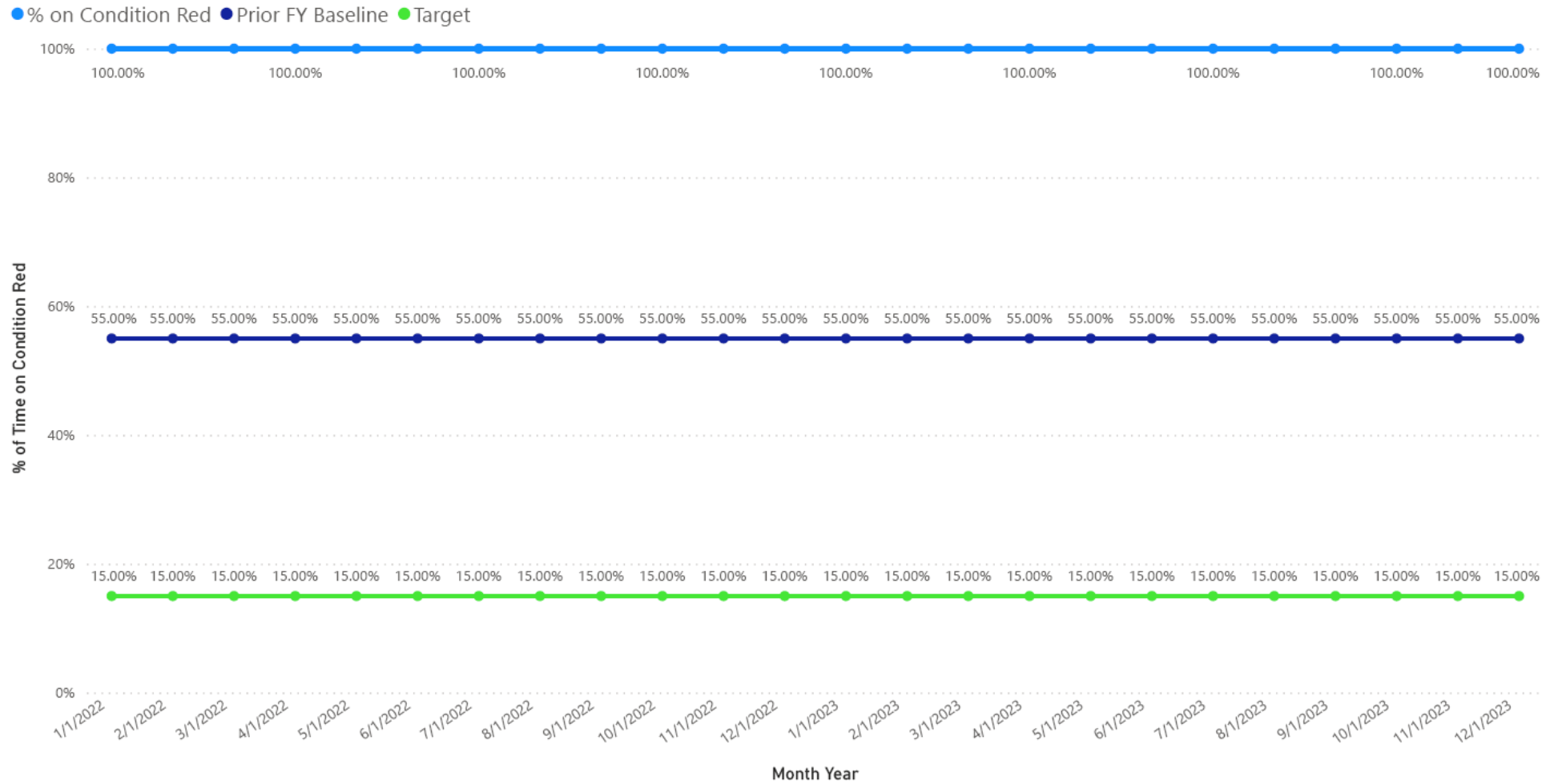


Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



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 193 which is 112.87% of budgeted staffed beds and 104.89% of physical capacity. 40.1% of the Medical/Surgical days were lower level of care days: 7.88% administrative and 32.23% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 33.1 which is 118.21% of budgeted staffed beds and 57.07% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 24 which is 80% of budgeted staffed beds and 57.14% of physical capacity of the hospital.

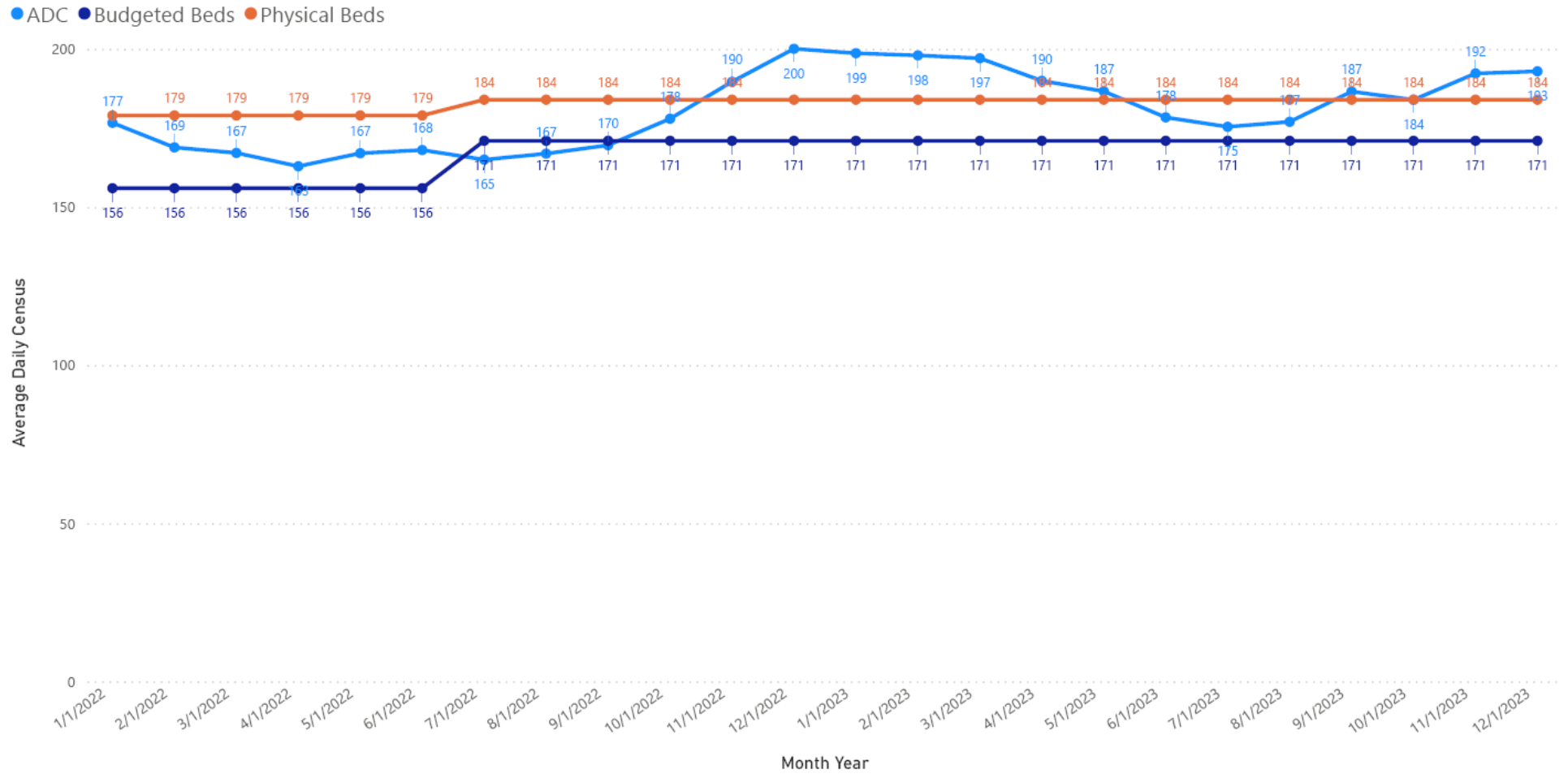
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 43.4, which is 98.64% of budgeted staffed beds and 64.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.4, which is 77.14% of budgeted staffed beds (n=7) and 45.5% of physical capacity (n=12).

4A SKILLED NURSING UNIT

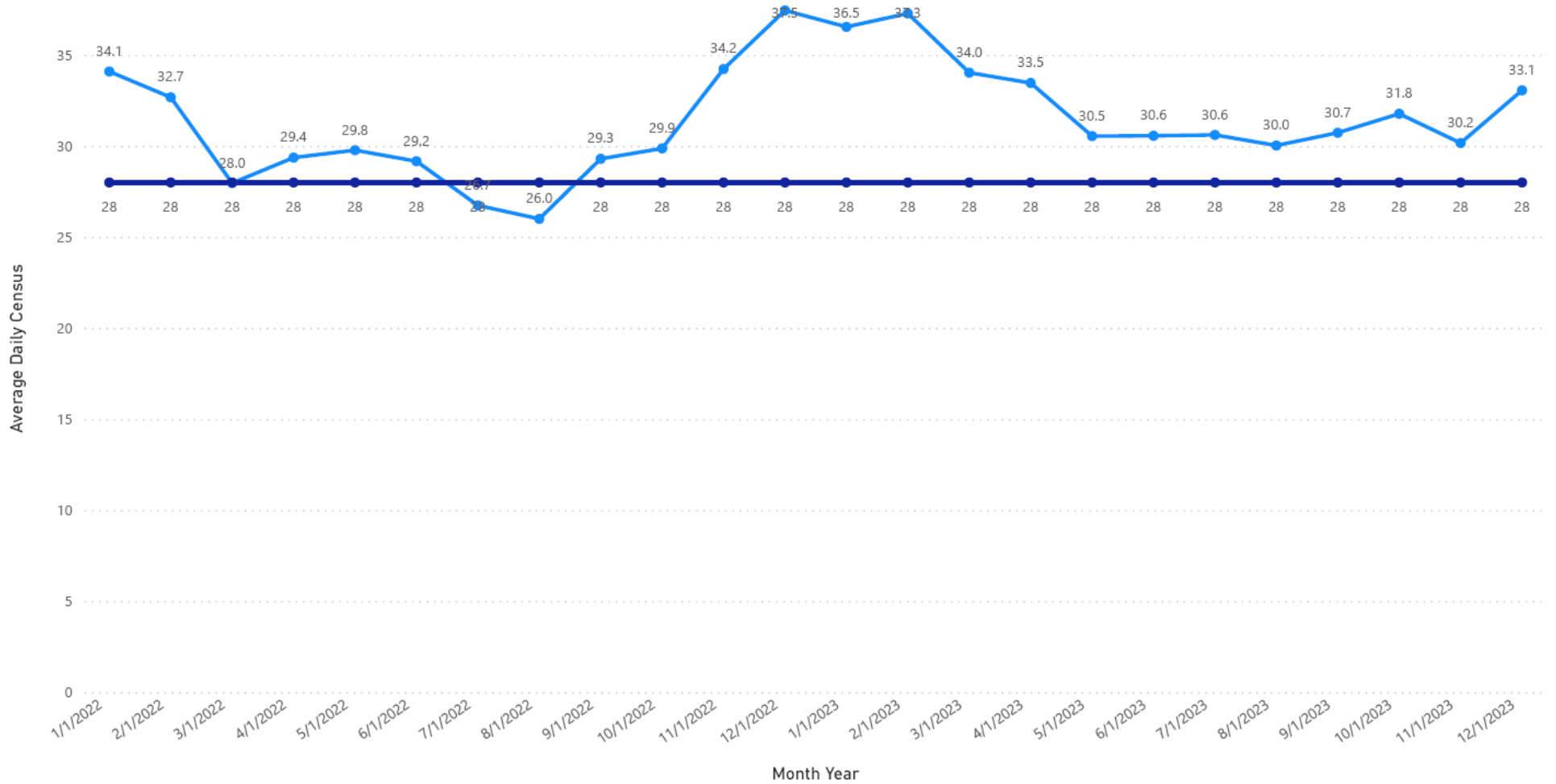
Average Daily Census for our skilled nursing unit was 26.2, which is 93.57% of our budgeted staffed beds and 87.33% of physical capacity.

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

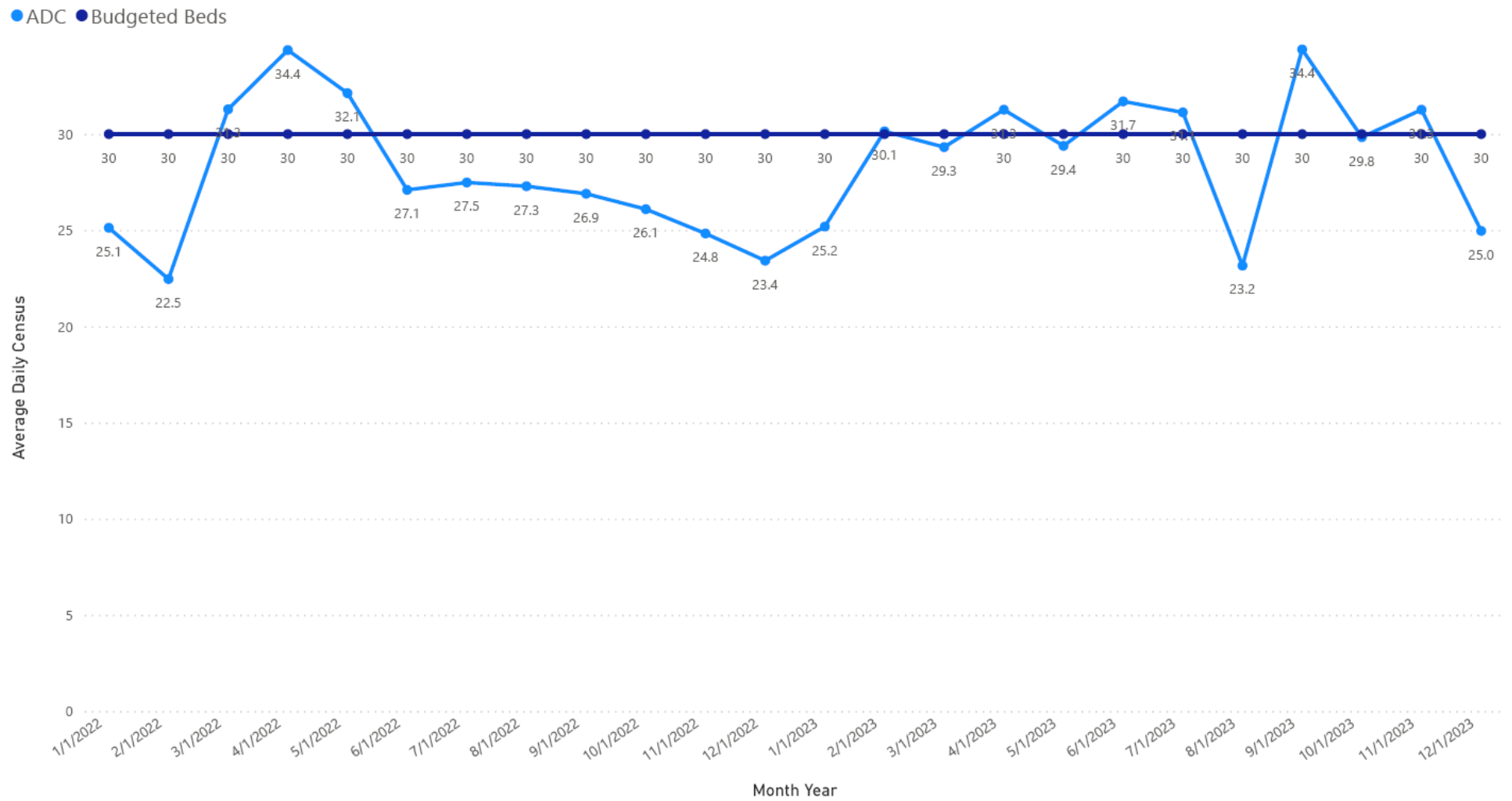


Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds

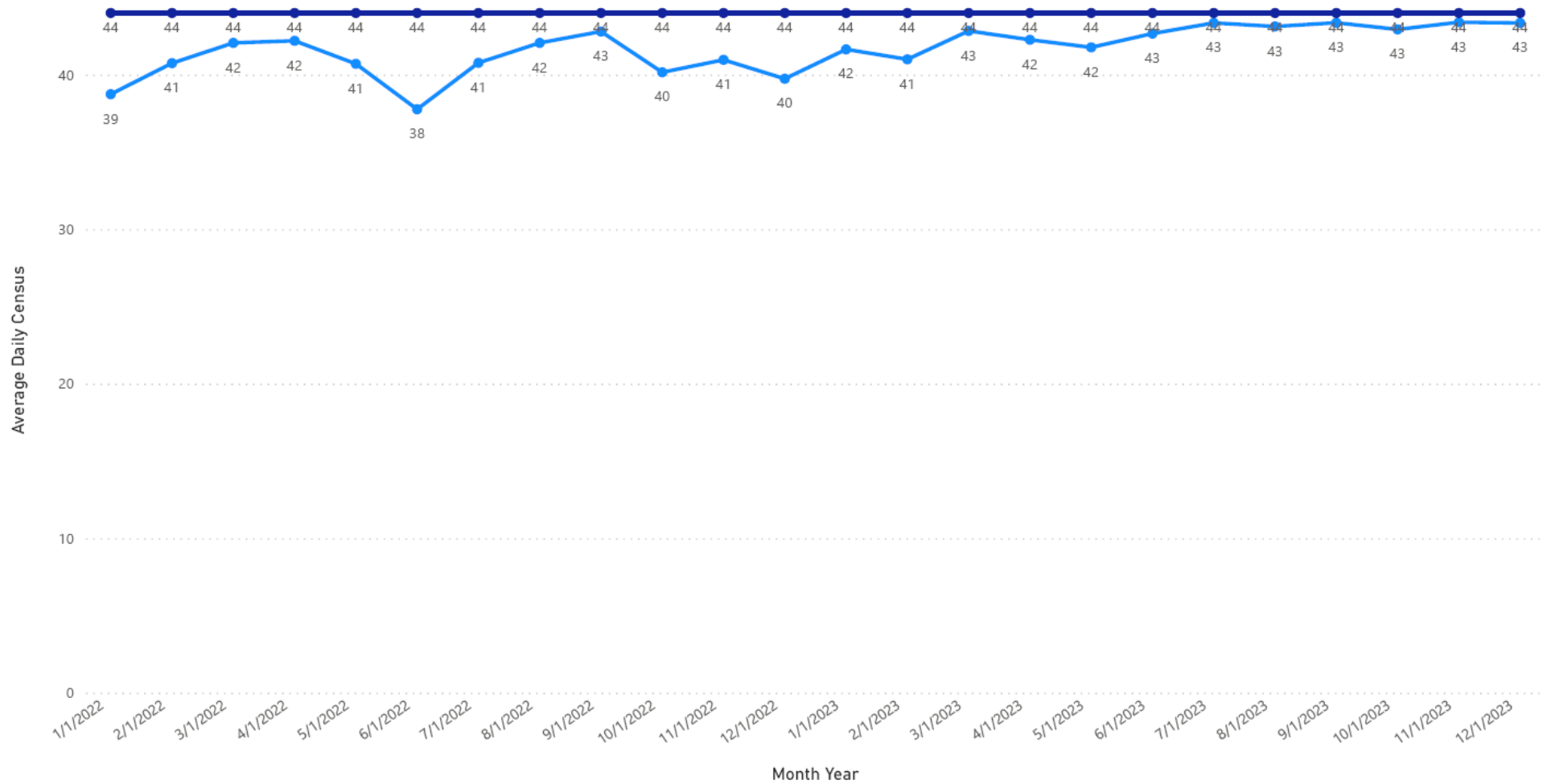


Maternal Child Health Average Daily Census



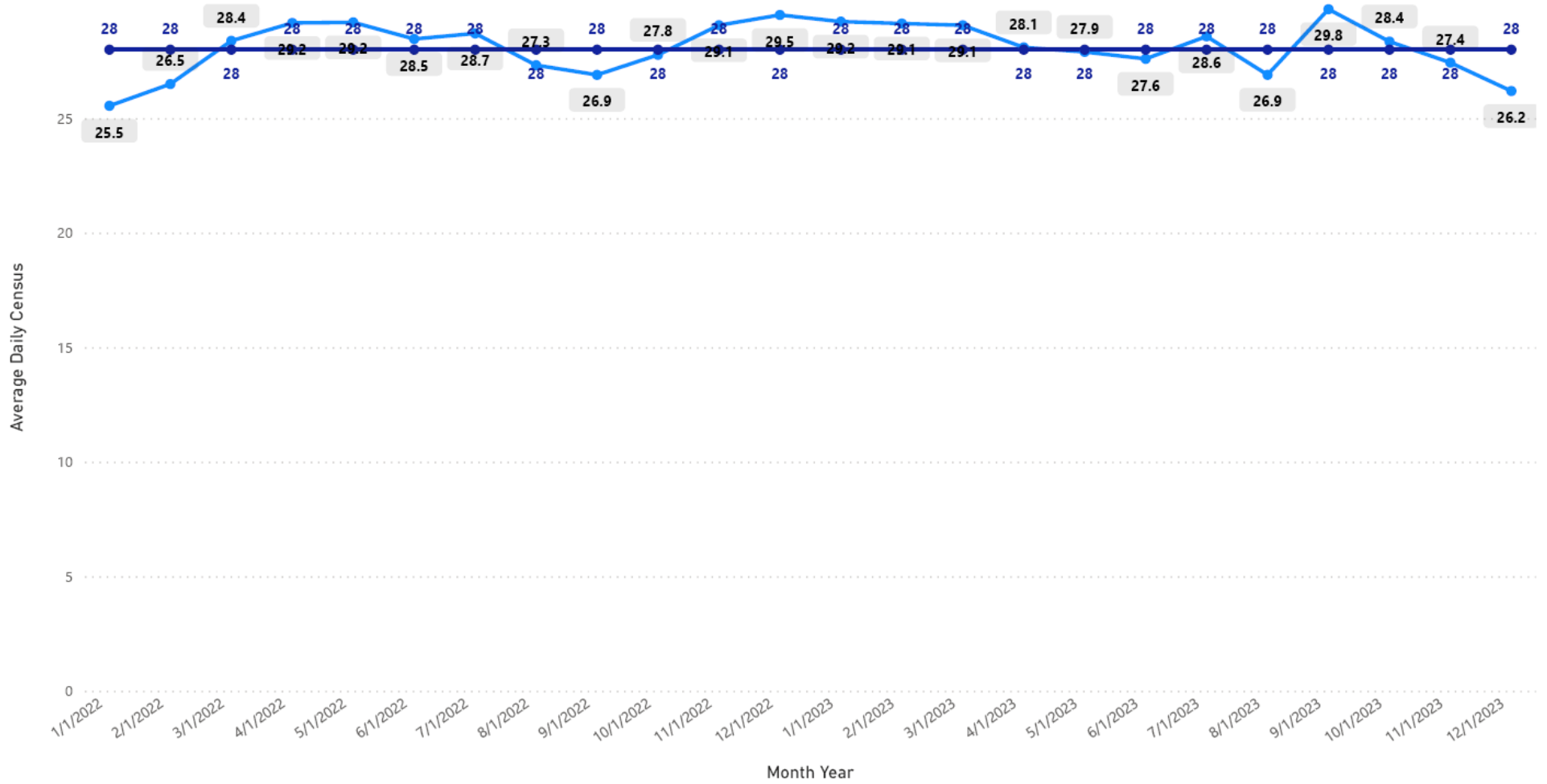
Acute Psychiatry (7B & 7C) Average Daily Census

● ADC ● Budgeted Beds



4A Skilled Nursing Facility Average Daily Census

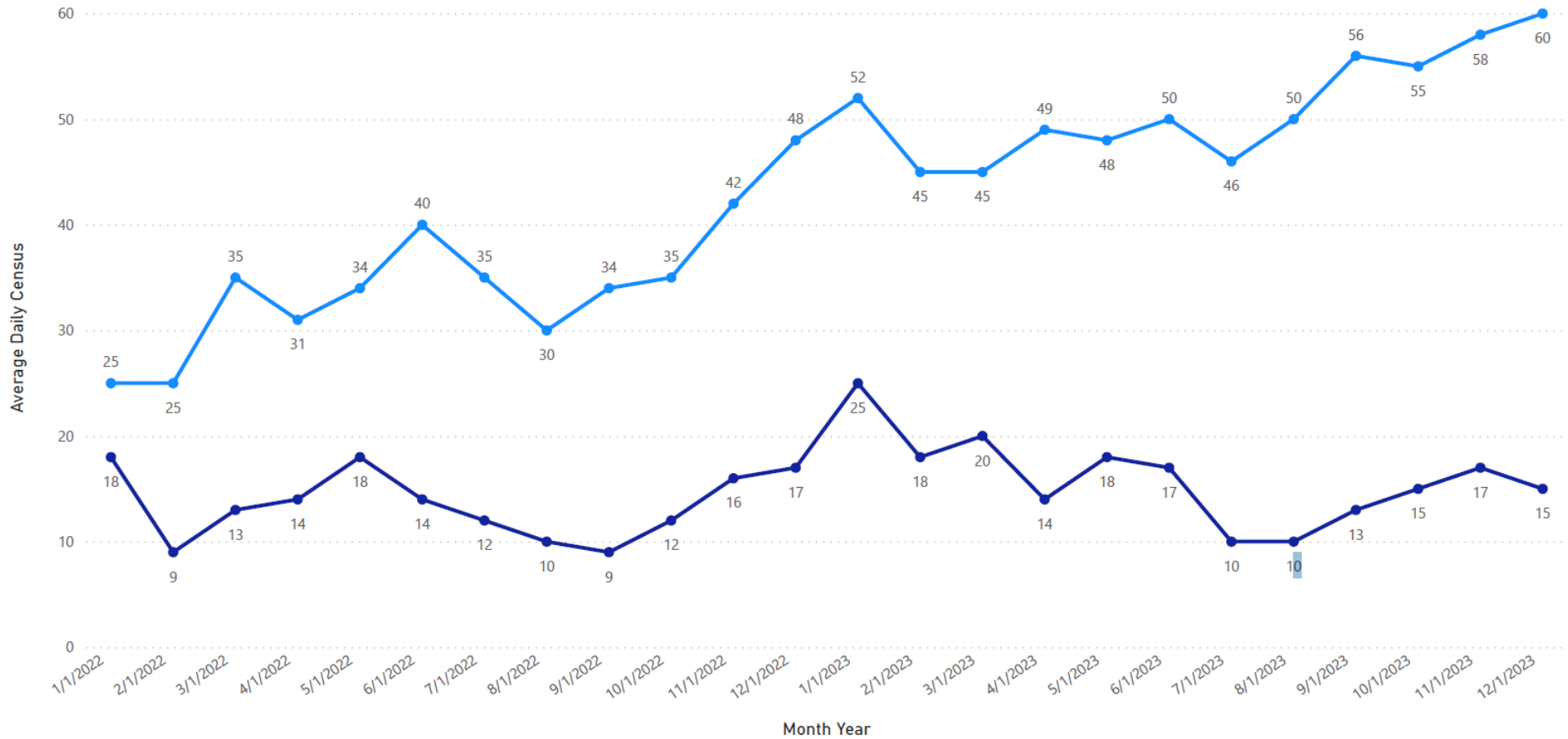
● ADC ● Budgeted Beds



QUALITY Lower Level of Care Average Daily Census

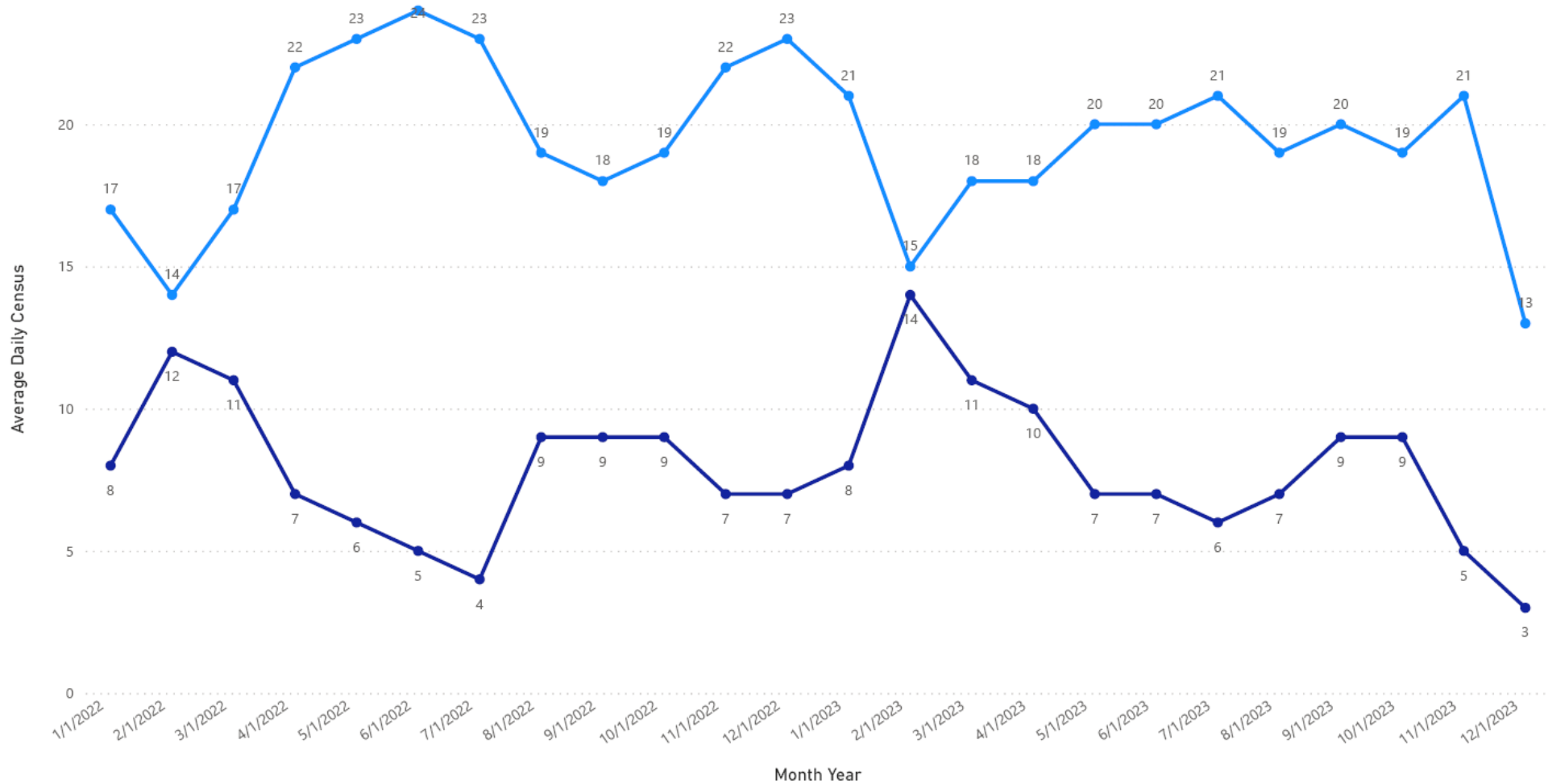
Medical Surgical Lower Level of Care Average Daily Census

● Decertified ● Administrative

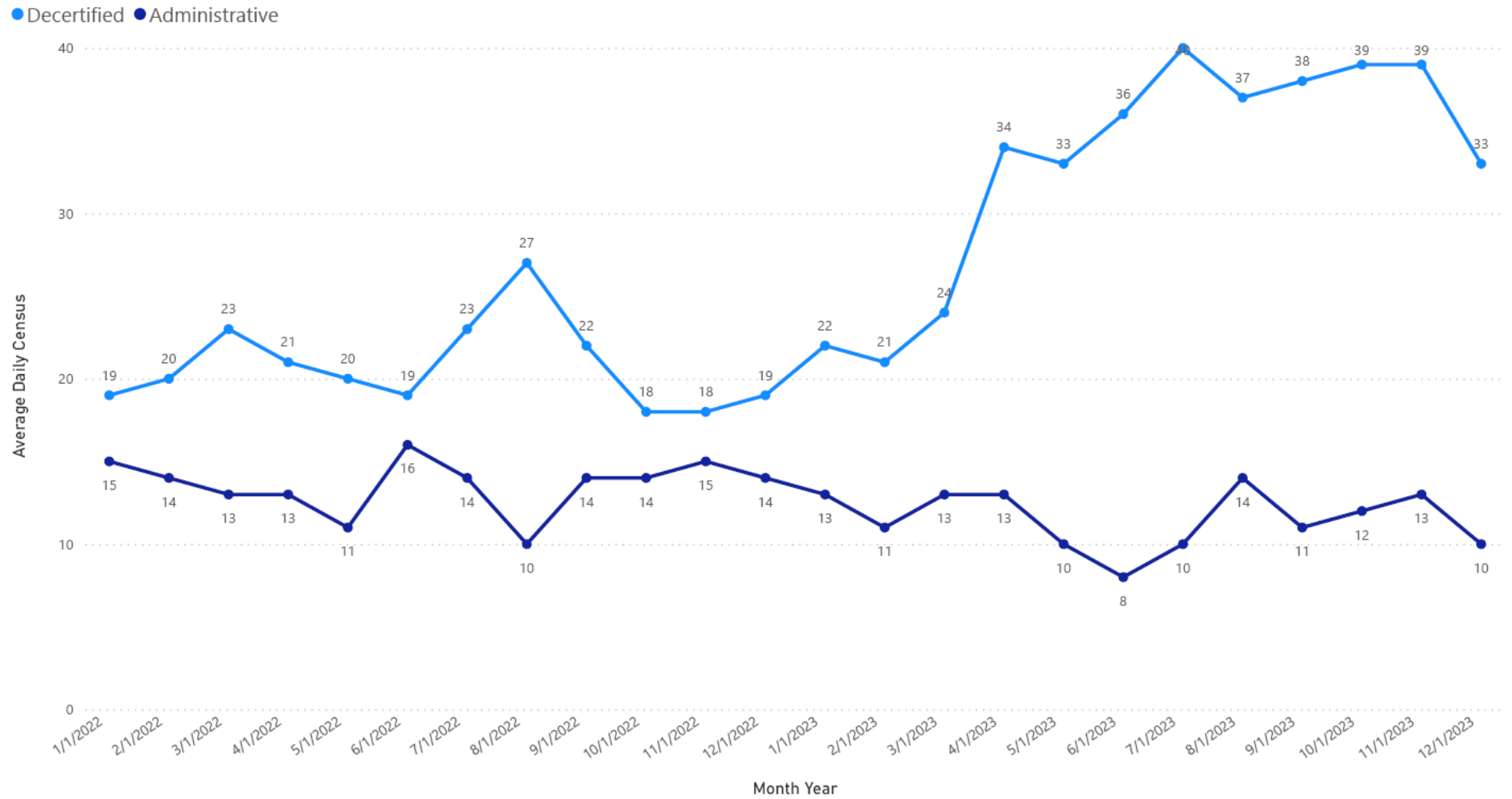


4A Skilled Nursing Facility Lower Level of Care Average Daily Census

● SNF ● Custodial



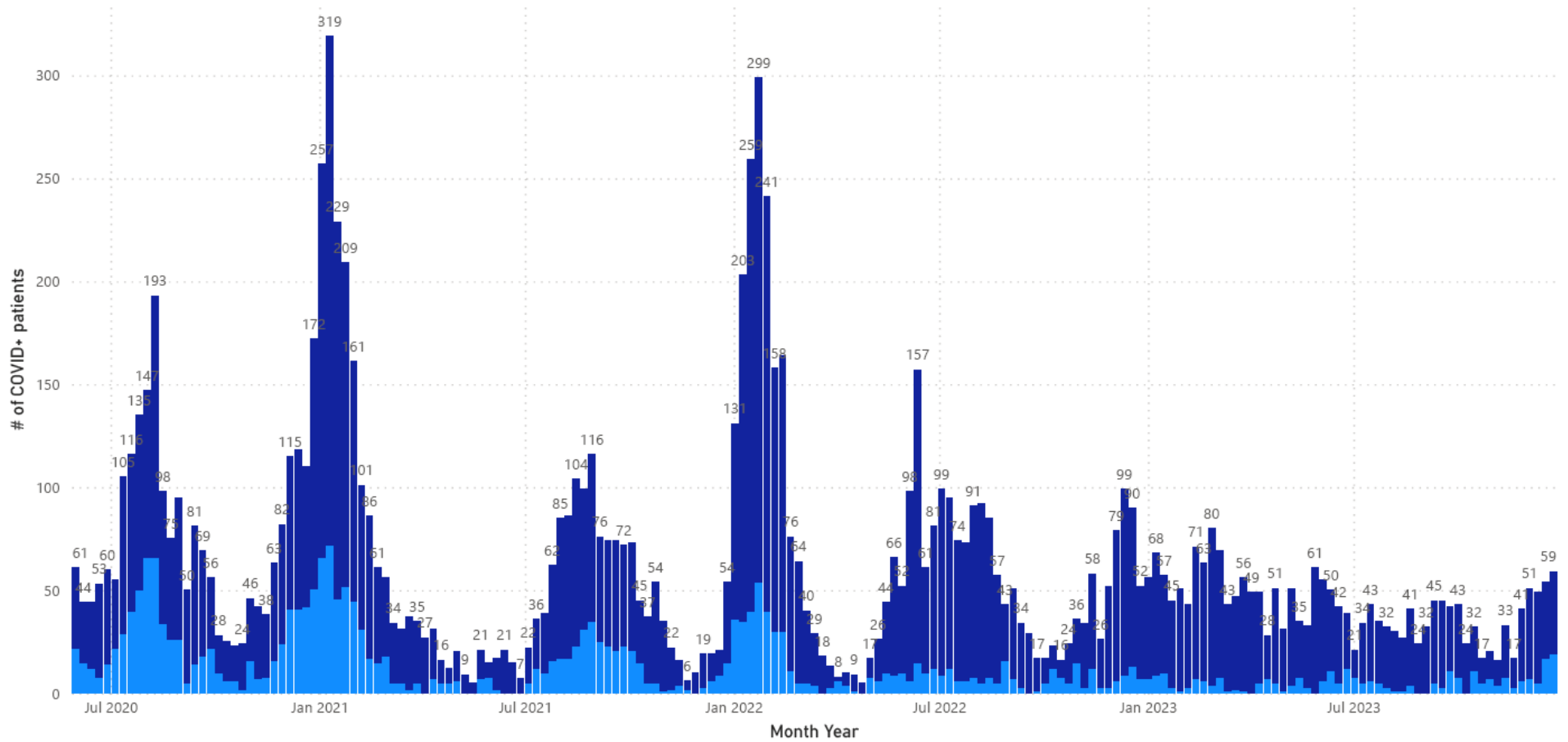
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



SAFETY ZSFG COVID+ Patients

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

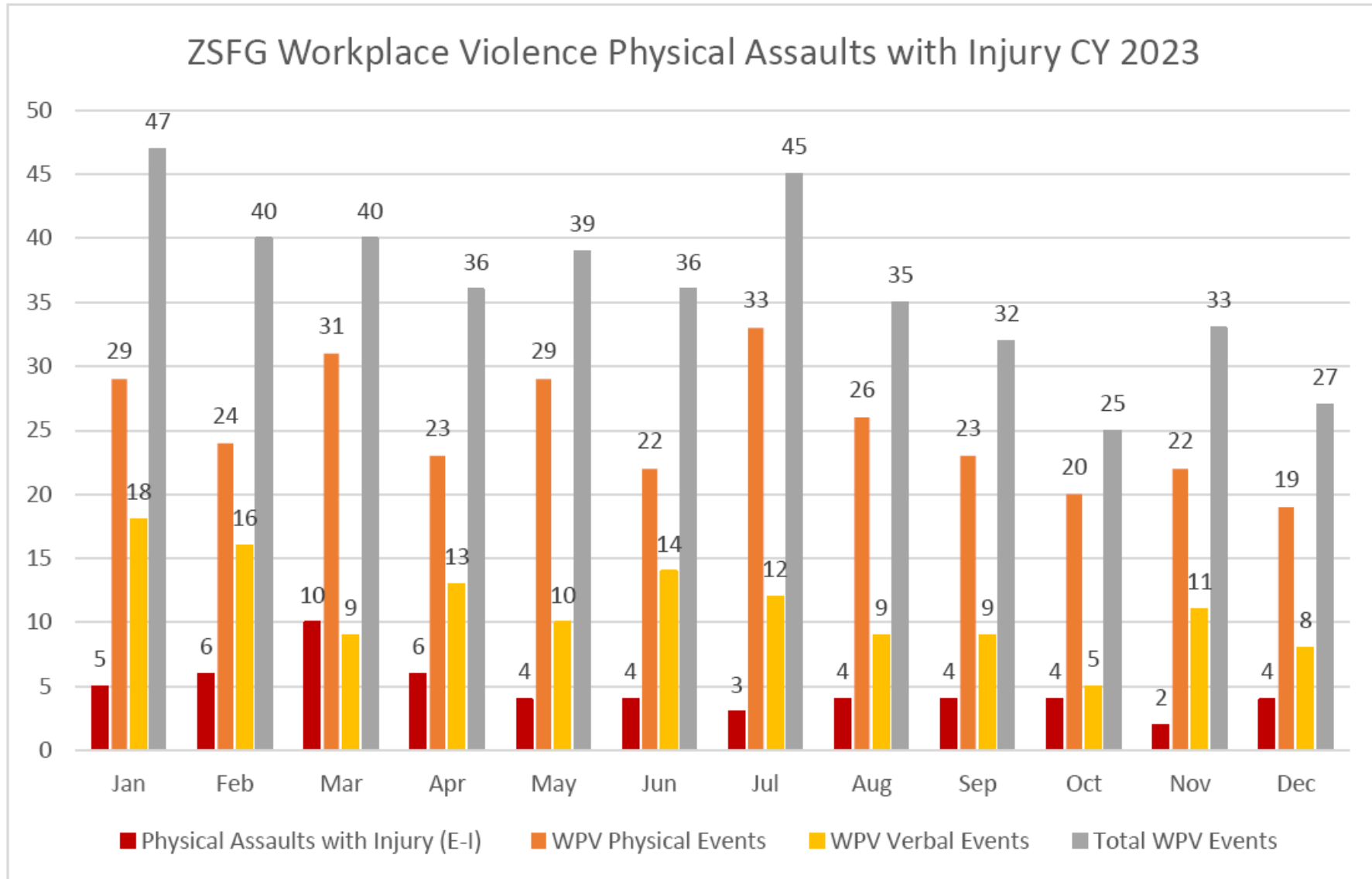
● ICU ● MedSurg/L&D/Peds/Psych



SAFETY

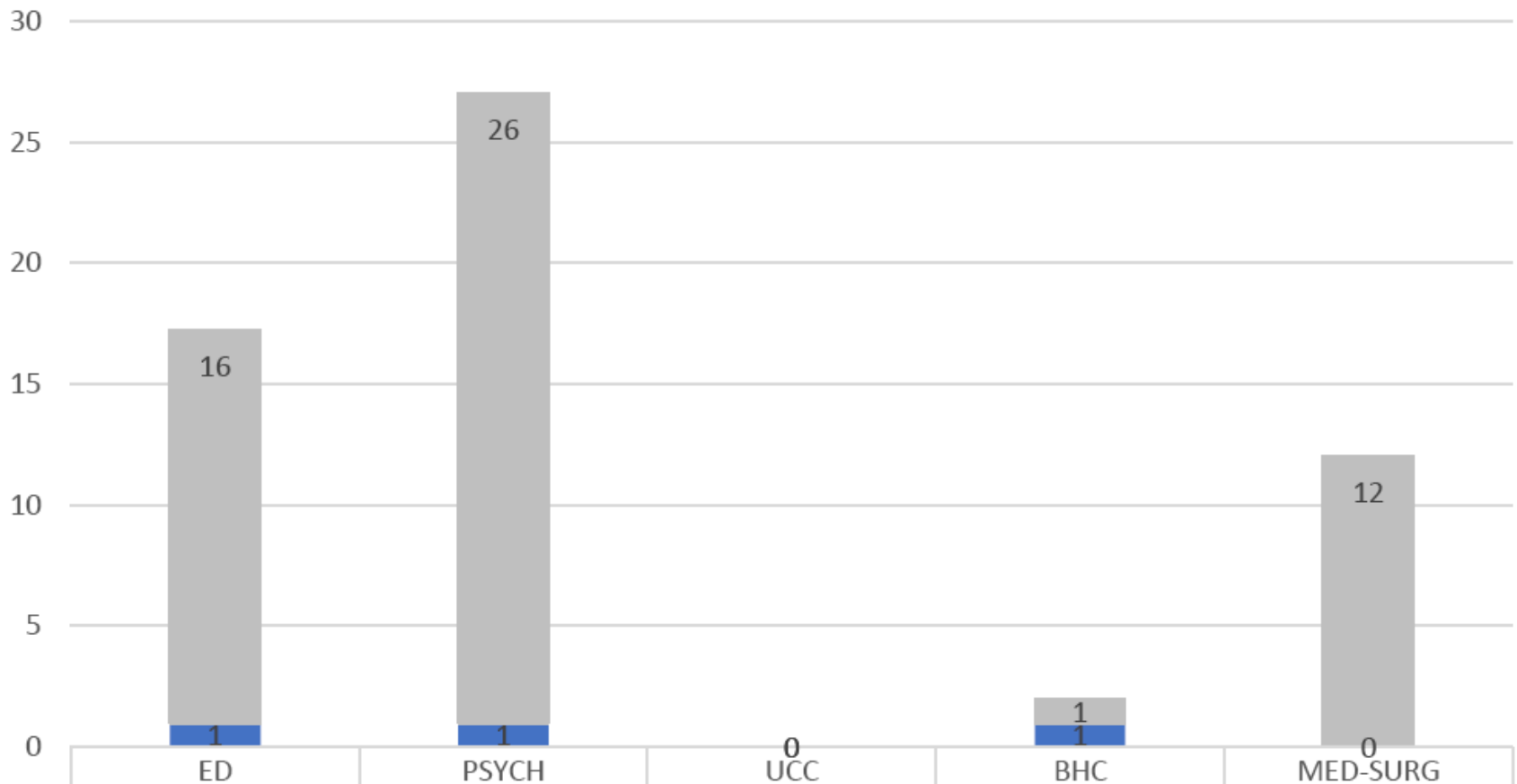
Workplace Violence Activity*

*Workplace Violence data is from ZSFG's SAFE system



**includes all verbal and physical threats, all physical contact, for all departments

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



■ CY Total	16	26	0	1	12
■ Dec-23	1	1	0	1	0

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

