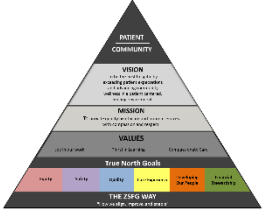


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on February 27, 2024

ZSFG Executive Team Report

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QUALITY

1. Triennial Joint Commission Survey

ZSFG's unannounced Triennial Joint Commission Survey (TJC) was conducted between Tuesday, February 13th and Friday, February 16th. We have received the provisional report, and the full report will be sent in approximately 1 week after it has been reviewed by supervisors and patient safety specialists at Joint Commission headquarters.

Overall, the survey team were very complimentary of the care, treatment, and services they observed at ZSFG during the 4 days. The surveyors commended ZSFG on our consistency in high-risk processes, our commitment to our patients and to one another, and our attention to detail. One patient the surveyors interviewed described her care as "Perfecto."

The Joint Commission also shared areas of improvement. The Centers for Medicare and Medicaid Services (CMS) are holding the Accrediting Organizations, like TJC, to a higher standard than they had previously, and this was evident in the focus of the survey team. The report details findings across most of the Chapters of the Joint Commission Manual for Hospital and Nursing Care Center. The findings ranged from Environment of Care to Provision of Care, and included leadership, infection control, medication management, record of care, medical staff, human resources, and rights of the individual. The volume of findings is not surprising due to the size and complexity of our organization and the heightened focus CMS has upon healthcare and the Accreditation Organizations.

Some of the findings reached a "Condition" level: this means that Joint Commission surveyor(s) will return within 45 days to assess if ZSFG has corrected these issues. If this revisit is successful, then our accreditation status will be renewed, and no further action will be needed.

The regulatory Affairs team is collaborating with the relevant departments to develop some immediate corrective actions regarding the findings and will begin a structured process to develop plans of corrections for the other findings that will be due within 60 days of the final report.

Overall, this was a successful survey, with the volume of findings reflecting the rigorous nature of the post pandemic regulatory landscape. Adrian Smith, Emma Moore, and the whole quality team did an exceptional job preparing the hospital for the survey for many months and for stewarding the surveyors through the survey so well. This survey was an excellent opportunity to highlight our remarkable team!

CAPITAL

2. Updates on Capital Projects for 2024

The ZSFG Capital Projects Team works strategically to maintain and upgrade our hospital's infrastructure, ensure regulatory compliance, and prepare for future healthcare challenges and opportunities. Many of the projects at the forefront of the Capital Team's portfolio address modernizing and making our environment more efficient as well as making it more appropriate for the team-based, whole person care we provide. Our evolving environment will enable us to better weave social and behavioral health services with physical health care.



Psychiatric Emergency Services (PES) Unit – Construction will begin on the new unit and have three times more common space than the current facility to accommodate the growing need in the community while also improving patient flow and providing care in a calming environment filled with natural light.

Chiller and Cooling Tower Construction Project - This emergency replacement and expansion will provide reliable temperature control to Building 5 for the hospital’s specialized equipment and occupied spaces. The extra capacity from this system also ensures our campus is well-prepared for inclement weather conditions that could impact the services we provide.

Family Health Center Renovation - This milestone project aims to consolidate all family health related outpatient services into Building 5, streamlining clinic operations within a single floor plan, expanding our capacity, and offering a more efficient delivery of family health services.

Urology/Cystoscopy Clinic Completion - As part of the Rehabilitation Clinic Renovation project, upgrades in the urology/cystoscopy clinic are scheduled to be complete this year. The project includes ADA-compliant bathrooms in units 3A and 3C.

Wayfinding Design in Building 5 - Recognizing the importance of a seamless patient experience, plans are underway to implement a colorful and easy-to-follow wayfinding design in Building 5. This initiative will help patients navigate through our facilities better.

In addition to jumpstarting these projects, the Capital Projects team will be quickening the pace of construction on the new dialysis clinic, clinical lab, and public health lab.

EQUITY

3. HSS Secretary Becerra Visits ZSFG to Advocate for Reproductive Health

On January 29, Department of Health & Human Services (HSS) Secretary Xavier Becerra visited ZSFG and met with staff at UCSF Pride Hall.

We had an important conversation about what has been happening across the nation, what is being done and what progress needs to be made to protect reproductive freedom for all, including the need for legislative change at the state and national levels.

Dr. Grossman of UCSF's Advancing New Standards in Reproductive Health, a collaborative research group at UCSF, facilitated the discussion where Secretary Becerra thanked ZSFG and UCSF for their commitment and leadership in women's health rights and in providing compassionate care to everyone. He encouraged people to share their stories and experiences on the topic and stressed the importance of doing so. The staff thanked Secretary Becerra for his commitment and advocacy for reproductive health, a step toward more equitable health care.



Developing Our People

4. Transitions



Andrea Turner, ZSFG Chief Operating Officer, will be departing on February 23, 2024. She will be taking a promotive opportunity serving as the CEO of Harbor UCLA Medical Center. Andrea has served as our Chief Operating Officer since July 2020. Previously, she served as the Director of Imaging Services and the Operations Chief at the Covid Command Center.

As the Chief Operating Officer, she has been a vital member of the ZSFG Executive Team with purview over Imaging and Diagnostic Services; Pathology, Rehabilitation Services, the Behavioral Health Center, Emergency Management, the Department of Diversity Equity and Inclusion, Telecommunication Services, Clinical

Laboratories, Capital and Facilities; and Support Services. She served as the Operations Chief at the Covid Command Center in the early months of the pandemic, setting the groundwork for what would eventually become a City-wide, 1000+ member team and made the City a national leader in equitable and effective Covid management. Andrea also led the successful deployment of our EHR-EPIC Radiant domain for Imaging. She has been ZSFG's executive sponsor for Equity, leading our work to make ZSFG an anti-racist organization and sharing our progressive work on a national stage. She has led our strategic work on workplace violence

prevention, making ZSFG a safer place to work and one that is focused proactively on de-escalation of violence, rather than a reactive response.

Andrea has also led many other initiatives here at ZSFG including the Comprehensive Cancer Center, Contracts and Space deployment. Her achievements include a substantive reduction in TNAA for imaging, physical violence in high-risk areas, and TAT of bed turnover. Andrea has received several awards and recognition from the City for her leadership and community contribution to the City and County of SF to include the recognition from the San Francisco Women’s Political Committee and the Department of Police Accountability.

DEVELOPING OUR PEOPLE 5. ASGE Honors ZSFG Endoscopy

The ASGE Endoscopy Unit Recognition Program is the only national program of its kind honoring GI endoscopy units that have demonstrated commitment to delivering high-quality, safe, patient-centered care – to patients, to referring physicians, to payors and to the healthcare team itself.

ASGE applauds Zuckerberg San Francisco General Hospital and Trauma Center for their ongoing commitment to quality and safety in GI endoscopy as evidenced by meeting the Endoscopy Unit Recognition Program's rigorous criteria. ZSFG Endoscopy is the only unit in San Francisco that holds this honor.

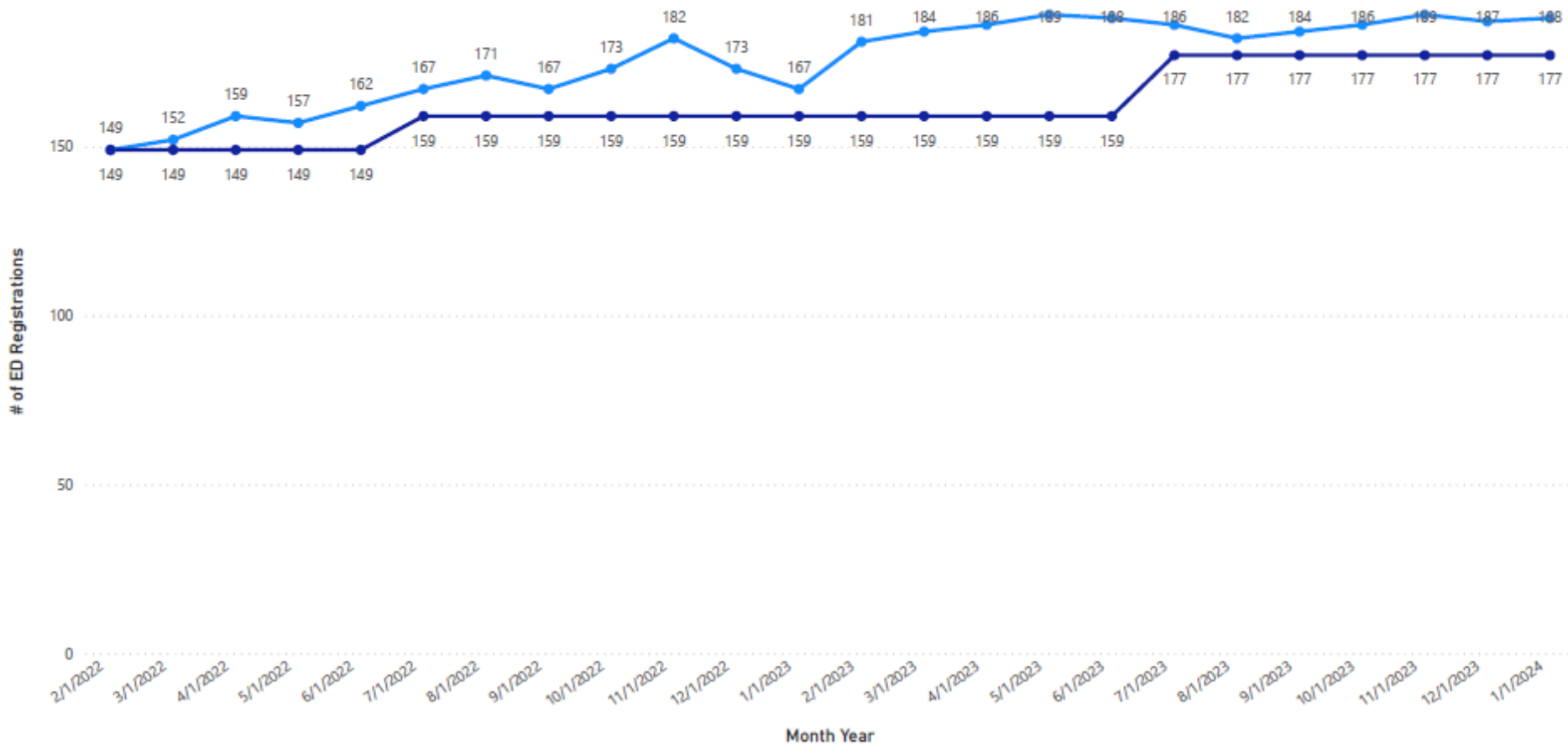


QUALITY

Emergency Department Activities

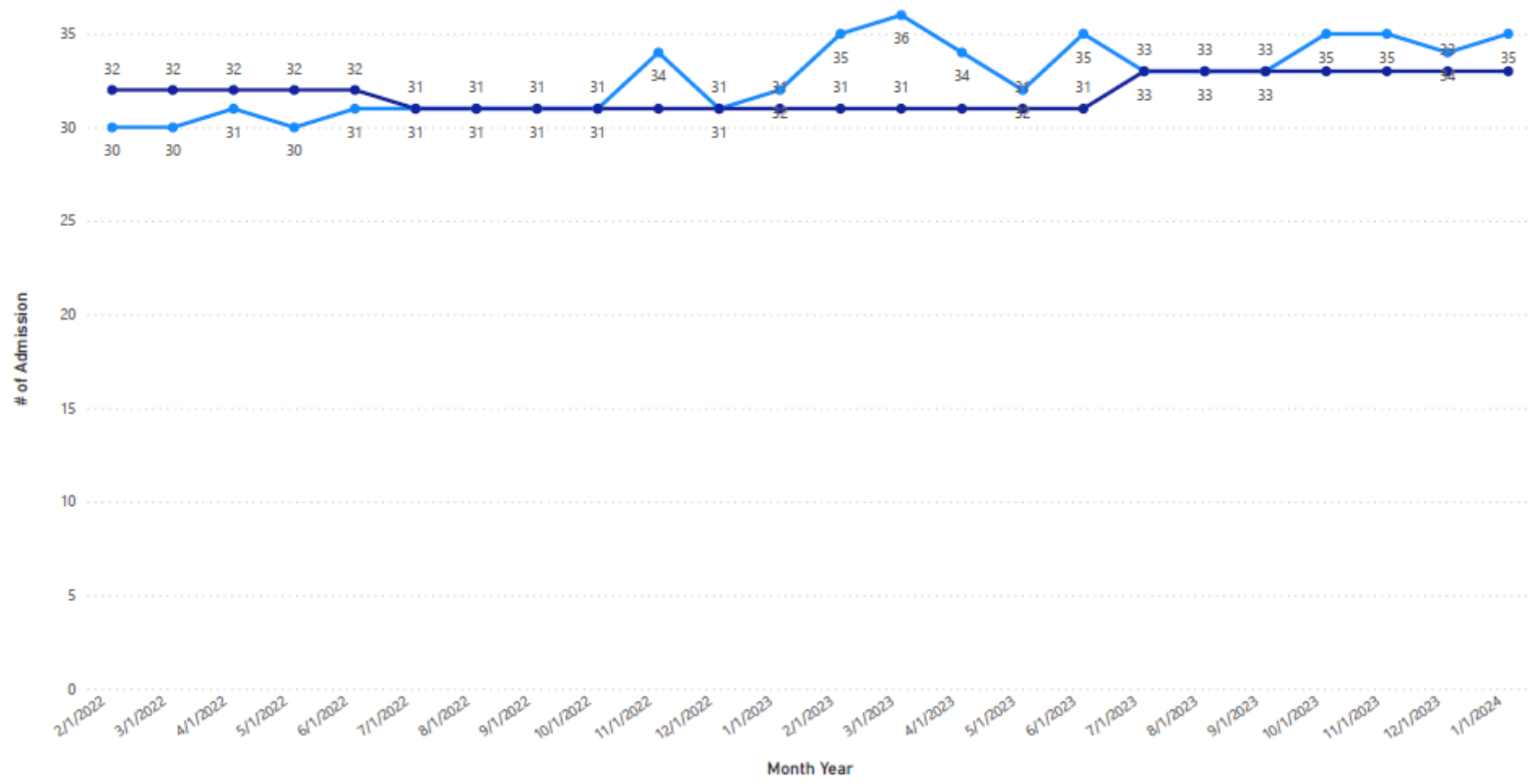
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



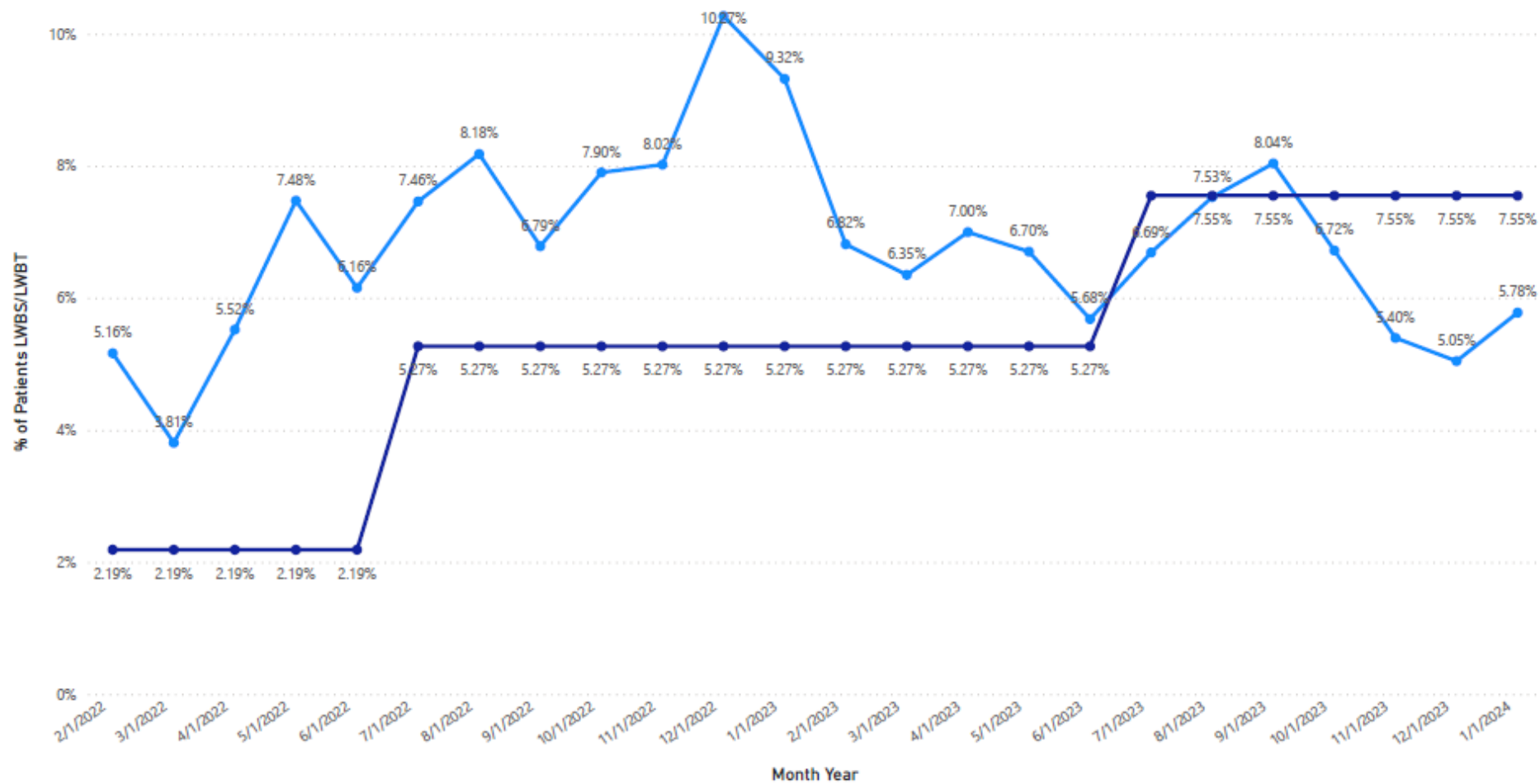
Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baselin



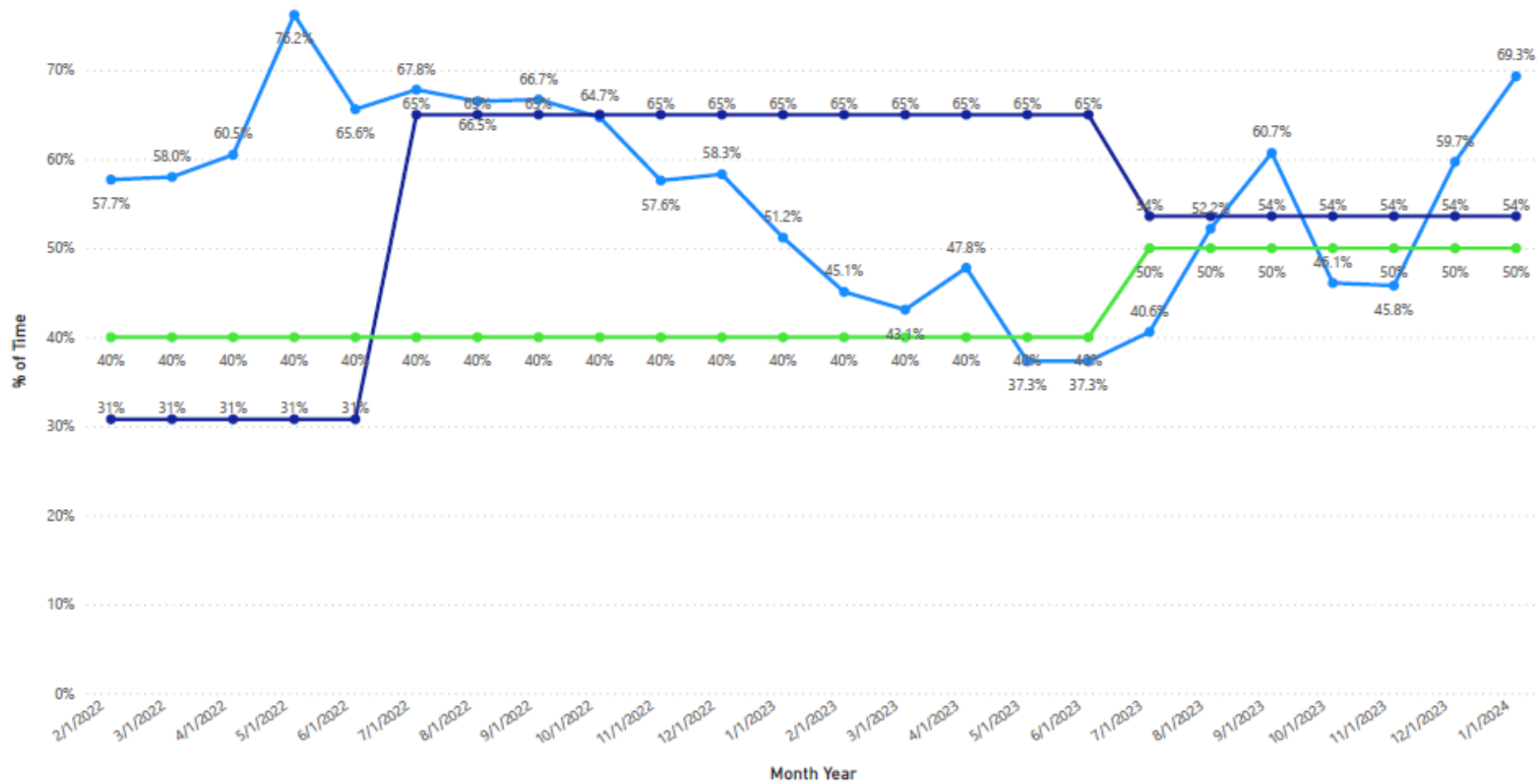
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



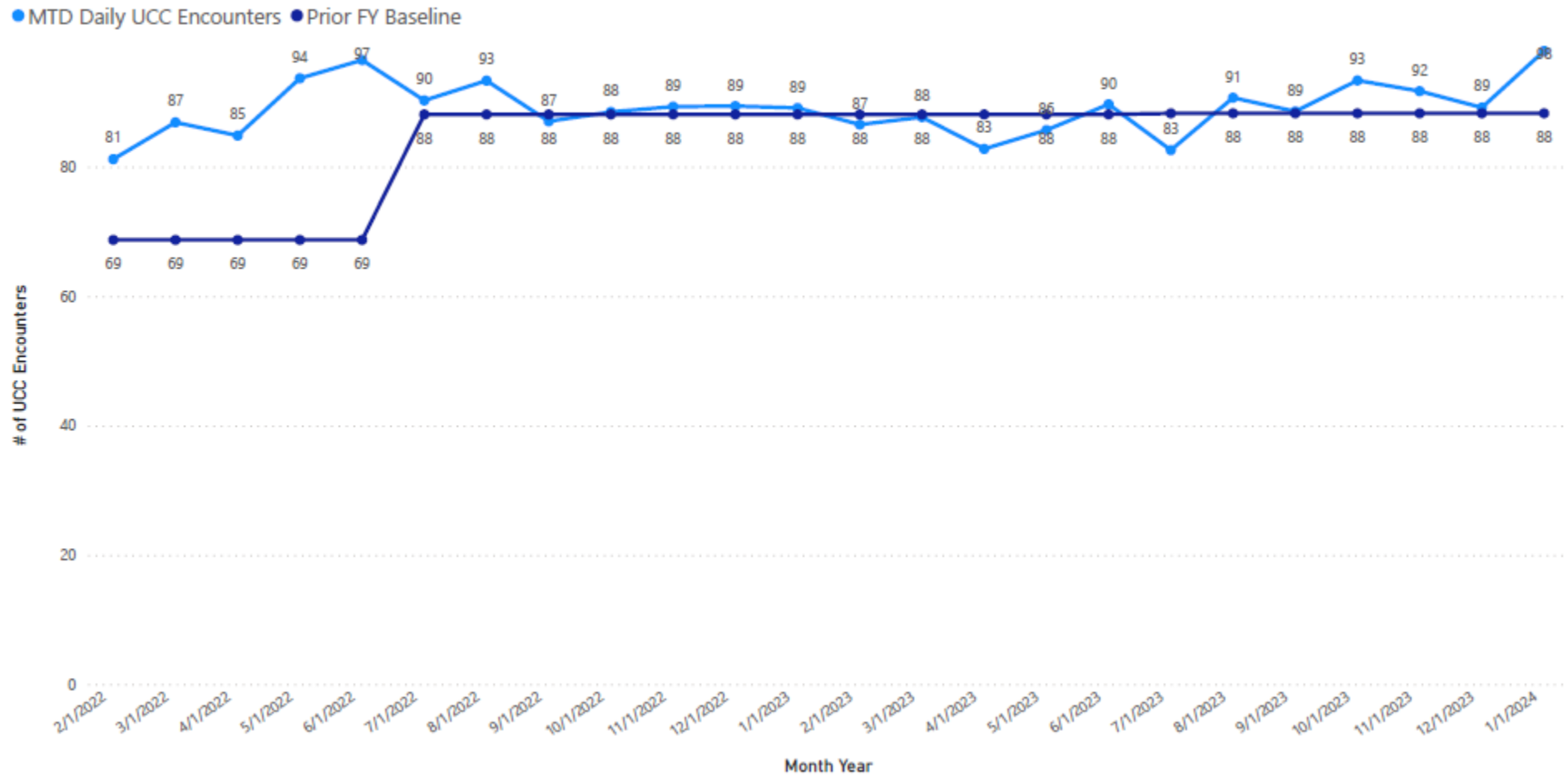
% Diversion

● MTD % Diversion ● Prior FY Baseline ● Target

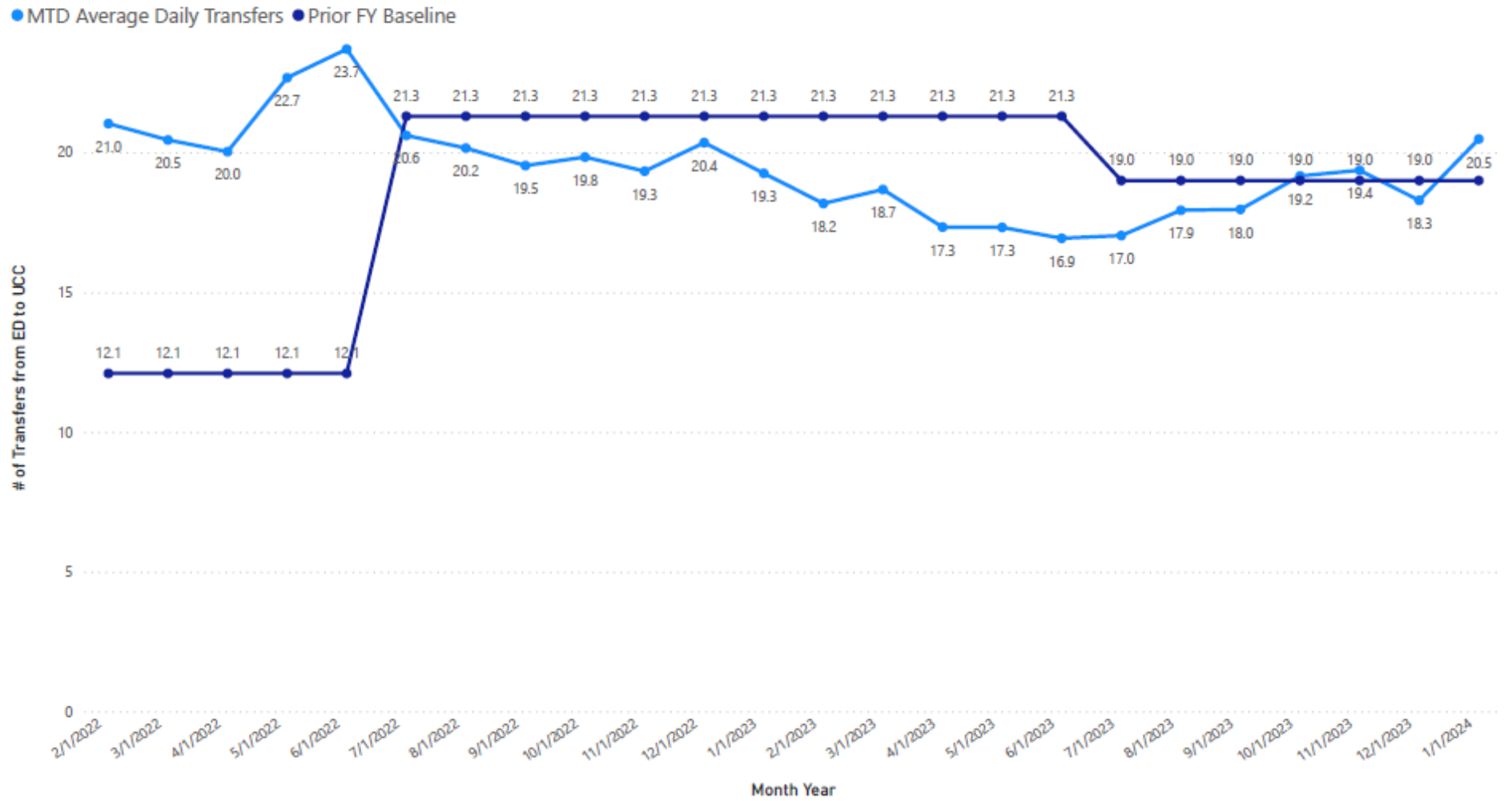


QUALITY Urgent Care Clinic Activities

Average Daily UCC Encounters

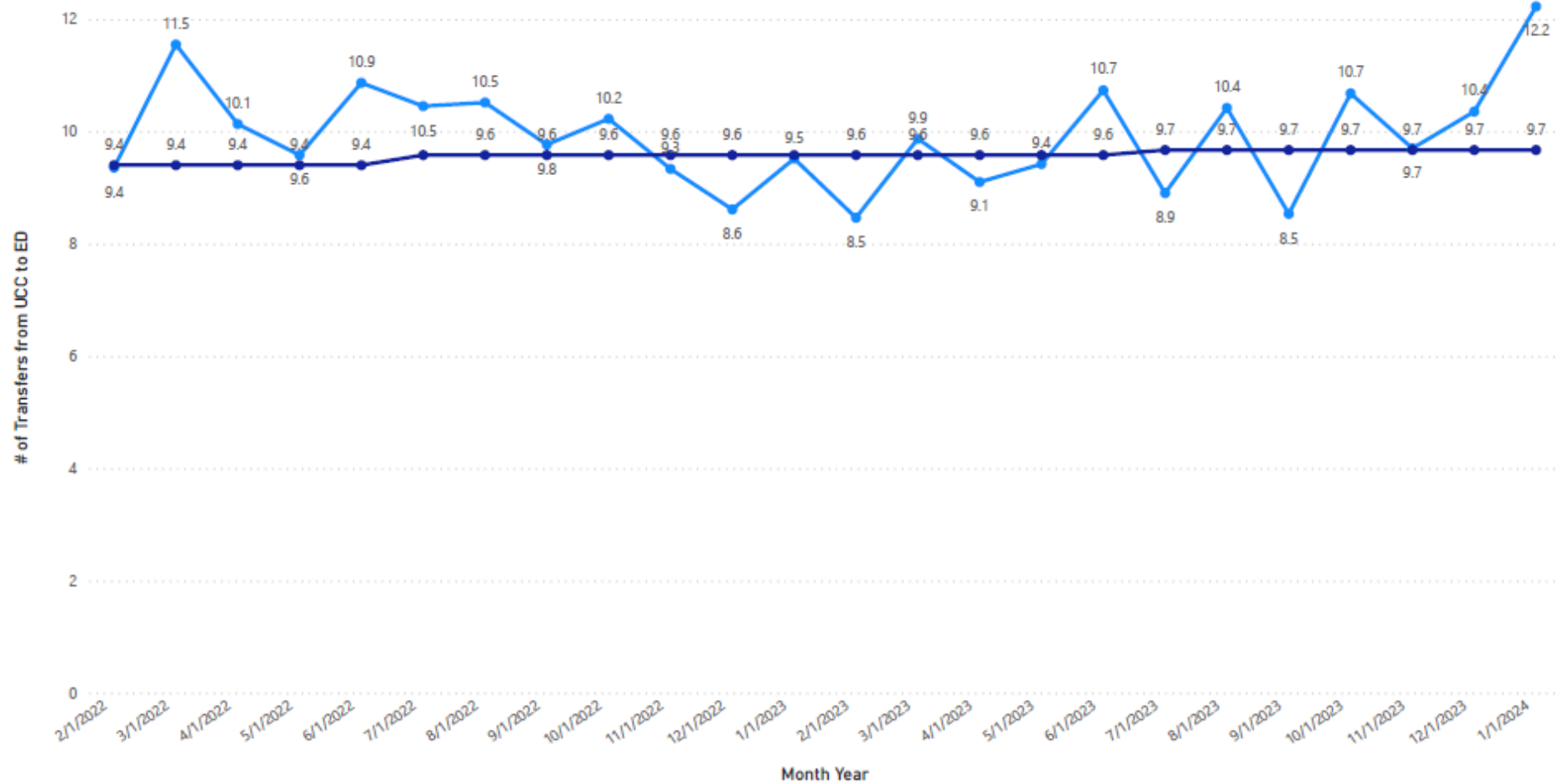


Average Daily Transfers from ED to UCC



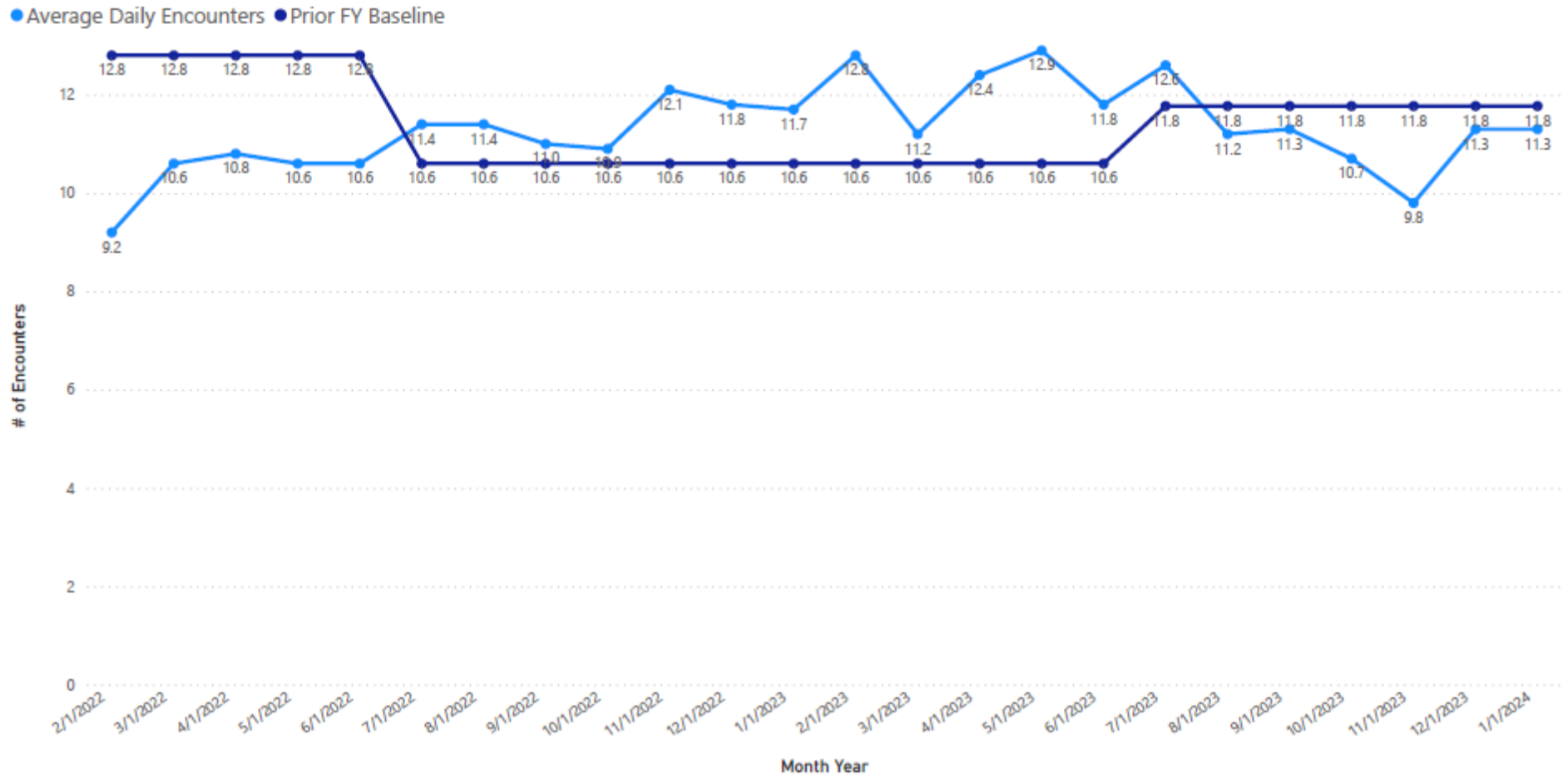
Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline



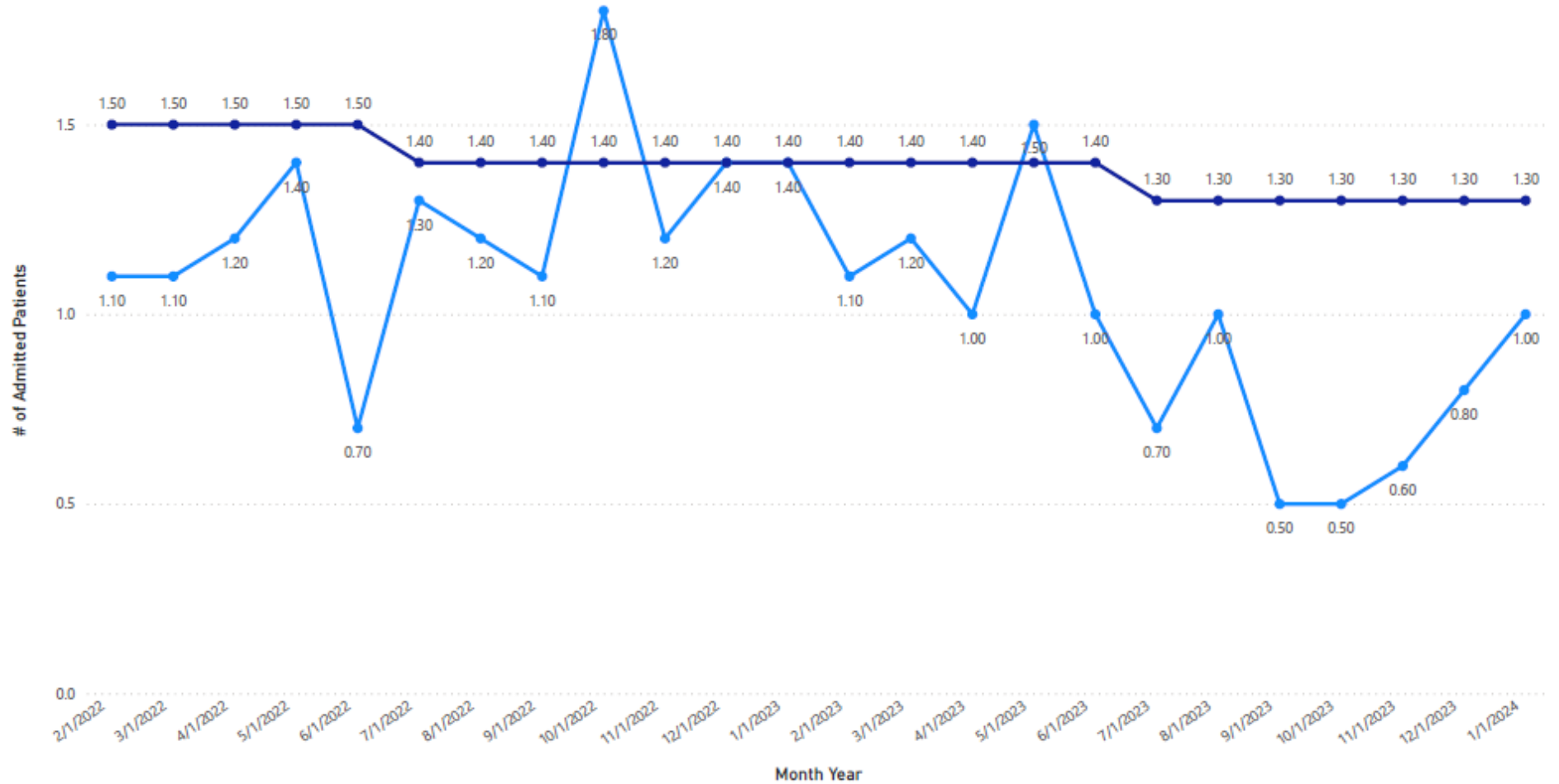
QUALITY Psychiatric Emergency Services Activities

Average Daily PES Encounters

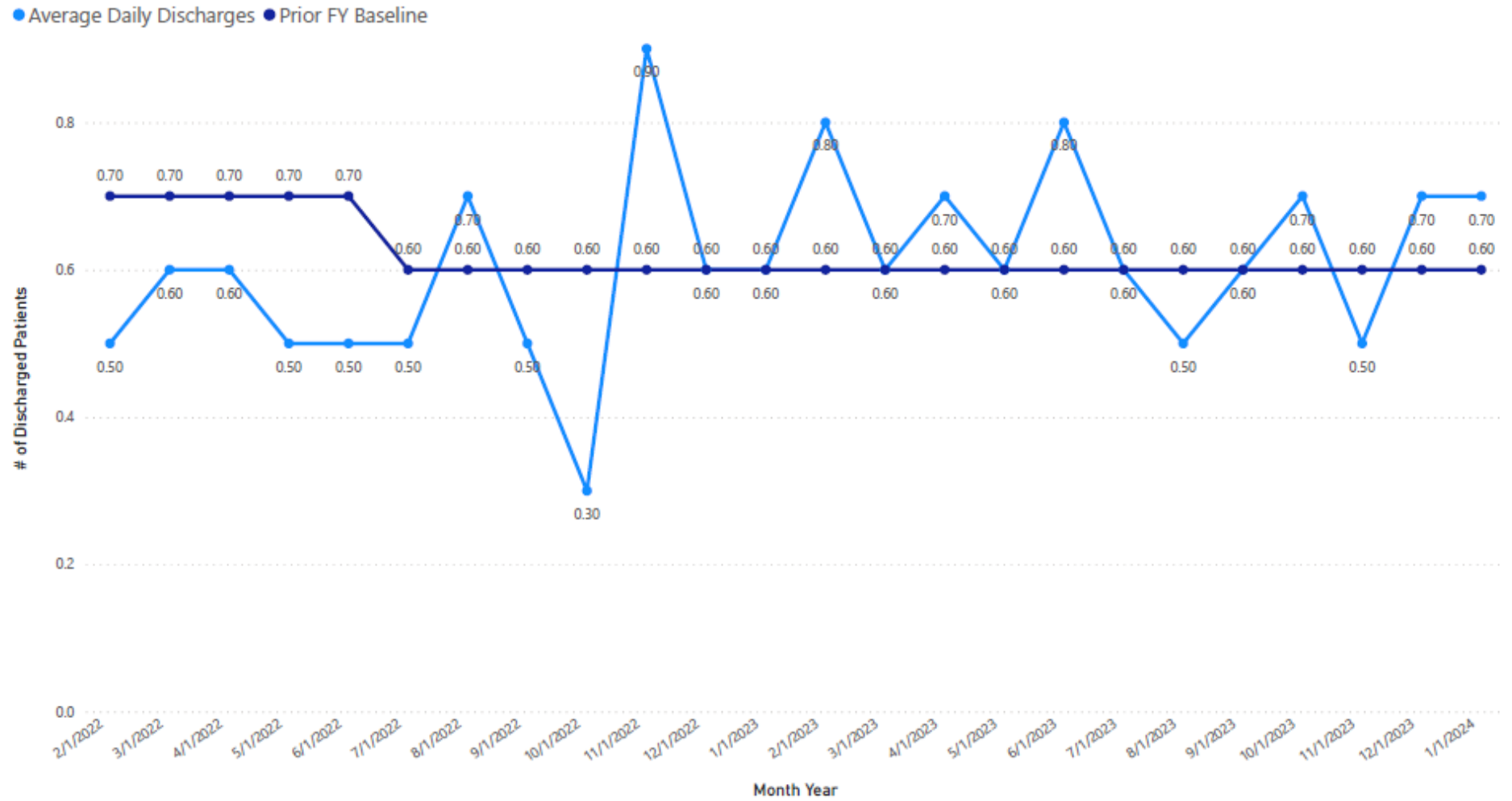


Average Daily Admissions to Inpatient Psych (7B & 7C) from PES

● Average Daily Admissions ● Prior FY Baseline

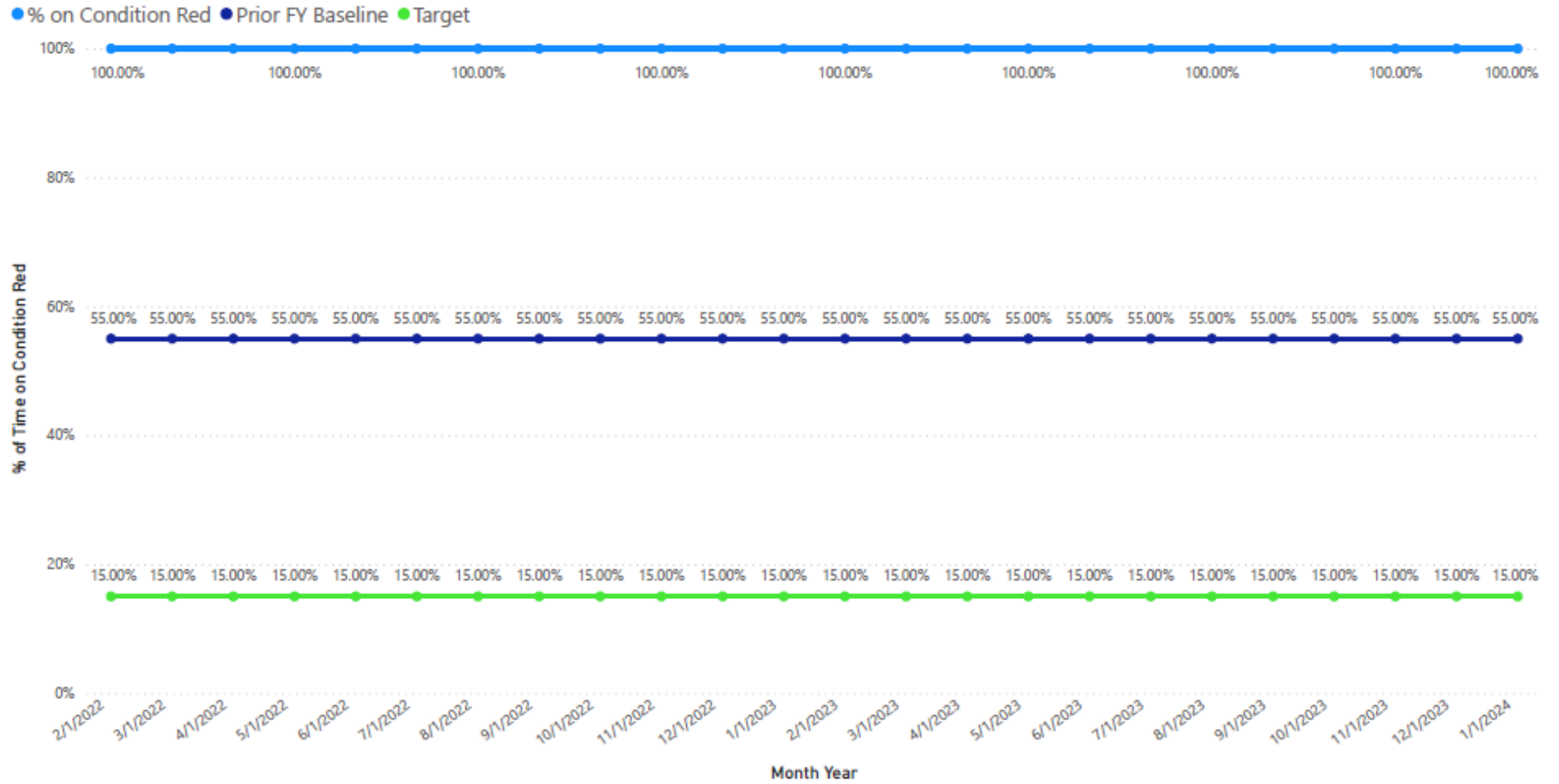


Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



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 204.5 which is 119.59% of budgeted staffed beds and 111.14% of physical capacity. 39.9% of the Medical/Surgical days were lower level of care days: 10.02% administrative and 29.88% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 36.9 which is 131.79% of budgeted staffed beds and 63.62% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 28.3 which is 94.33% of budgeted staffed beds and 67.39% of physical capacity of the hospital.

ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 43.5, which is 98.86% of budgeted staffed beds and 64.93% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.5, which is 78.57% of budgeted staffed beds (n=7) and 45.83% of physical capacity (n=12).

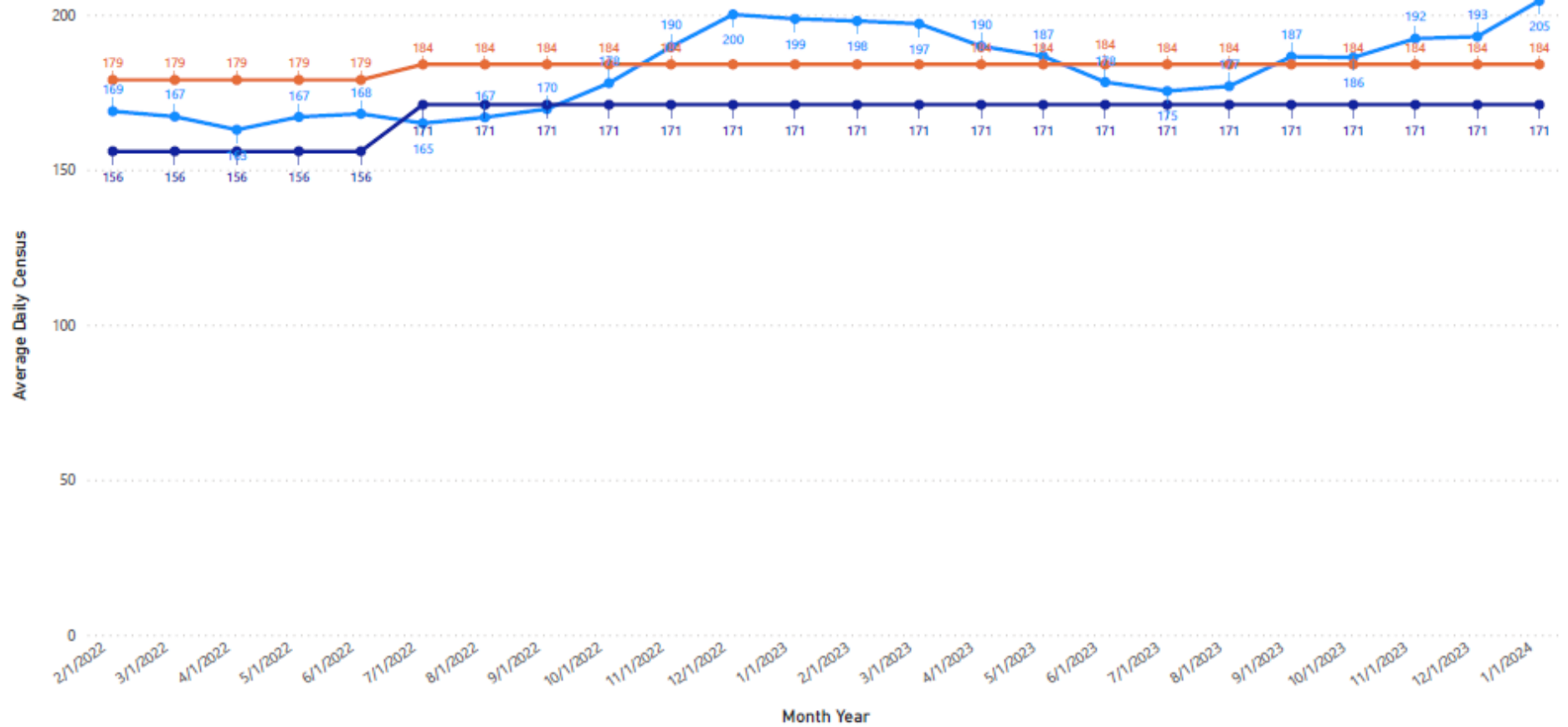
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 29.1, which is 103.93% of our budgeted staffed beds and 97% of physical capacity.

Quality: Average Daily Census

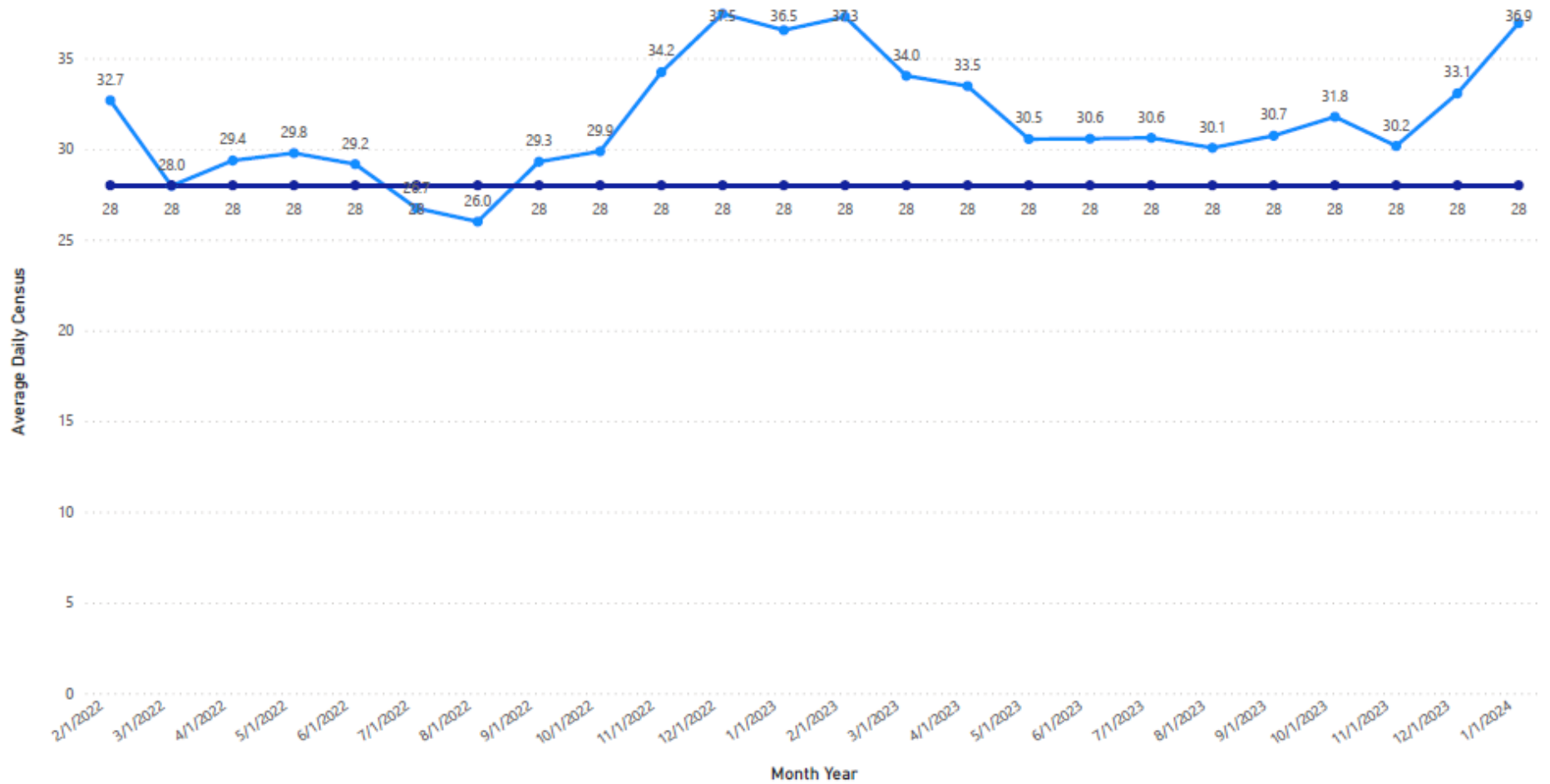
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds

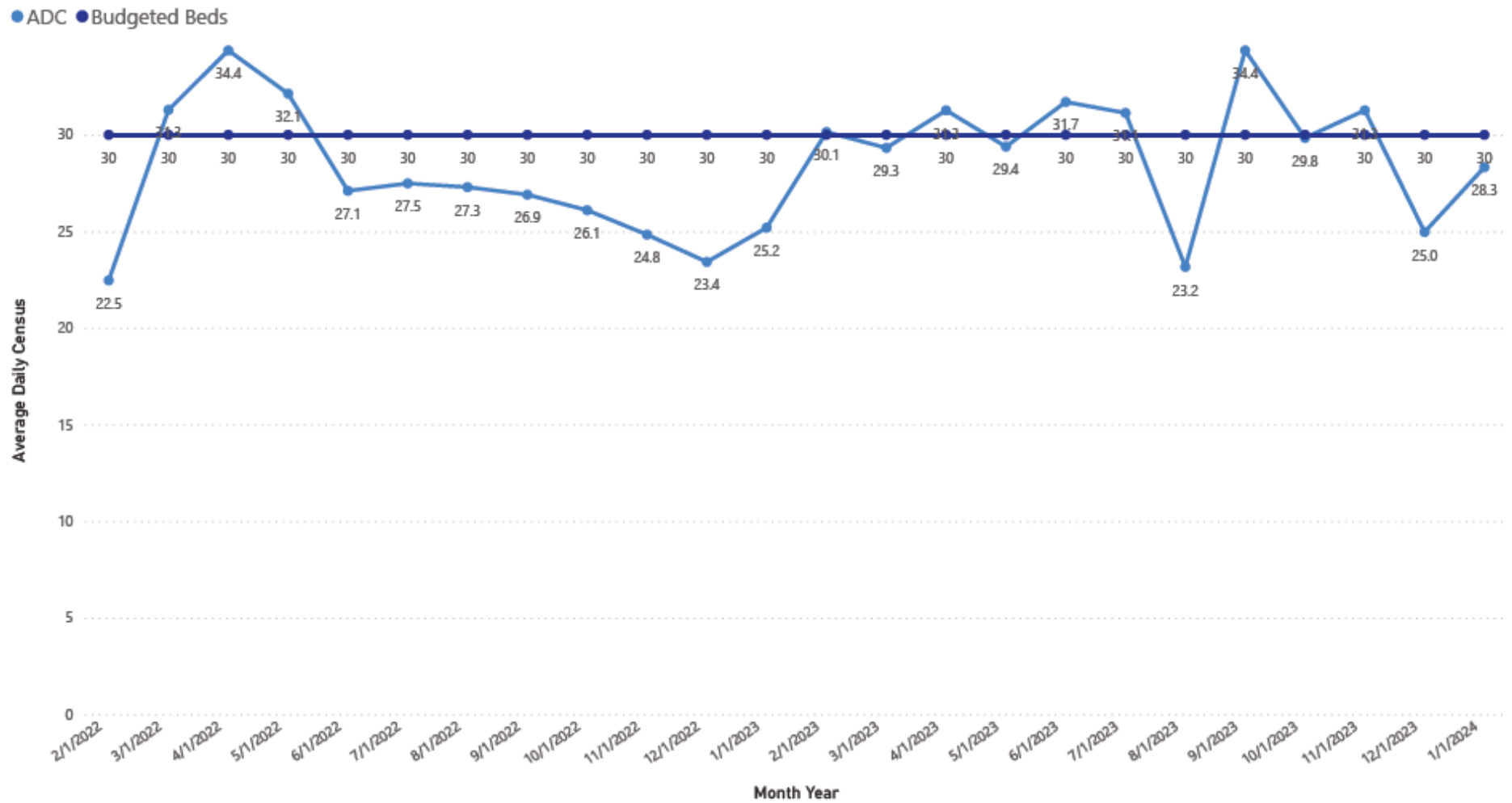


Intensive Care Unit Average Daily Census

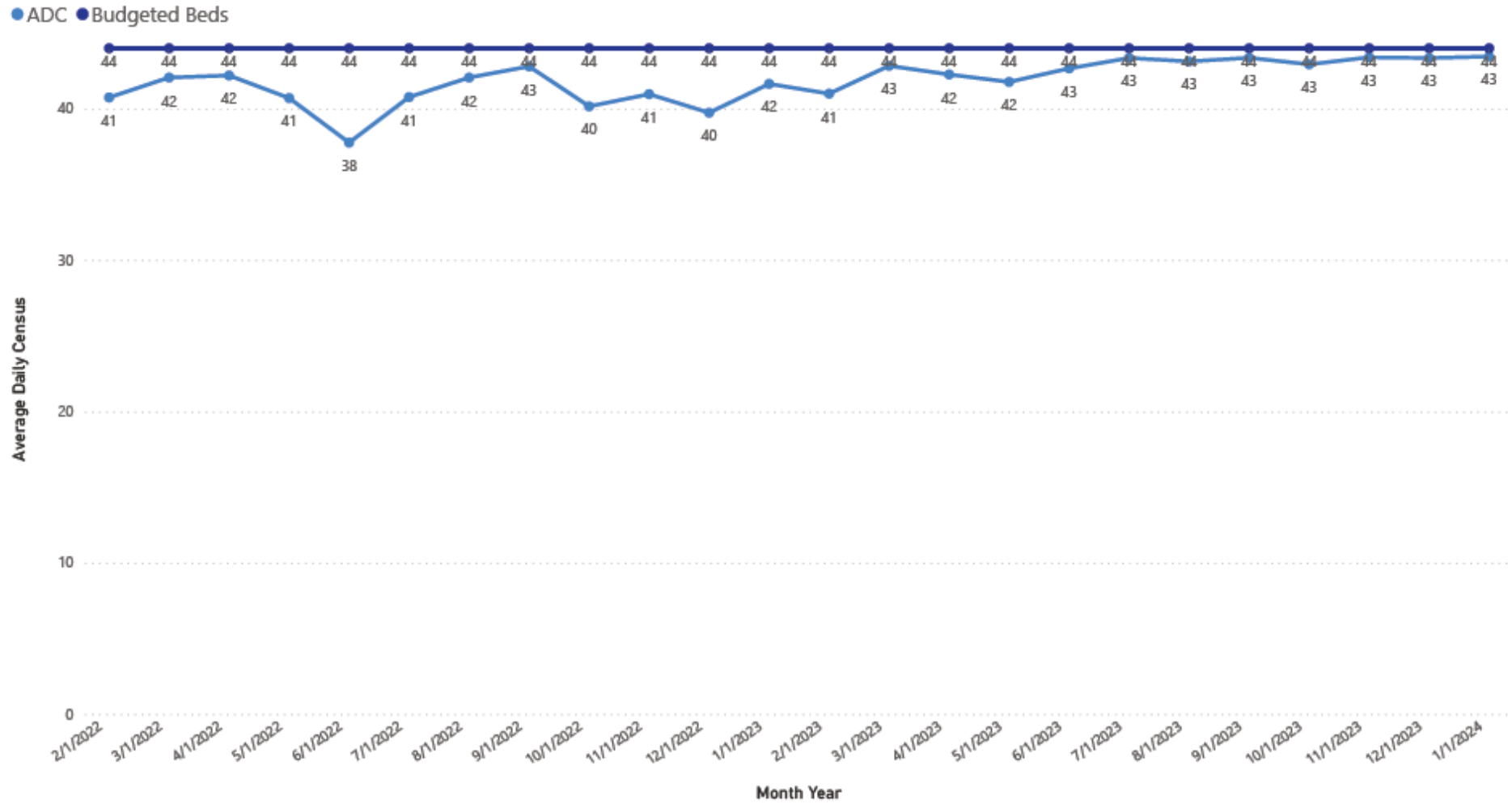
● ADC ● Budgeted Beds



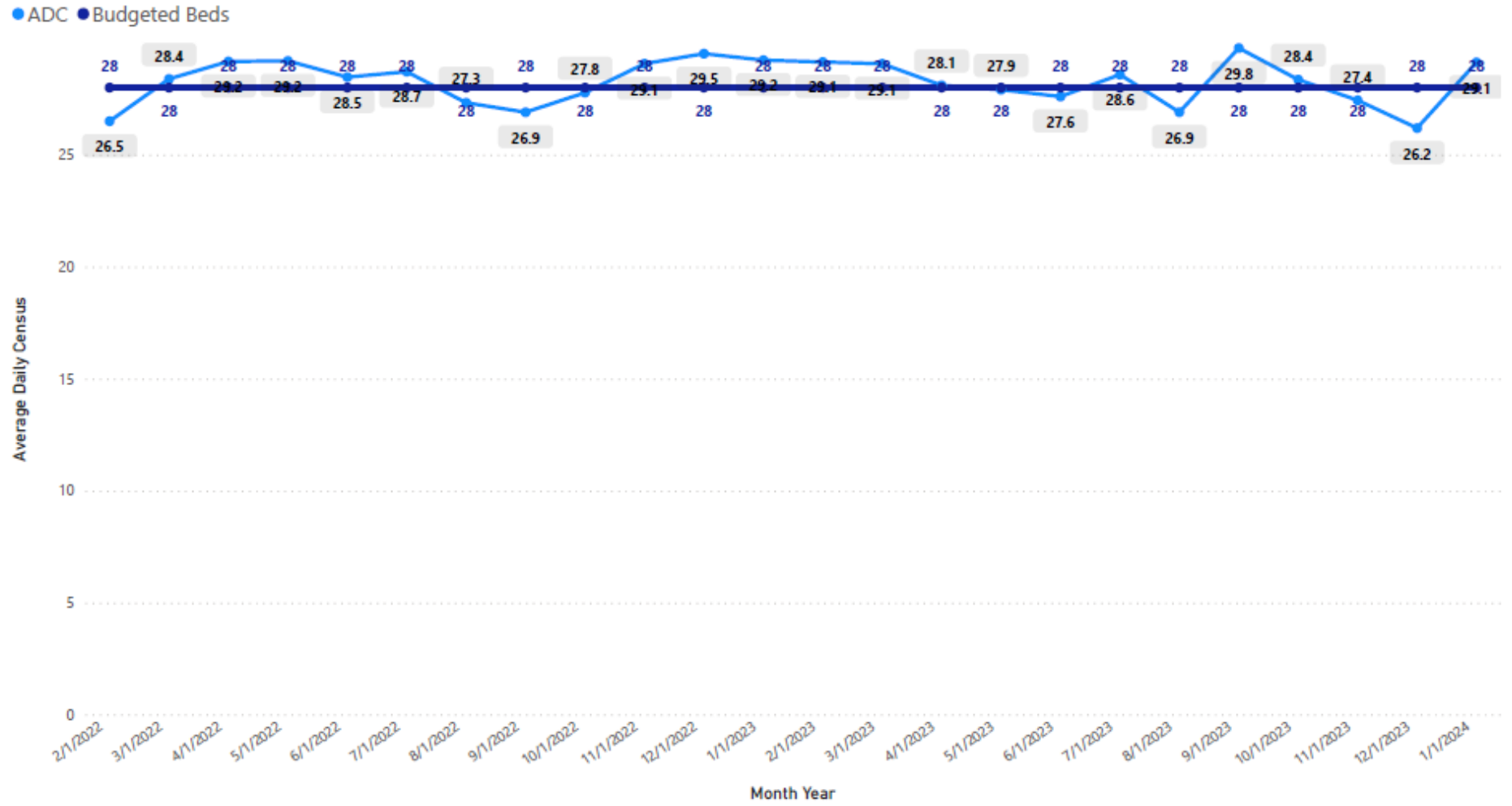
Maternal Child Health Average Daily Census



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



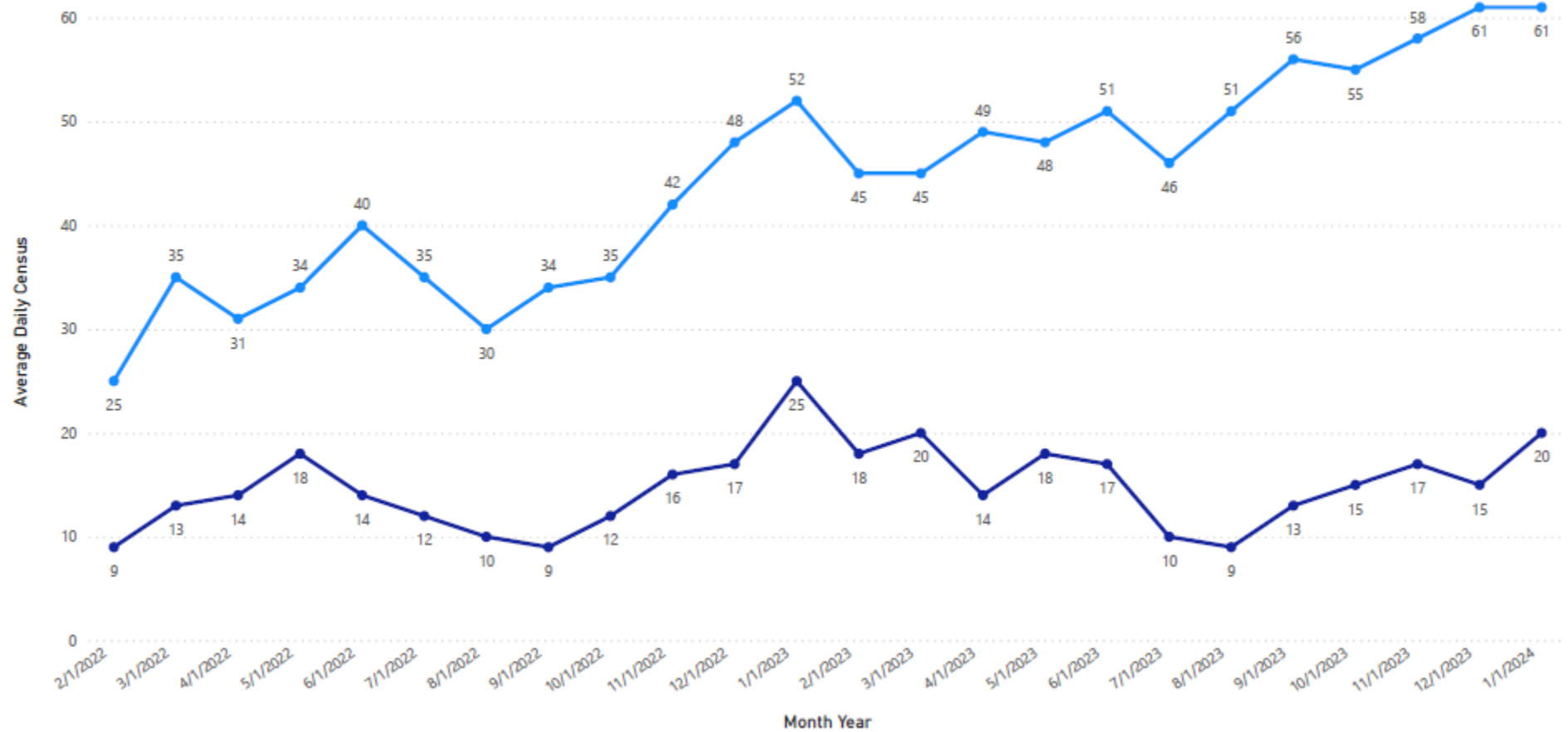
4A Skilled Nursing Facility Average Daily Census



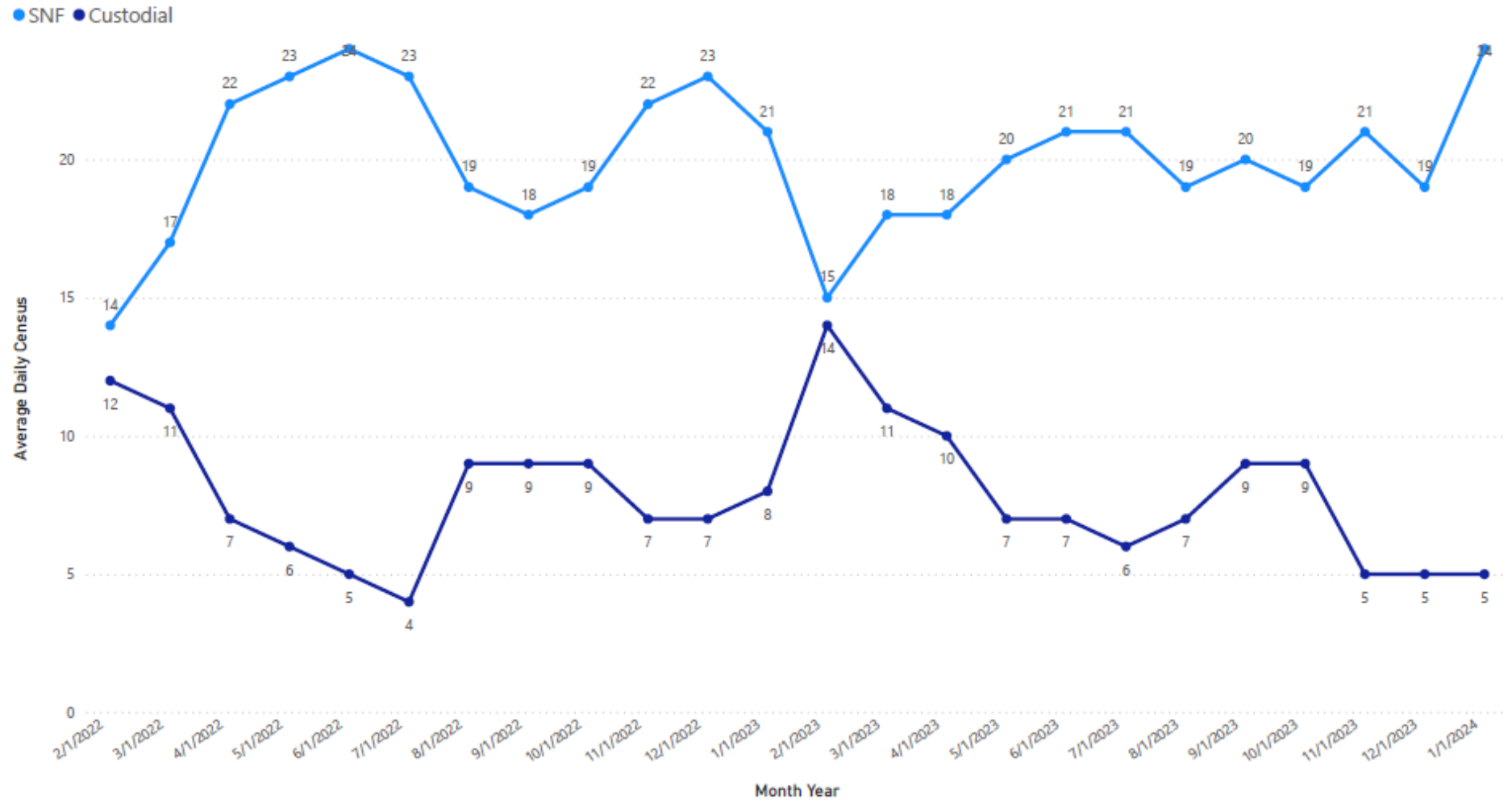
QUALITY Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

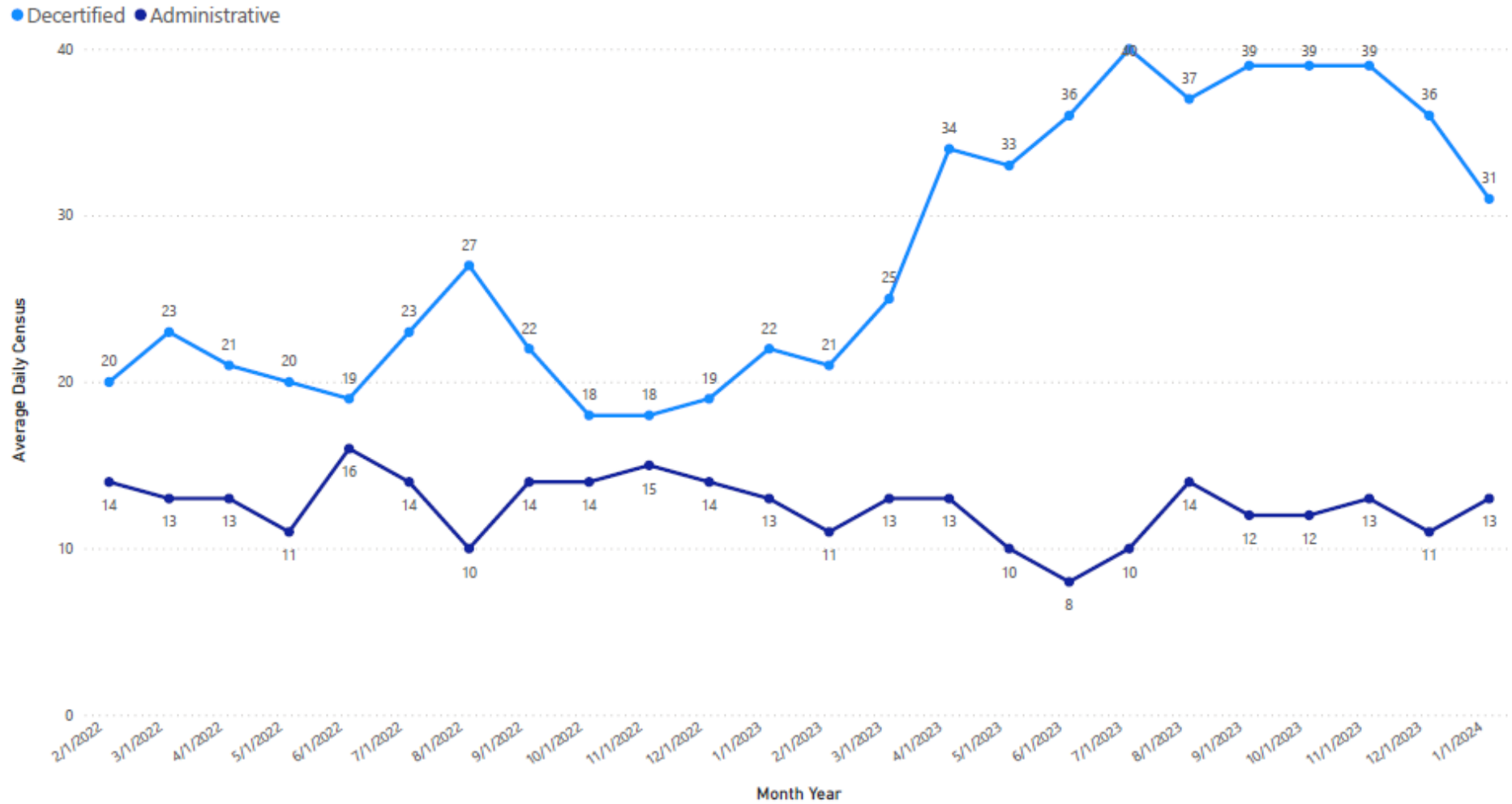
● Decertified ● Administrative



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



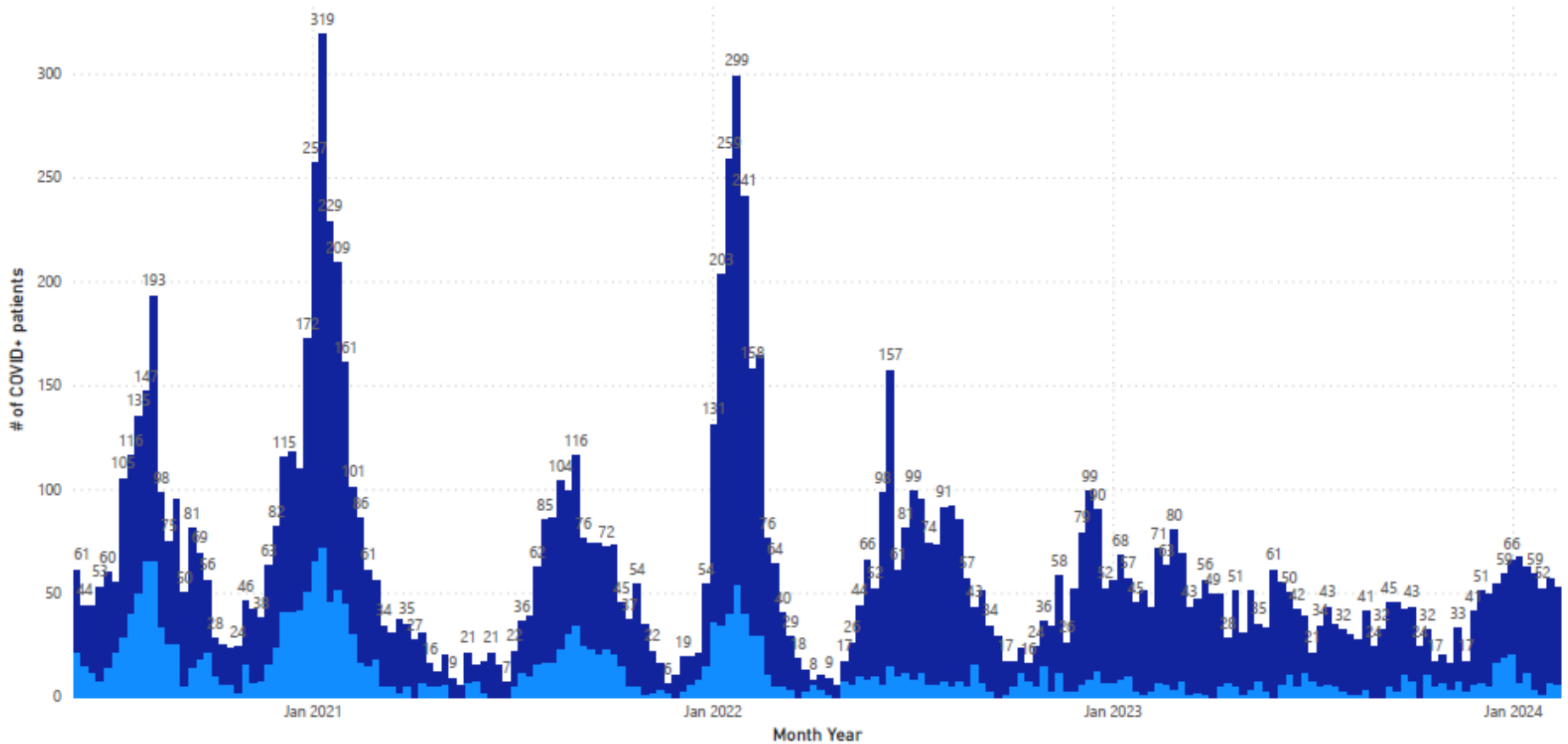
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



SAFETY ZSFG COVID+ Patients

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

● ICU ● MedSurg/L&D/Peds/Psych



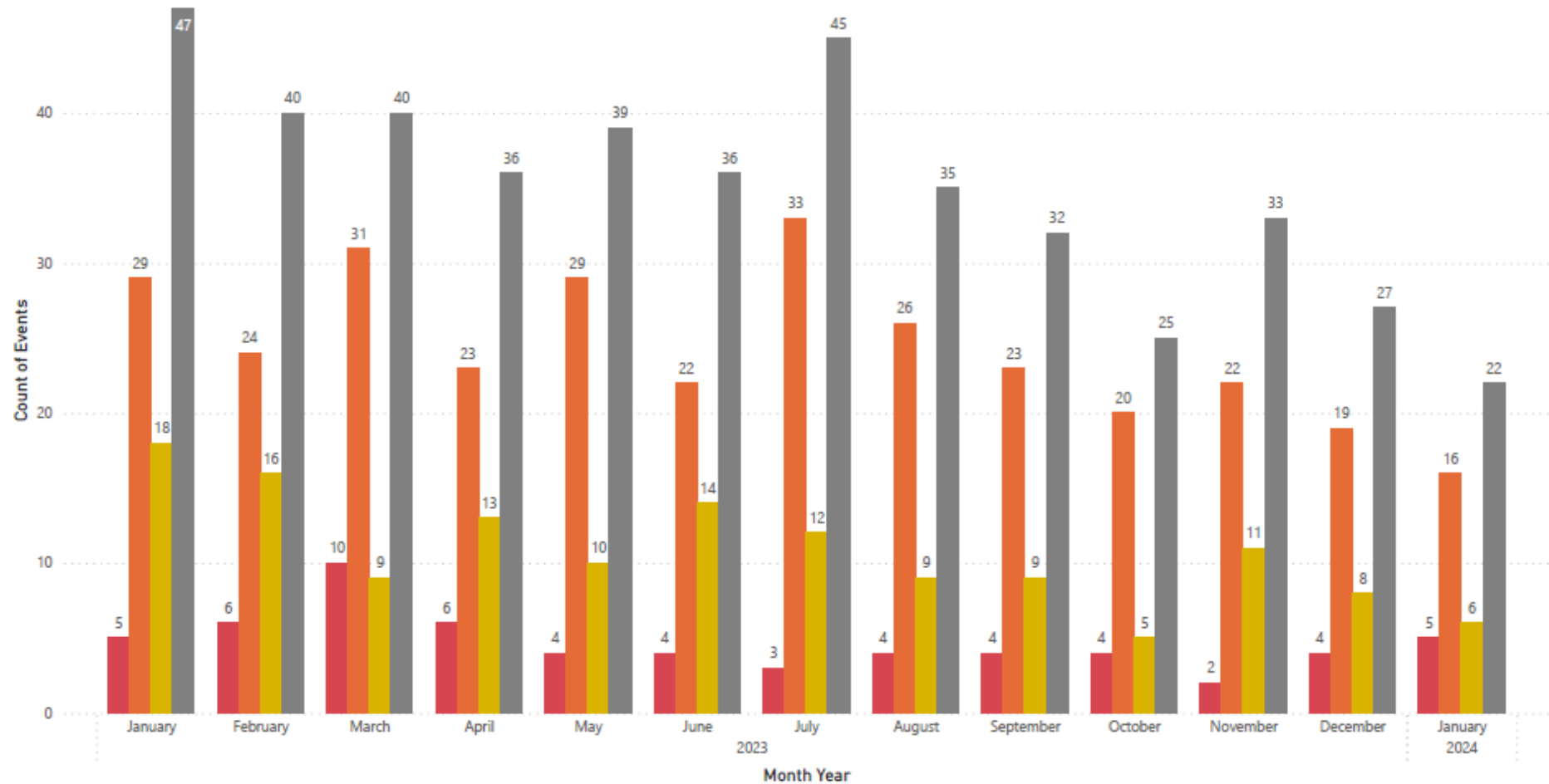
SAFETY

Workplace Violence Activity*

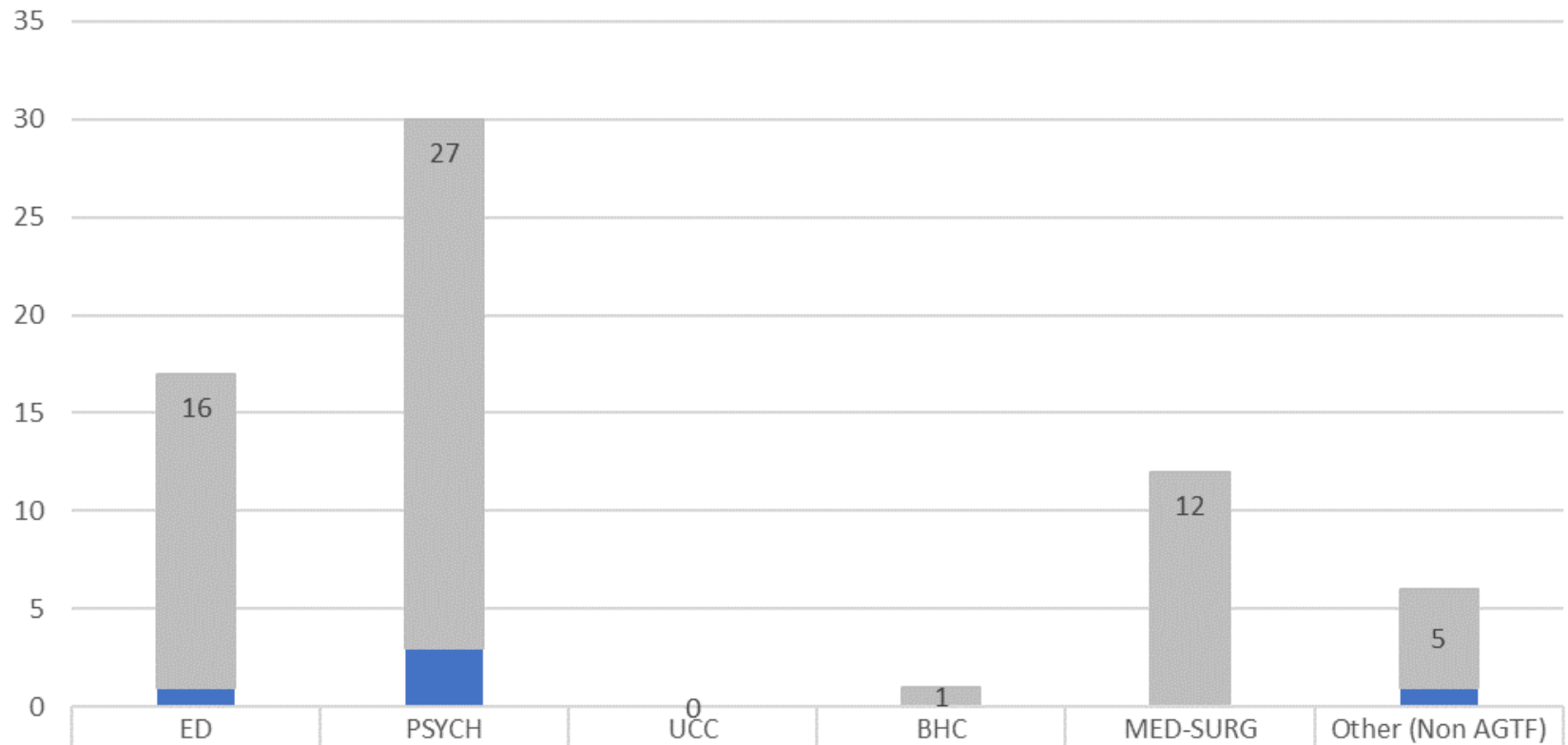
*Workplace Violence data is from ZSFG's SAFE system

ZSFG Workplace Violence Physical Assaults with Injury CY 2023

● Physical Assaults with Injury (E-I) ● Total WPV Physical Events ● Total WPV Verbal Events ● Total WPV Events



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



■ Jan-23 - Current	16	27	0	1	12	5
■ Jan-24	1	3	0	0	0	1

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

