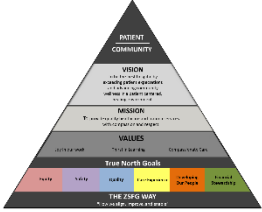


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on March 26, 2024

ZSFG Executive Team Report

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EQUITY

1. ZSFG Programs Funded

The San Francisco Board of Supervisors approved resolutions authorizing the Department of Public Health to accept and expend grants from the San Francisco General Hospital Foundation for 2 essential ZSFG programs.

The first program, Predictive Analytics AI/ML, aims to reduce racial equity gaps and readmission rates in heart failure patients through Cognitive Computing and Care Paths: Advancing Health Equity through Predictive Analytics. Predictive analytics and other technology innovations have the potential to be transformative in improving health outcomes. This funding will support the outpatient application of predictive modeling and care pathway development to improve health outcomes for the cardiac heart failure SFDPH patient population.

The second program, Children's Health Center Healthy Steps, will be funded for two additional years. Since the program's inception in 2019, over 2,700 patients, ages 0-5, and their families who were not previously being served, have received preventative behavioral health and health promotion services. Additionally, the evidence-based HealthySteps program has demonstrated outcomes in improving well child visit attendance, immunization rates, developmental screening rates, and linkage to child and caregiver-level services has reached fidelity in the model.

EQUITY

2. Black History Month

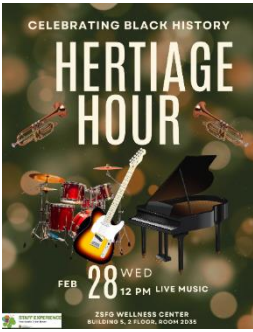


In February, ZSFG celebrated Black History Month and the incredible contributions of our Black/African American colleagues by allowing them the time, space to speak, breathe and celebrate. Every day, their voices and experiences are recognized as invaluable to our hospital's growth, success, and more inclusive future in health care.

Staff participation and enthusiasm in these celebrations and initiatives not only honor the past but also acknowledge progress and pave the way for a more equitable, anti-racist health care to all communities, which remains our True North. All staff were encouraged to partake in comprehensive training programs to ensure they are equipped to provide culturally sensitive care to our patients by actively working to undo cultural bias. ZSFG's commitment to equity is reflected in ongoing efforts to address racial disparities in care and outcomes. Notable achievements include remarkable success in decreasing heart failure remission rates and increasing exclusive breastfeeding rates among our Black/African American patients and mothers.

Various groups curated displays for the mezzanine to celebrate Black/African American heritage and the extraordinary contributions of our Black/African American staff to ZSFG and their patients. Also on exhibit was beautiful artwork by local Black/African American artists.

The Food and Nutrition Services (FNS) team planned themed meals providing a taste of the rich and diverse heritage of the Black/African American culture.



To close out the month of celebration, The Wellness Center and Staff Experience team hosted Heritage Hour in conjunction with a spa day. A local group of jazz musicians played some soulful and soothing tunes while staff relaxed, grooved and indulged in an all-around relaxing ambiance.

EQUITY

3. Lunar New Year Celebration



February 10th marked the start of the Lunar New Year. With roots in the ancient agrarian society of China, Lunar New Year is also called “Spring Festival,” since it marks the end of winter and the arrival of spring.

Almost half ZSFG’s staff and 21 percent of our patients are of Asian descent. This marked a special time for the ZSFG community, as well as for those who celebrate Lunar New Year around the world, in countries such as China, Taiwan, Vietnam, Indonesia, Singapore, and South Korea.

During this two-week celebration, many colleagues might take time off to travel or spend time at home with family. ZSFG also hosted celebrations on campus. Chef Mike Jenkins and the Food and Nutrition Services team prepared delicious, themed menus and hosted a Lion Dance to bring prosperity and good luck for the upcoming year. The Year of the Dragon is a year for strength, power and success.



EQUITY

4. Welcoming Bright Young Minds at ZSFG



Throughout the year, Bilal Chaney, the DEI Lead and Program Coordinator of Internships and Volunteers with the ZSFG Radiology Team, will coordinate and organize tours with local schools and community programs. Bilal shared, “It’s all part of our goal to bring equity to healthcare, but also to education.” By showing the students the lifesaving work happening at the hospital, it lets the young folks know there are opportunities to be a part of it.

Recently, ZSFG welcomed 38 students from Cathedral School for Boys along with their teachers and chaperones. The group met with members of the Emergency Department, Paramedics, Rehabilitation, ICU and Radiology. They engaged in conversation sharing details about the services, interacted with the providers and equipment and spoke about experiences within the respective departments.

The students were very engaged, participated consistently and had a terrific experience.

QUALITY

5. Finnish Tour at ZSFG

ZSFG's San Francisco Children's Advocacy Center (CAC) hosted a visit with members of the Helsinki Barnahus, the Finnish equivalent of our CAC at ZSFG.

Along with a member from the European Union, this group of Finnish experts identified the SF CAC as the nation's premier example of a successful CAC and requested to conduct a study visit. Over the course of 3 days, our guests met the multidisciplinary team members of our CAC as well as toured all the agencies' units, including the Child and Adolescent Support, Advocacy & Resource Center (CASARC) and Emergency Department. During the visit, the Barnahus members identified many best practices of our CAC that they are eager to implement into their model in Finland.



Developing Our People

6. New ZSFG Leadership

ZSFG proudly announced Dr. Gabriel Martin Ortiz as the new Chief Medical Officer.



Dr. Ortiz first joined ZSFG in 2004 as an intern and throughout his career, he has distinguished himself as a multifaceted leader, holding important roles within UCSF and the San Francisco Department of Public Health. Highlighting his commitment to our key values, he has served as a Medical School Bridges coach, been recognized with the Excellence in Teaching Faculty Award and has twice been awarded the Values in Actions Award. He is an enthusiastic Lean leader and has most recently served as the elected Chief of Staff and as the Medical Director for Medical/Surgical Care.

Dr. Ortiz received his MS and BS from Yale University and obtained his MD and PhD from the Weill Cornell/Rockefeller/Sloan Kettering Tri-Institutional MD-PhD Program. He shared with the interview panel that the mission of ZSFG is what drew his attention to train at UCSF, being a first-generation Latino who was driven to give back to underserved communities.

Dr. Ortiz epitomizes our ZSFG values of joy in work, compassionate care, and thirst in learning.

Developing Our People

7. New ZSFG Leadership

Dr. Susan Ehrlich and the ZSFG Executive Team are delighted to announce the appointment of Eric Wu as the new Chief Financial Officer.

Eric brings over 15 years of healthcare finance experience to the CFO role with a strong aptitude for using data analytics effectively to drive operational excellence and strategic planning. He will oversee the Budget and Decision Support team and accounting functions for ZSFG, as well as the Health Information Management division and Patient Financial Services for SFHN. In addition, he will serve as a member of DPH's finance leadership team and the ZSFG executive team.



In his recent role as the Director of Budget and Decision Support, Eric was responsible for directing the development, management, and implementation of ZSFG's and Jail Health Service's combined \$1.5 billion budget. Over the past four years, he has partnered closely with many of our leaders to streamline budget processes and enhance financial transparency and accessibility across all service lines.

Eric has also served as ZSFG's Finance Equity Champion and was recently honored as a recipient of the Values in Action Award for his commitment to promoting equity and exemplifying ZSFG's values. Outside of work, Eric prioritizes family, enjoying time with his spouse of 8 years and two children. As a native San Franciscan, he remains engaged in his community, striving for positive change both professionally and personally.

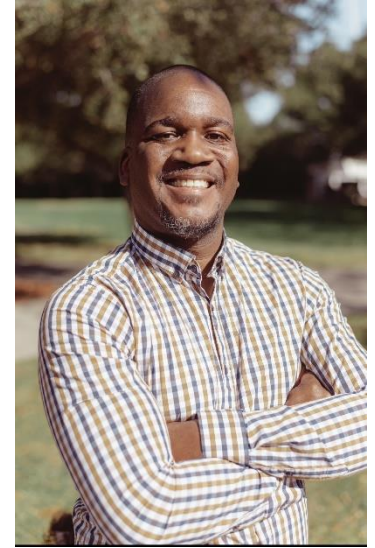
Developing Our People

8. New ZSFG Leadership

ZSFG is pleased to announce that Chauncey Jackson has been appointed as the inaugural interim ZSFG Deputy Chief Operating Officer.

After 20+ years of service, Capital and Facilities leader, Terry Saltz, will be retiring at the end of June 2024. During his tenure, work in those areas has grown tremendously in size and complexity over time. Upon review, it was determined that ZSFG needs a new leader to support the transition of Terry's retirement, the work being done and the people within the Capital and the Facilities teams.

In this new structure, the Deputy COO will report to the COO and will have leadership responsibility over Capital, Facilities, Environmental Health and Safety, Food and Nutrition Services, Laundry and Linen, Messenger Services, and Emergency Management Services. Within that structure, Capital and Facilities will have separate managers.



Chauncey is currently our Administrator of Support Services and will continue in that role as well.

In the near future, ZSFG leadership will announce a recruitment for the permanent Deputy COO role.

DEVELOPING OUR PEOPLE

9. Celebrating Heroes and Hearts

ZSFG CEO, Susan Ehrlich had the pleasure of presenting the Heroes and Hearts Awards at the annual Hearts in SF hosted by the San Francisco General Hospital Foundation. This year's Hearts in SF event celebrated its 20th year and the profound impact the Foundation has on our patient-centered care, fostering civic pride with beautiful Hearts throughout San Francisco and raising critical funds for ZSFG.

UCSF & ZSFG's Dr. Andre Campbell was awarded for his dedication to excellence in



trauma care, educating the next generation of surgeons, increasing diversity, equity, and inclusion in health care – and tireless advocacy to address the national gun violence epidemic.

Rev. Claire Chuck Bohman, M.Div, BCC, and their team at the Sojourn Chaplaincy were recognized for their work attending to the spiritual needs of patients, family, and staff at ZSFG. It was a great opportunity to highlight Code Lavender, a new addition to Sojourn, and for the team’s work attending to our staff in times of crisis.

Dr. Hali Hammer was celebrated on her last day before retirement. As the Director for Ambulatory Care for the San Francisco Health Network, Dr. Hammer received well-deserved accolades for her work to ensure the best care at each health clinic across the city while continuing to care for patients at the Family Health Center here at ZSFG.

This year’s 2024 Community Impact Award winners was presented to the Bridge and Engagement Services Team (BEST), Launched in 2023, the BEST Neighborhoods team is a group of behavioral health clinicians and peer counselors who are serving people living on the streets with highly complex needs and who face significant barriers to accessing healthcare and other needs.

The 2024 Hero and Heart and Community Impact awardees brought pride, hope and inspiration to all in attendance. The celebration was attended by the honoree’s families alongside Mayor Breed, SF DPH Director Dr. Grant Colfax, elected officials and community leaders.

DEVELOPING OUR PEOPLE 10. Values in Action Award

During the February Expanded Executive Committee meeting, Chef Mike Jenkins received the Values in Action Award.

The purpose of the “Values in Action” award is to celebrate a leader who models the ZSFG values of Joy in our Work, Thirst in Learning and Compassionate Care. Chauncey Jackson, who was last month’s award recipient, stated Chef Mike ensures our patients, staff and visitors have a meal that is meaningful. He approaches his job with skill, attention to detail and love, that embodies this award. His peers applaud his innovation and ability to devise cost-saving strategies without compromising operations and ensure sustainability for the future. He organizes employee appreciation events and cultural celebrations with creativity and intention – often referencing the various cookbooks in his office for inspiration.



Chef Mike has displayed exceptional business acumen, demonstrating profound knowledge in strategy, development, financial management, business operations, and supply chain. Outside of work, he is actively pursuing his MBA.

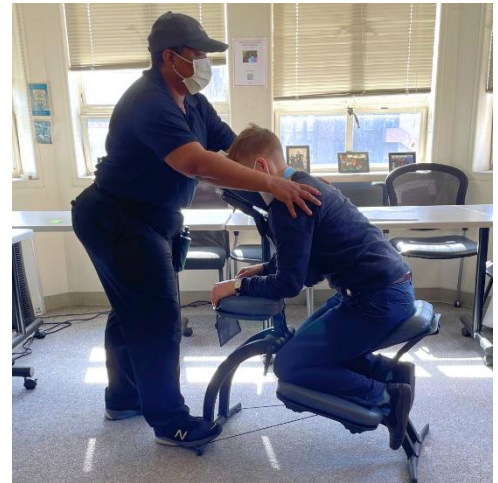
DEVELOPING OUR PEOPLE 11. Thank a Resident/Fellow Day



On the last Friday in February, ZSFG celebrated Thank a Resident/Fellow Day—a day to honor the invaluable contributions of the up to 300 dedicated residents and fellows who arrive at ZSFG daily.

The leaders at ZSFG and UCSF, are very fortunate to work in partnership, which uniquely integrates our resident training into the delivery of care at ZSFG. The partnership has been instrumental in hosting graduate medical education programs for an impressive 150 years. UCSF's Graduate Medical Education is recognized globally as a leading program which attracts and nurtures future leaders in medicine, research, and public health.

Through their training, our residents and fellows are at the forefront of integrating new knowledge and innovative practices into our hospital. This year, they've embarked on department-wide improvement projects, ranging from emergency medicine to neurology, with a focus on sustainability, equity, and efficiency. Their initiatives are making a tangible difference—be it through increasing recycling efforts in emergency medicine, enhancing waste sorting in radiology, improving screenings for social determinants of health in neurology, or refining the accuracy of medication application in dermatology. These contributions will leave a lasting impact well beyond their tenure at ZSFG.

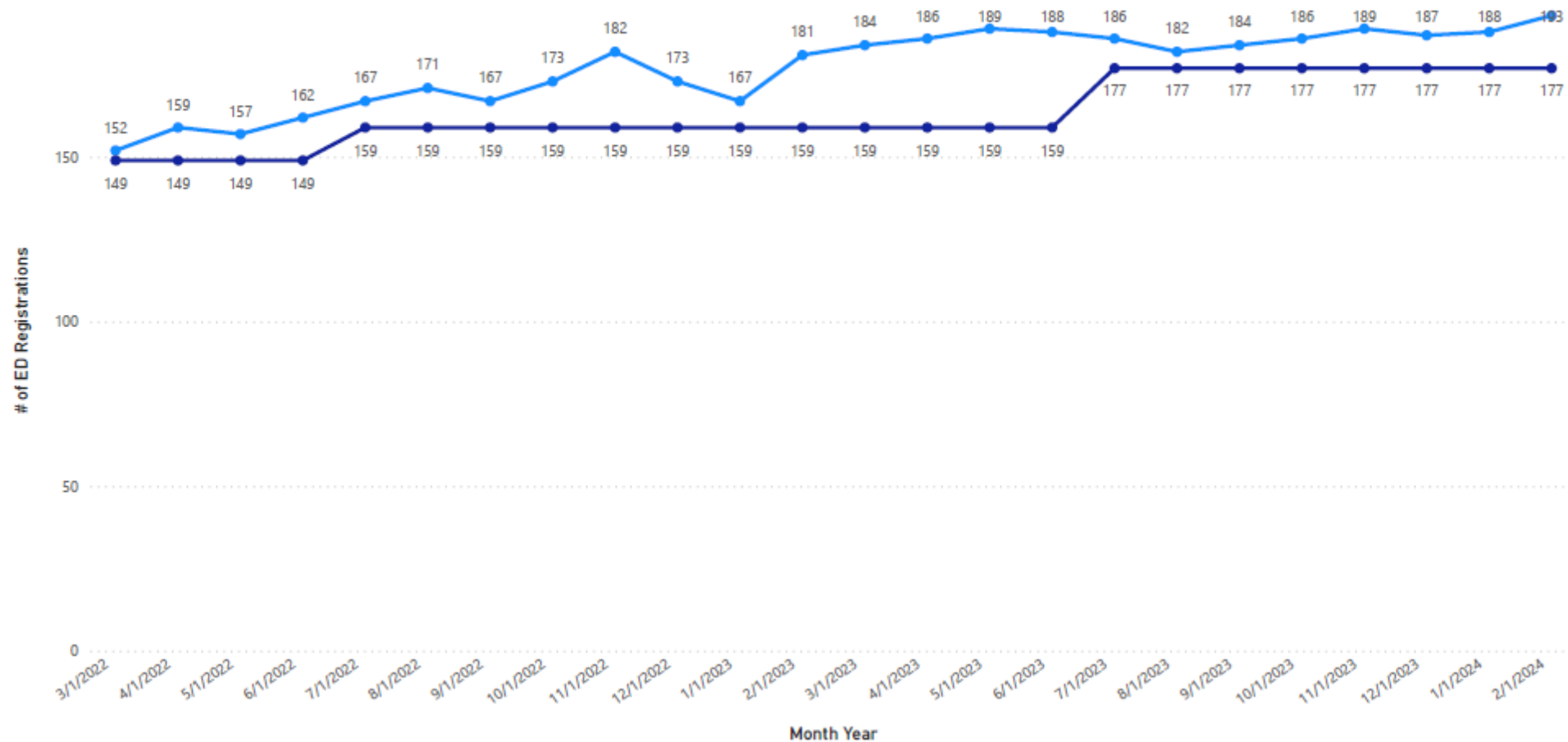


Staff are planning events for individual residency programs to show their appreciation, including massages, Thank You breakfasts during shift changes, and “Thank You” buttons. These gestures are a small token of our immense gratitude for their hard work and commitment.

QUALITY Emergency Department Activities

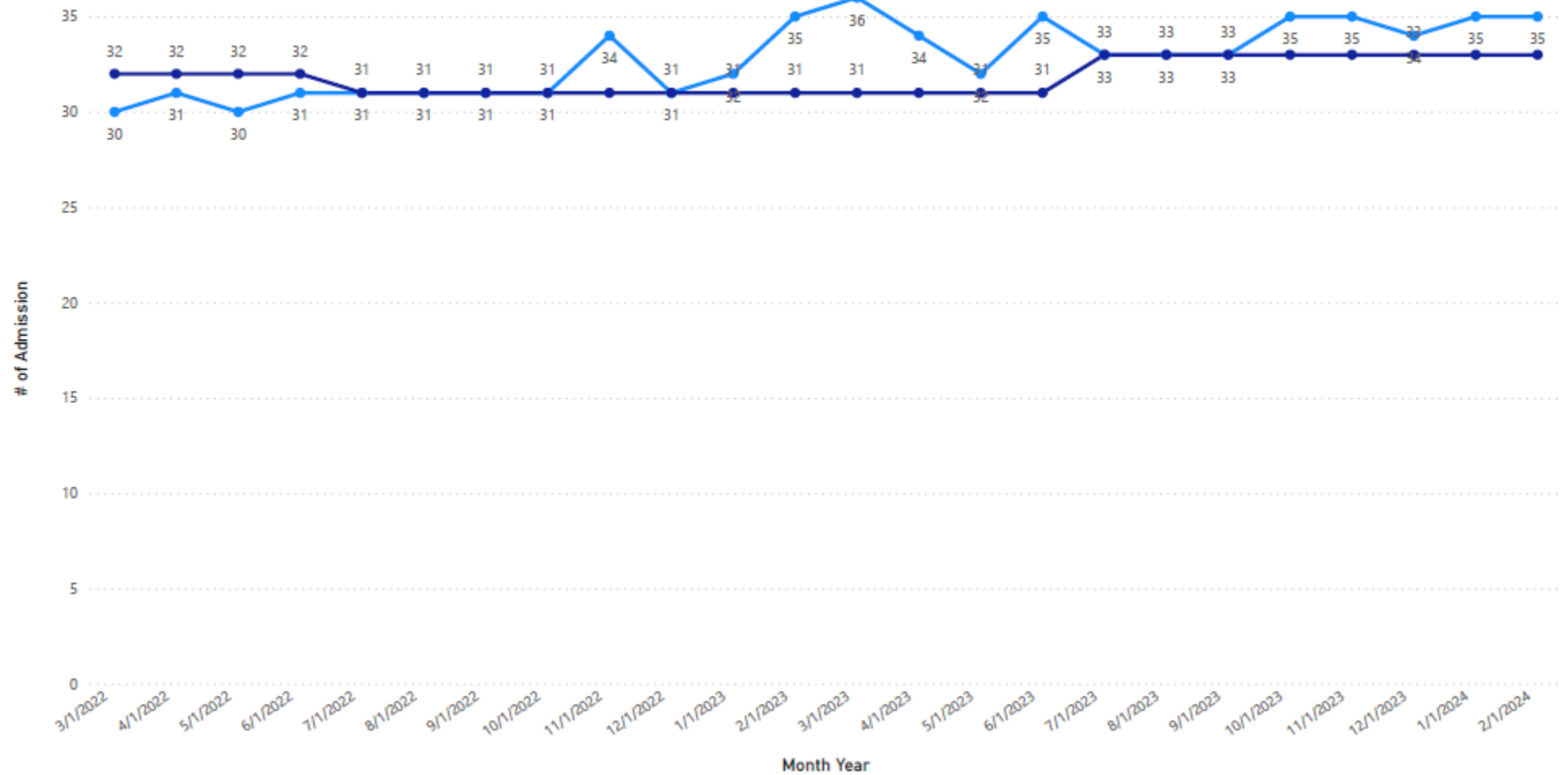
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



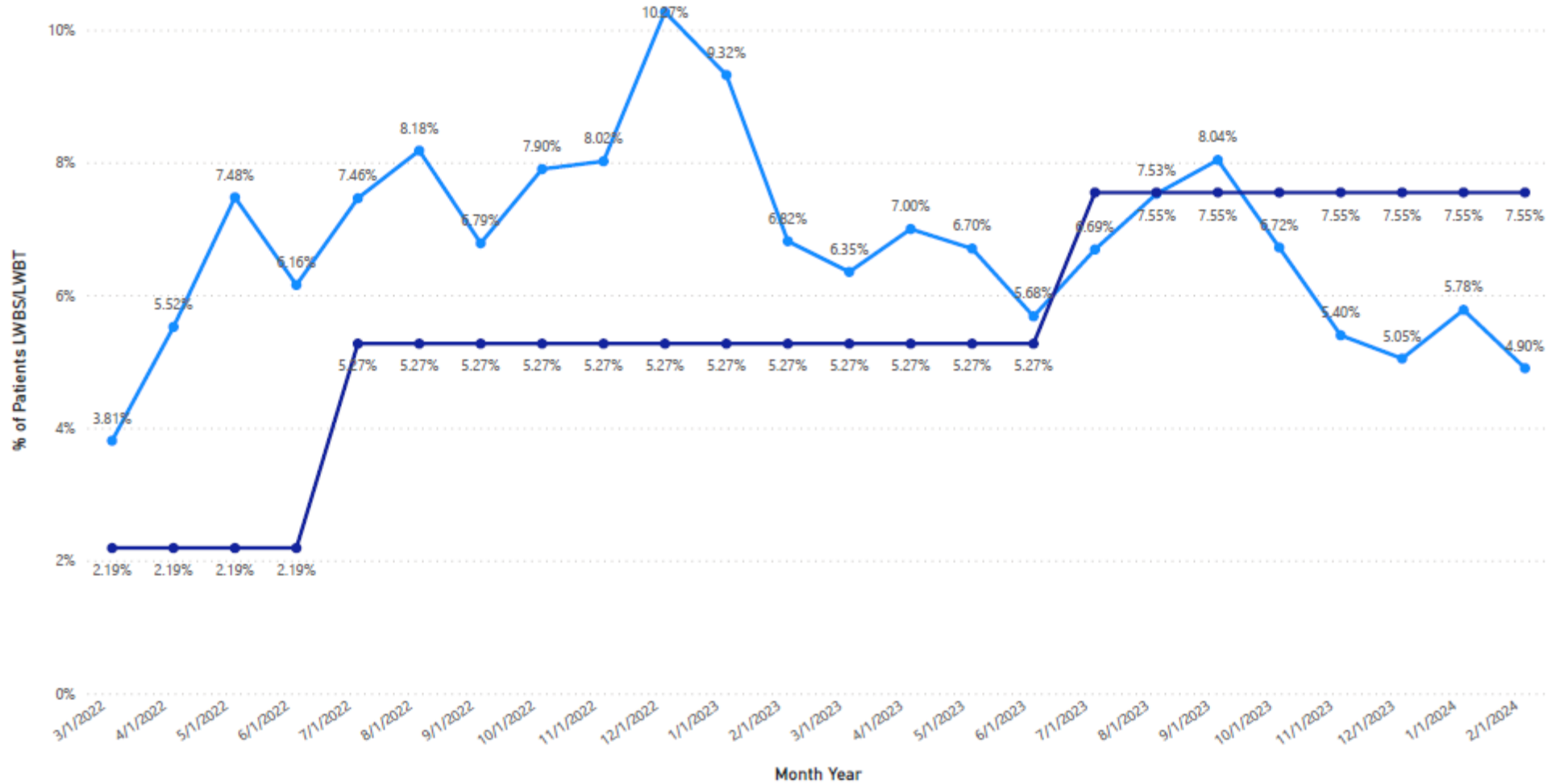
Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline



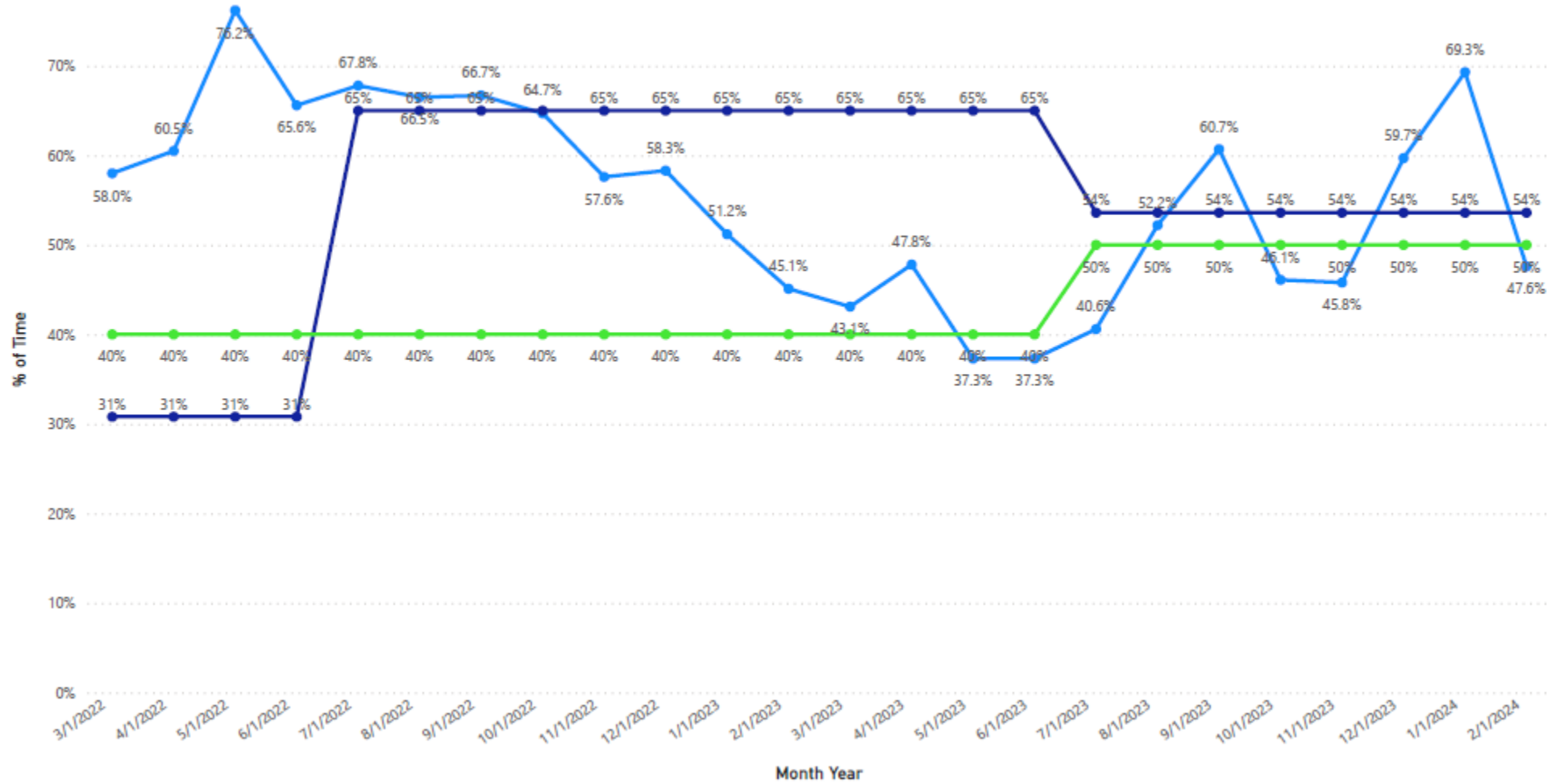
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



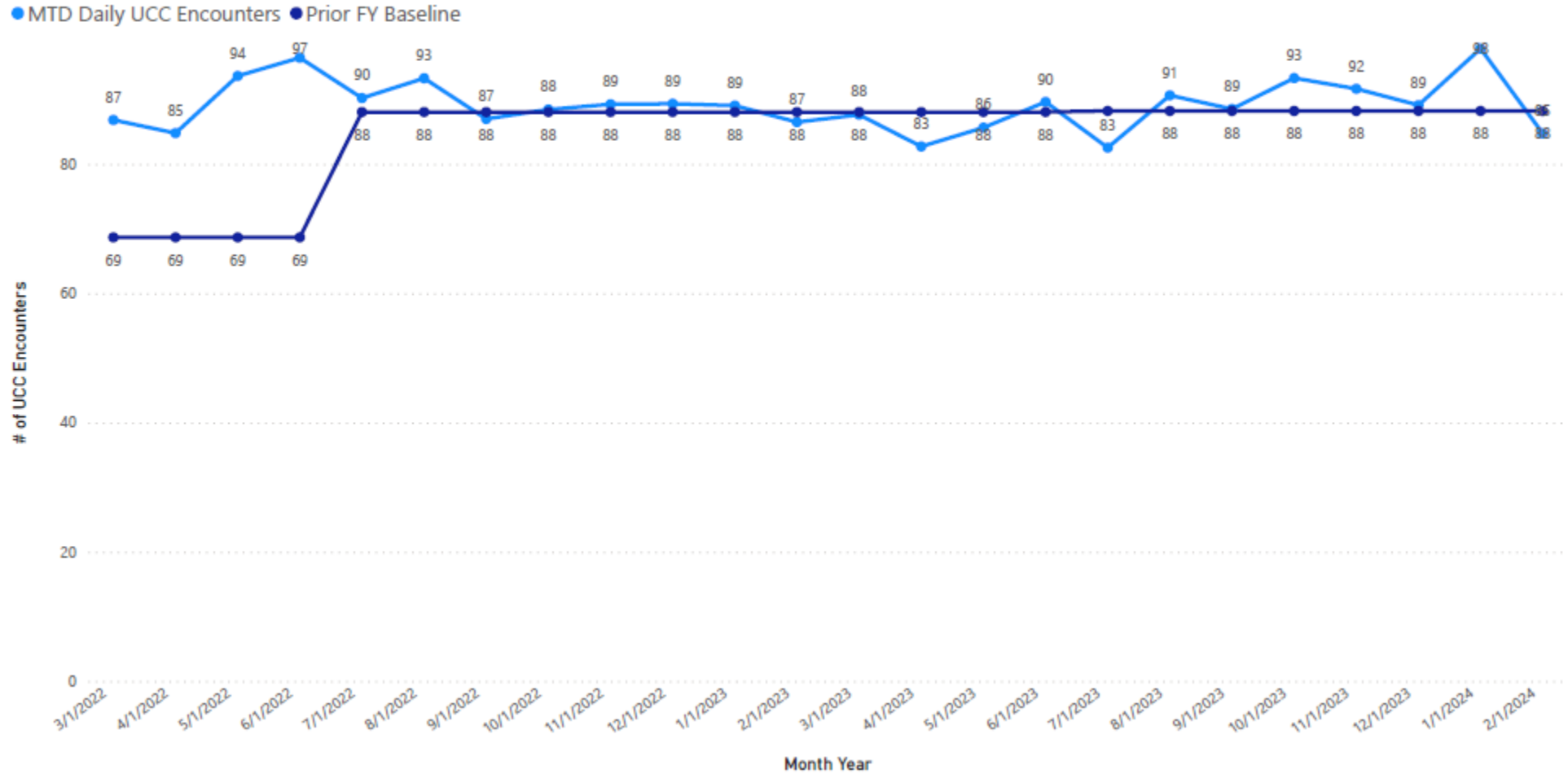
% Diversion

● MTD % Diversion ● Prior FY Baseline ● Target

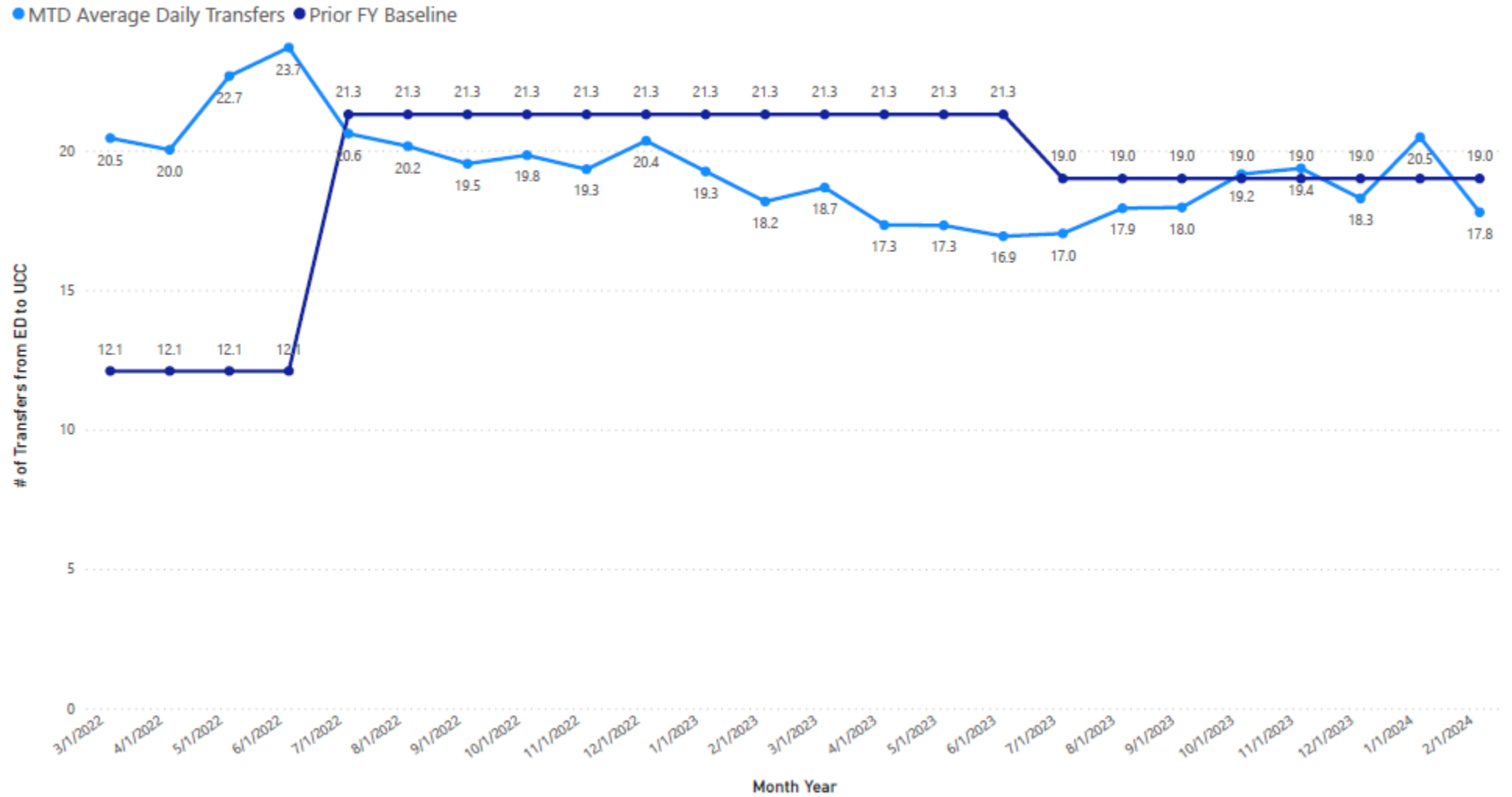


QUALITY Urgent Care Clinic Activities

Average Daily UCC Encounters

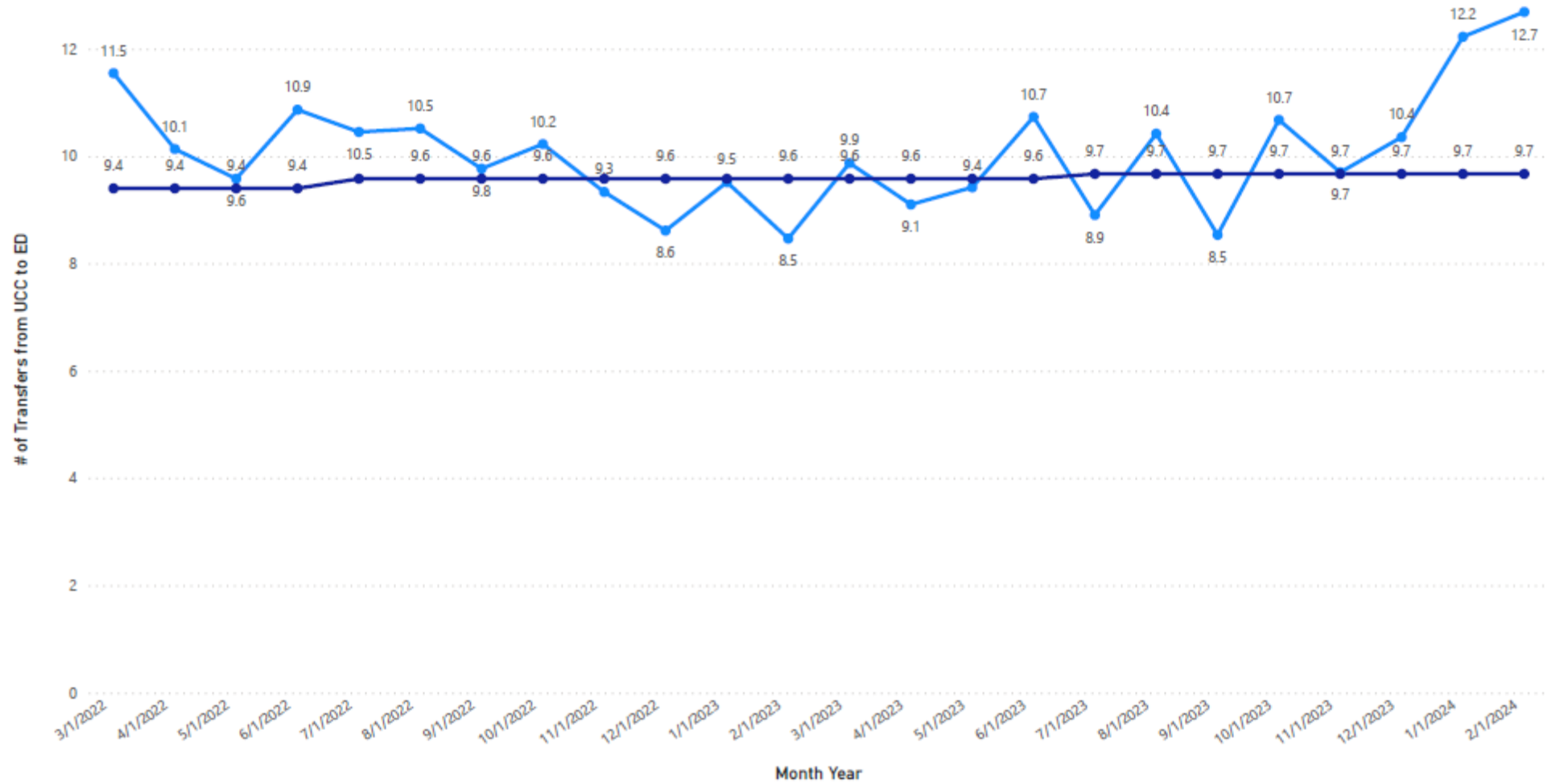


Average Daily Transfers from ED to UCC



Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline

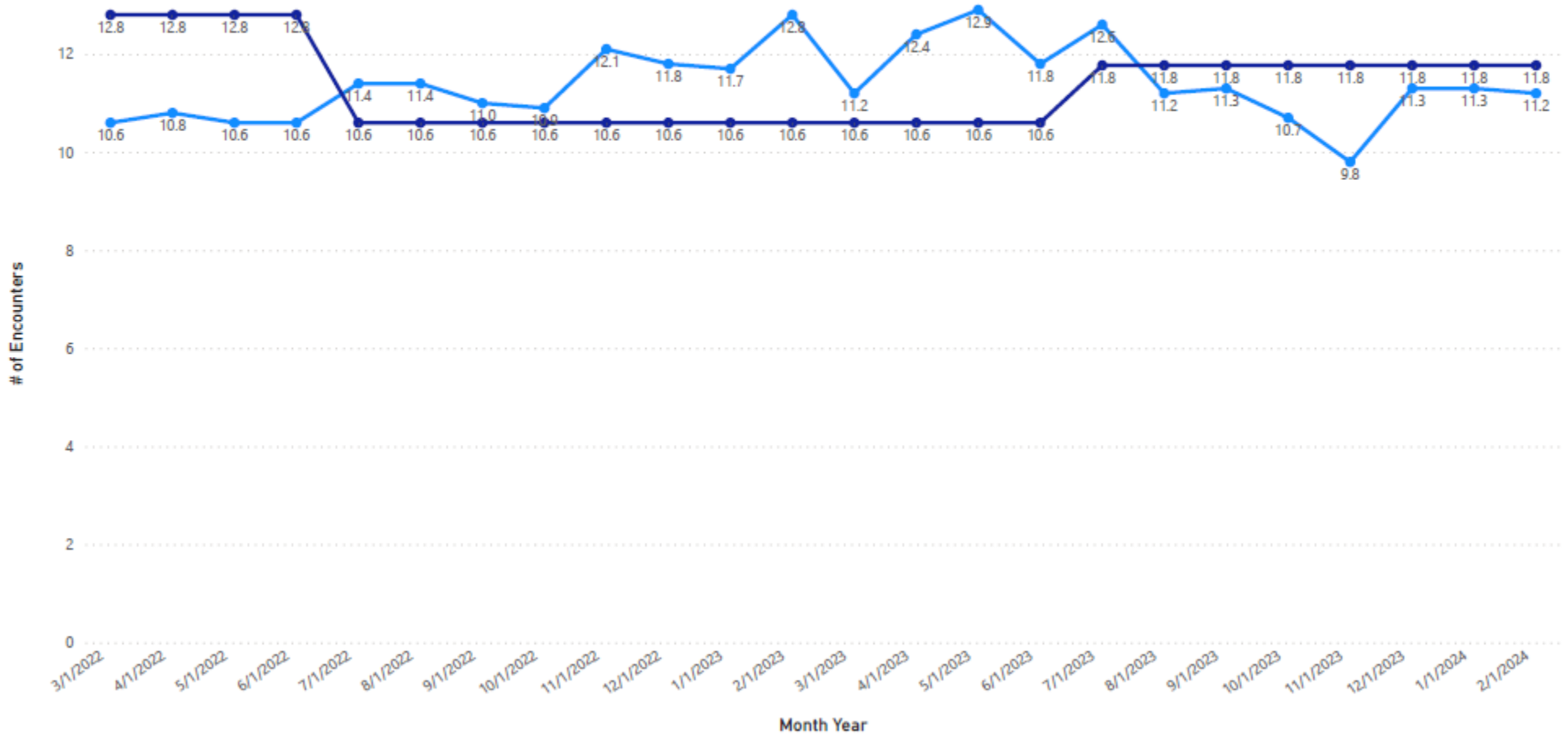


QUALITY

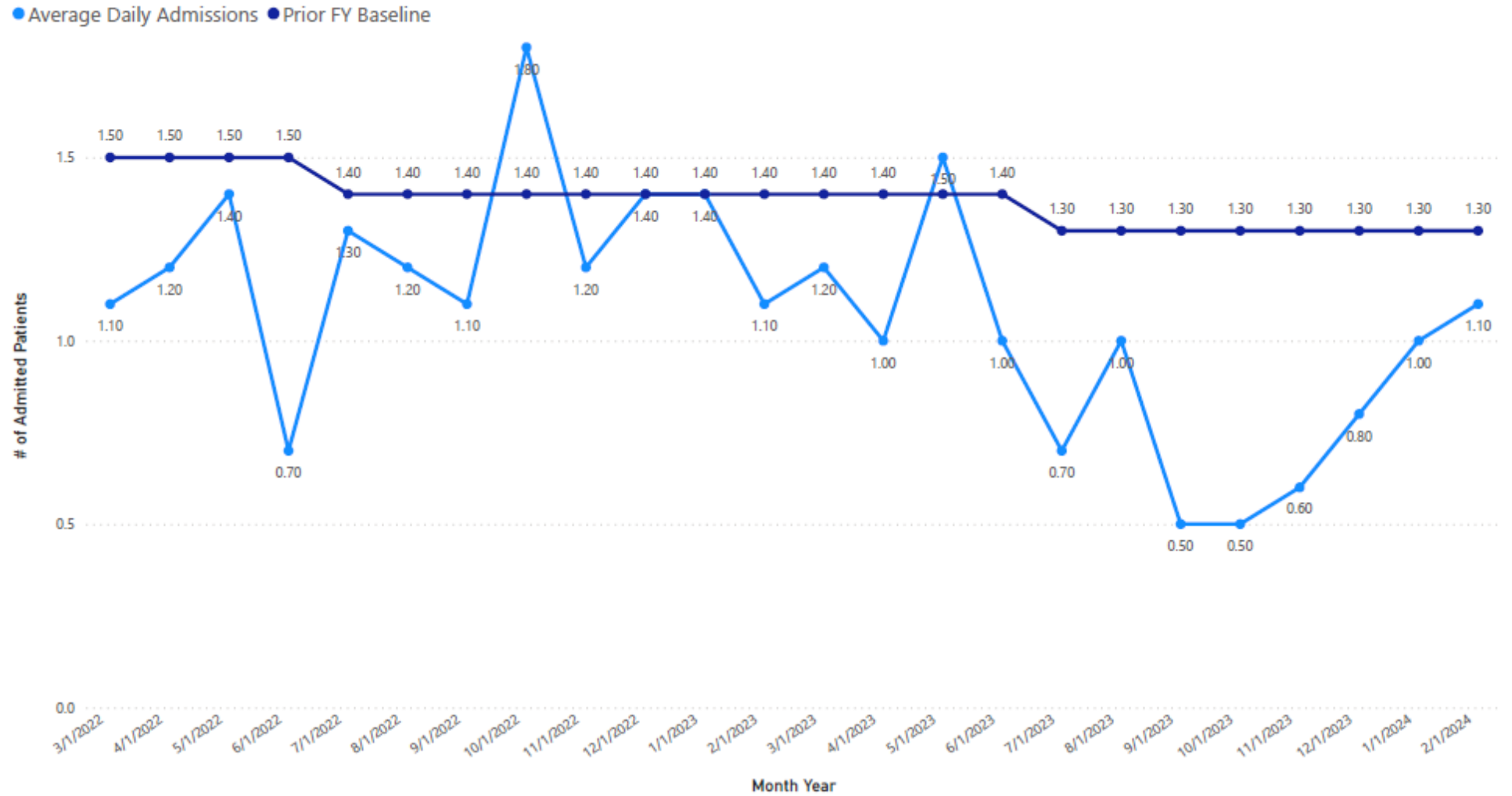
Psychiatric Emergency Services Activities

Average Daily PES Encounters

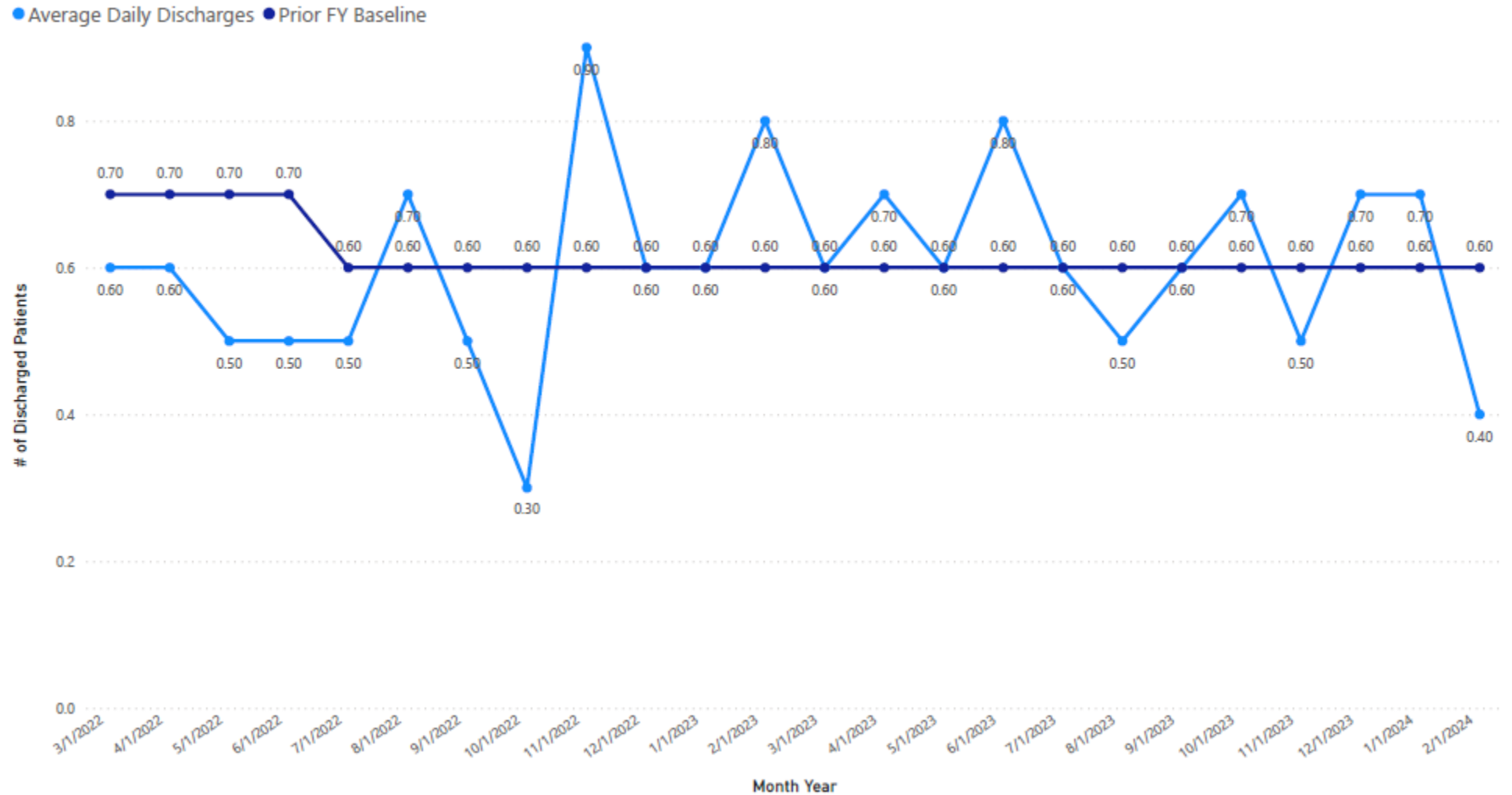
● Average Daily Encounters ● Prior FY Baseline



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

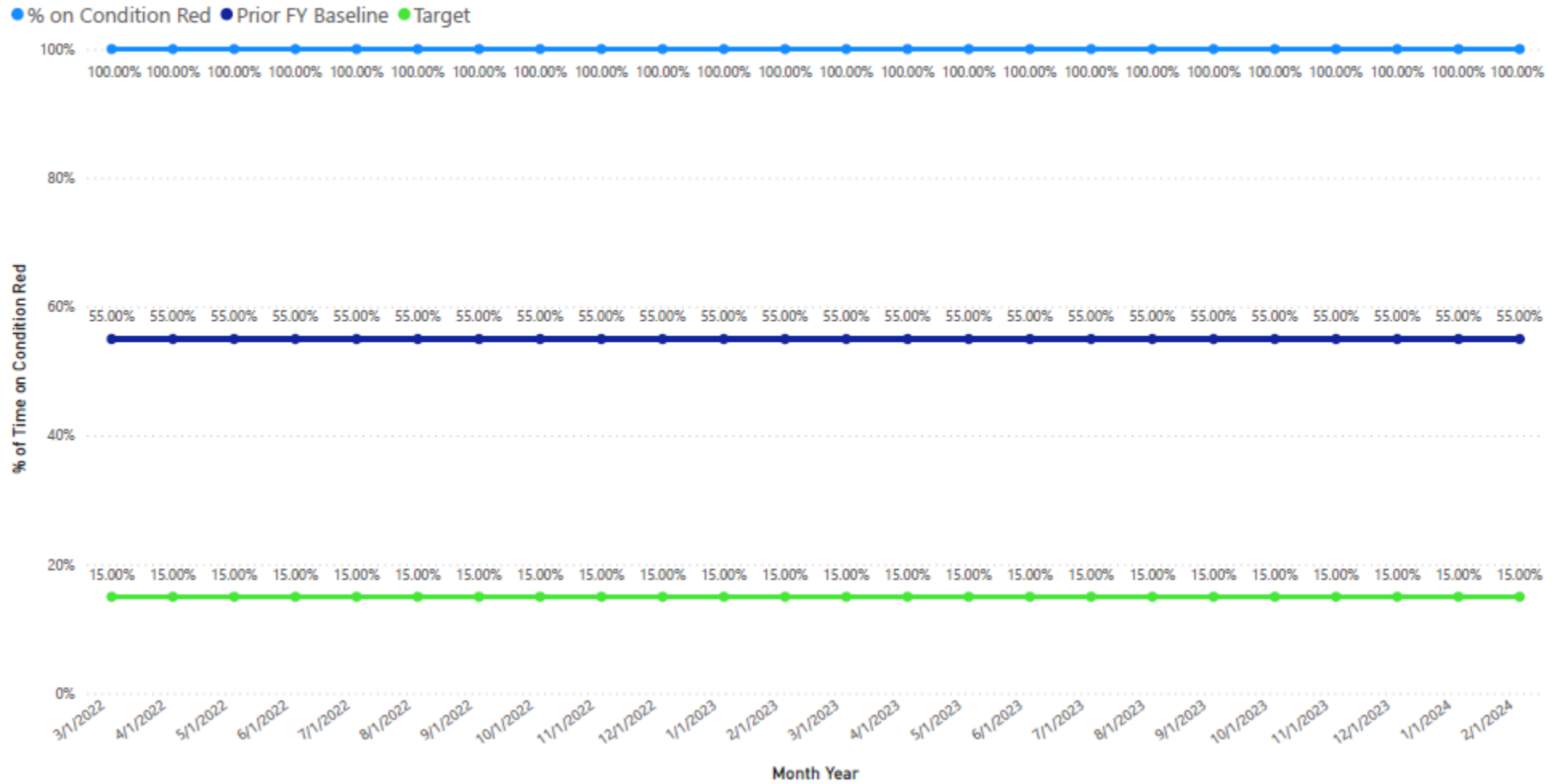


Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



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 185.5 which is 108.51% of budgeted staffed beds and 100.84% of physical capacity. 41.05% of the Medical/Surgical days were lower level of care days: 9.05% administrative and 32% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29 which is 103.57% of budgeted staffed beds and 50% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 31.14 which is 103.79% of budgeted staffed beds and 74.14% of physical capacity of the hospital.

ACUTE PSYCHIATRY

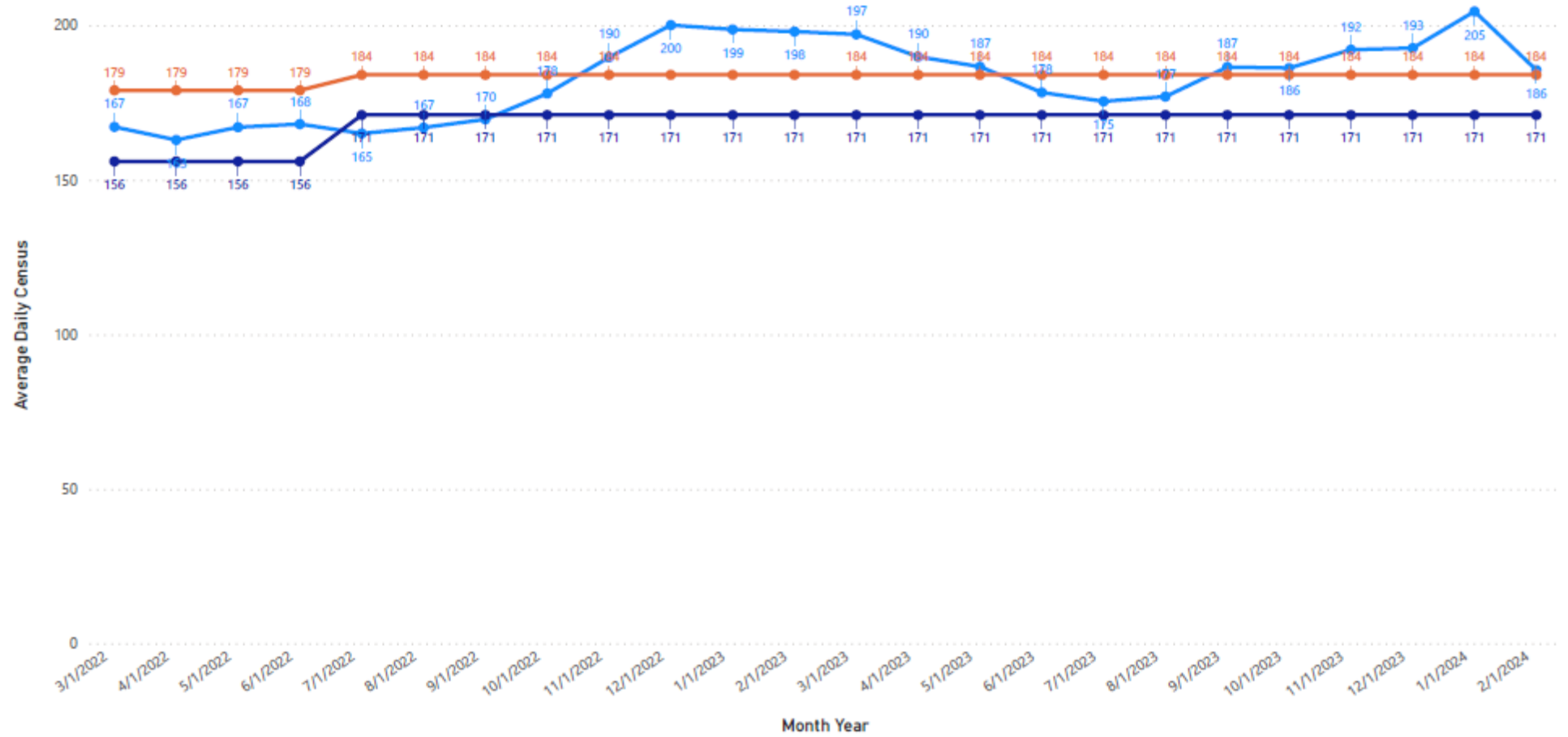
Average Daily Census for Psychiatry beds, excluding 7L, was 42.45, which is 96.47% of budgeted staffed beds and 63.36% of physical capacity (7B & 7C). Average Daily Census for 7L was 6, which is 85.71% of budgeted staffed beds (n=7) and 50% of physical capacity (n=12).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.62, which is 102.22% of our budgeted staffed beds and 95.4% of physical capacity.

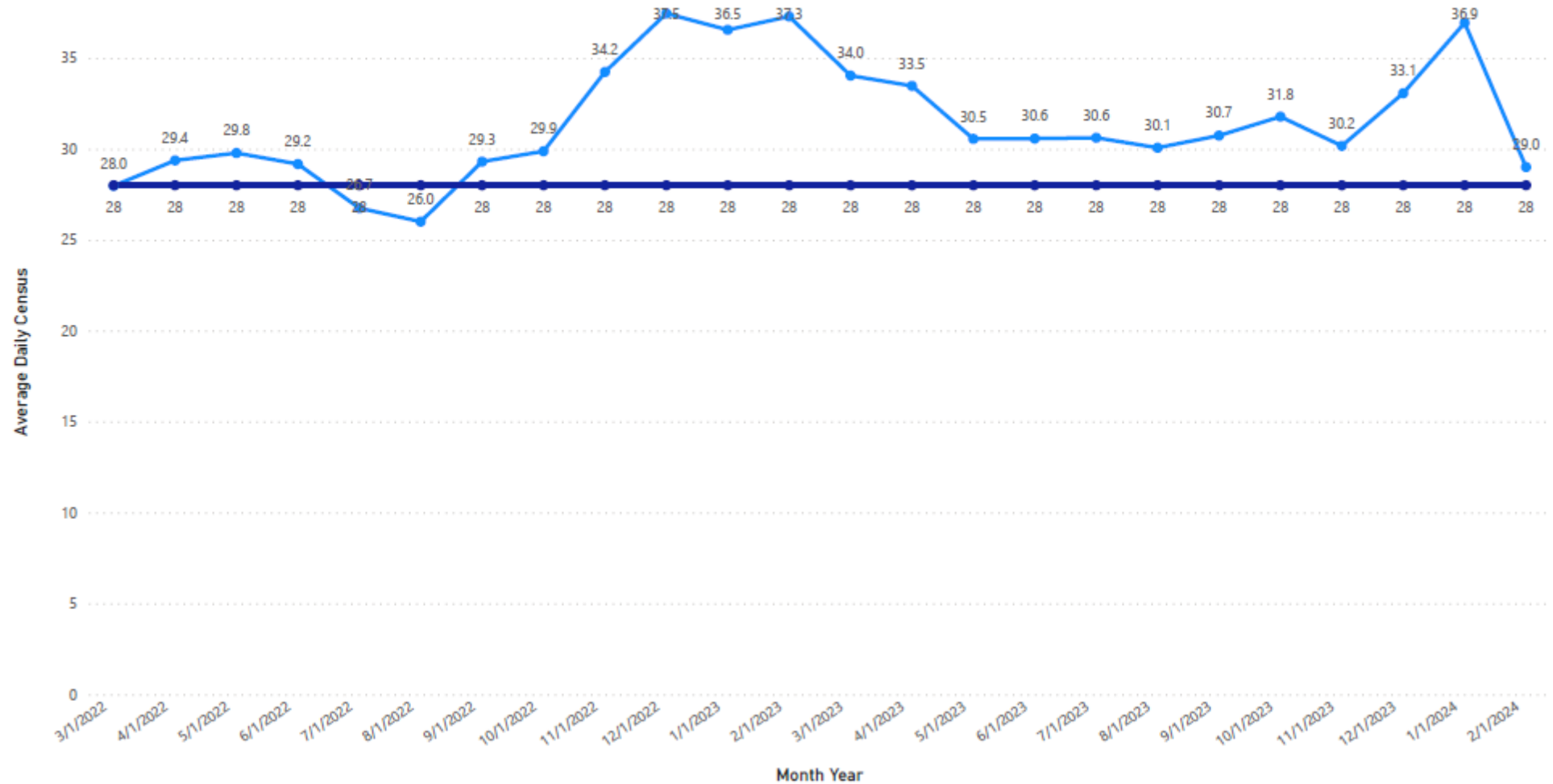
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds

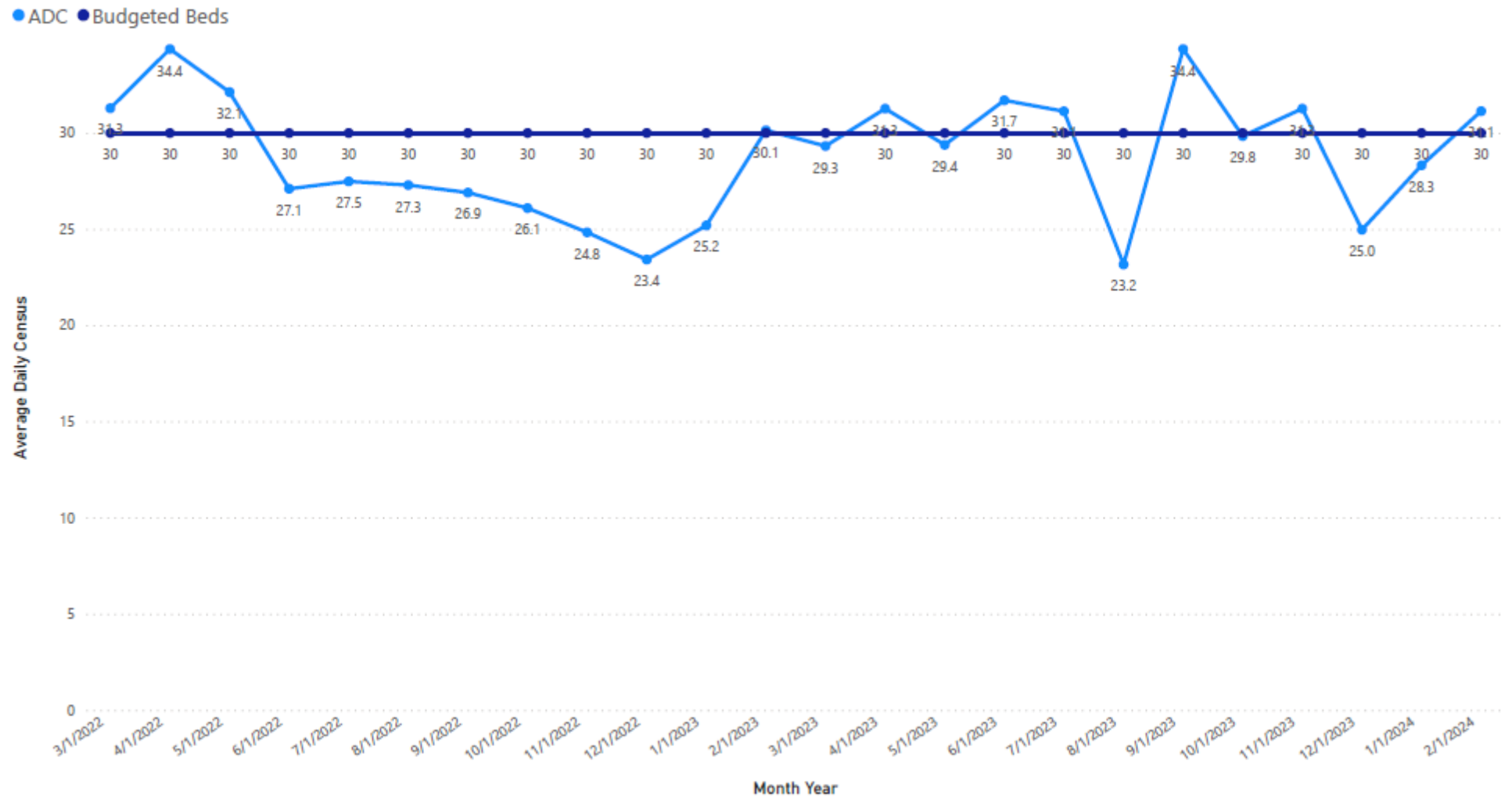


Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds

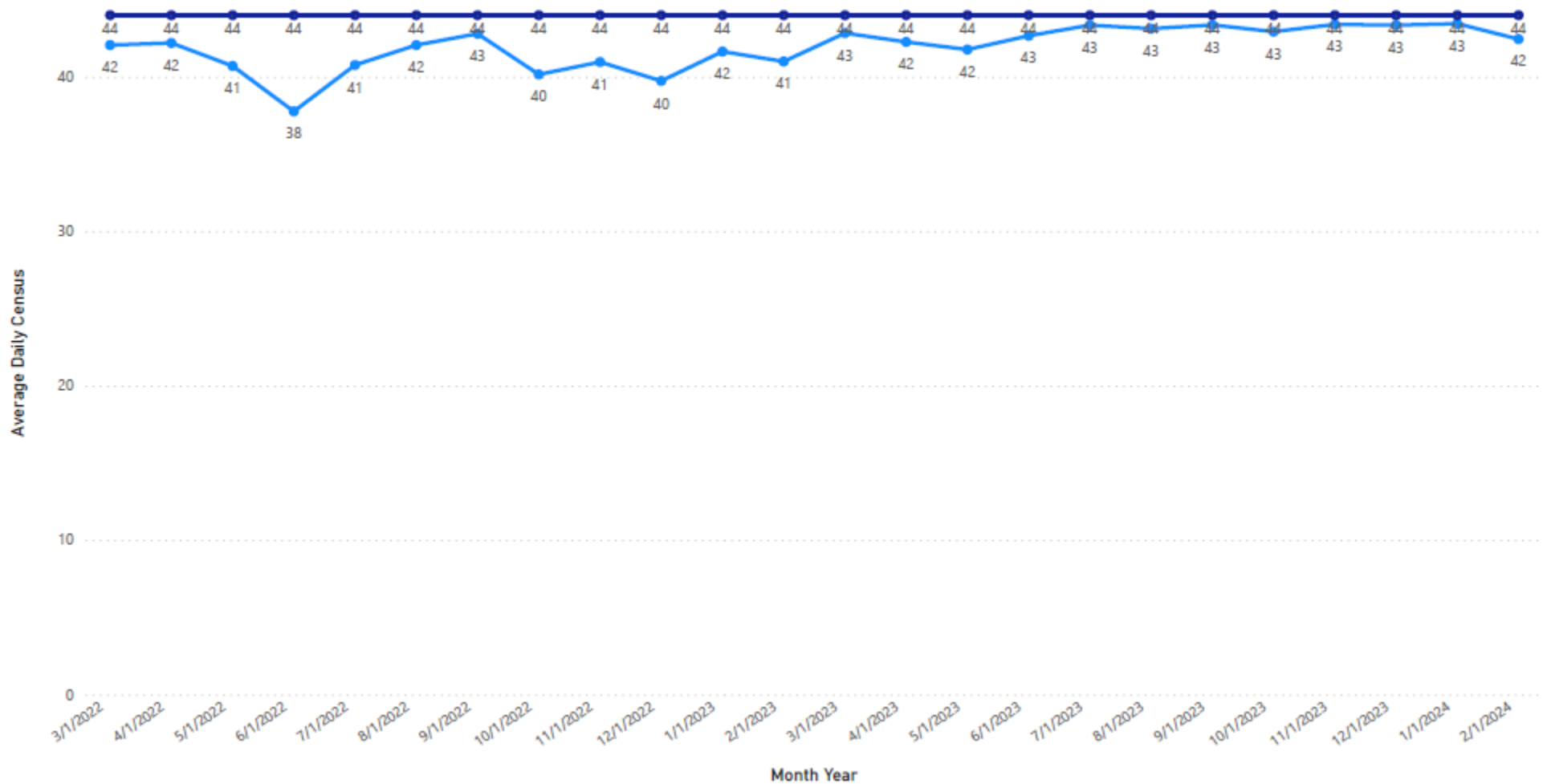


Maternal Child Health Average Daily Census



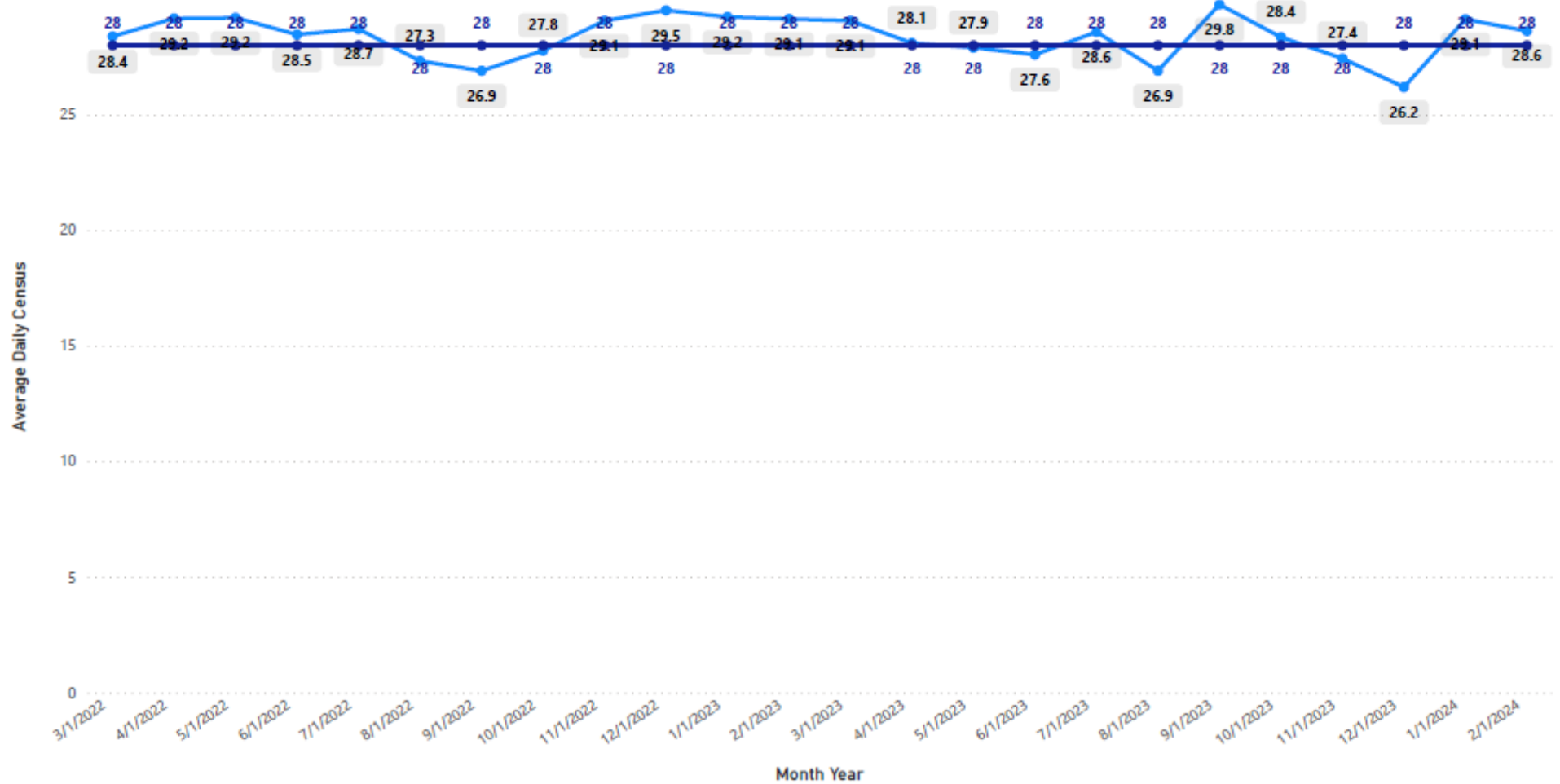
Acute Psychiatry (7B & 7C) Average Daily Census

● ADC ● Budgeted Beds



4A Skilled Nursing Facility Average Daily Census

● ADC ● Budgeted Beds

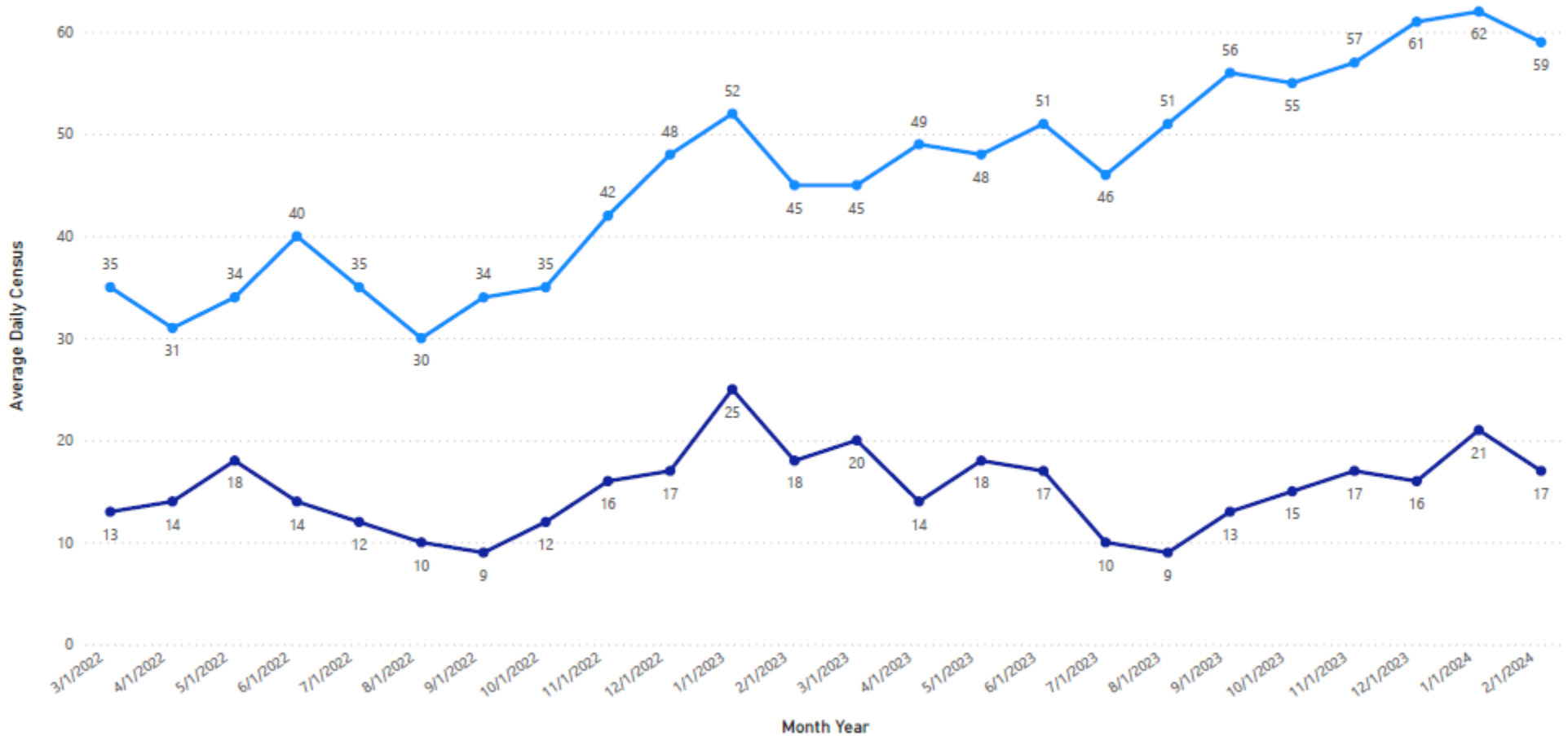


QUALITY

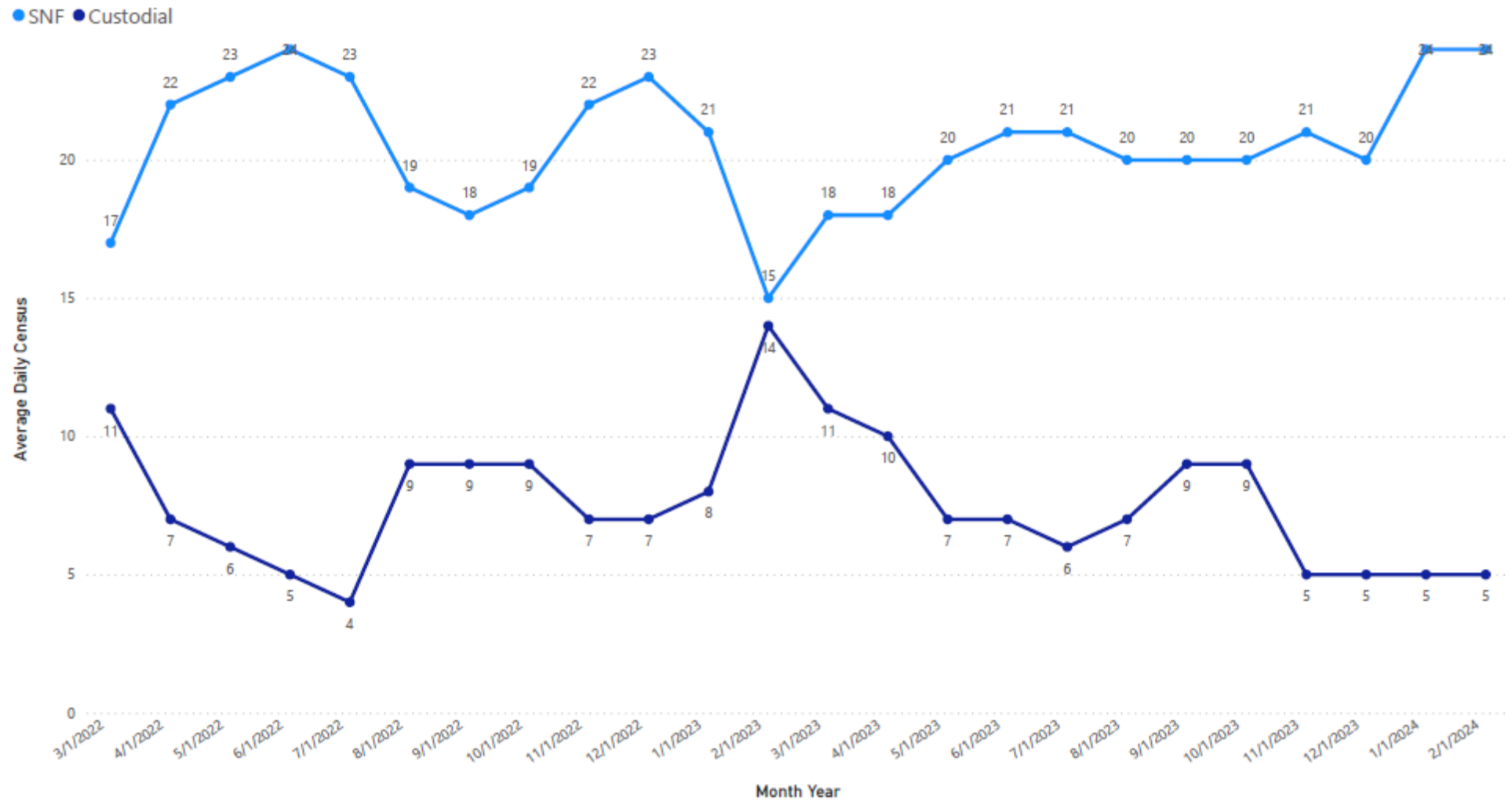
Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

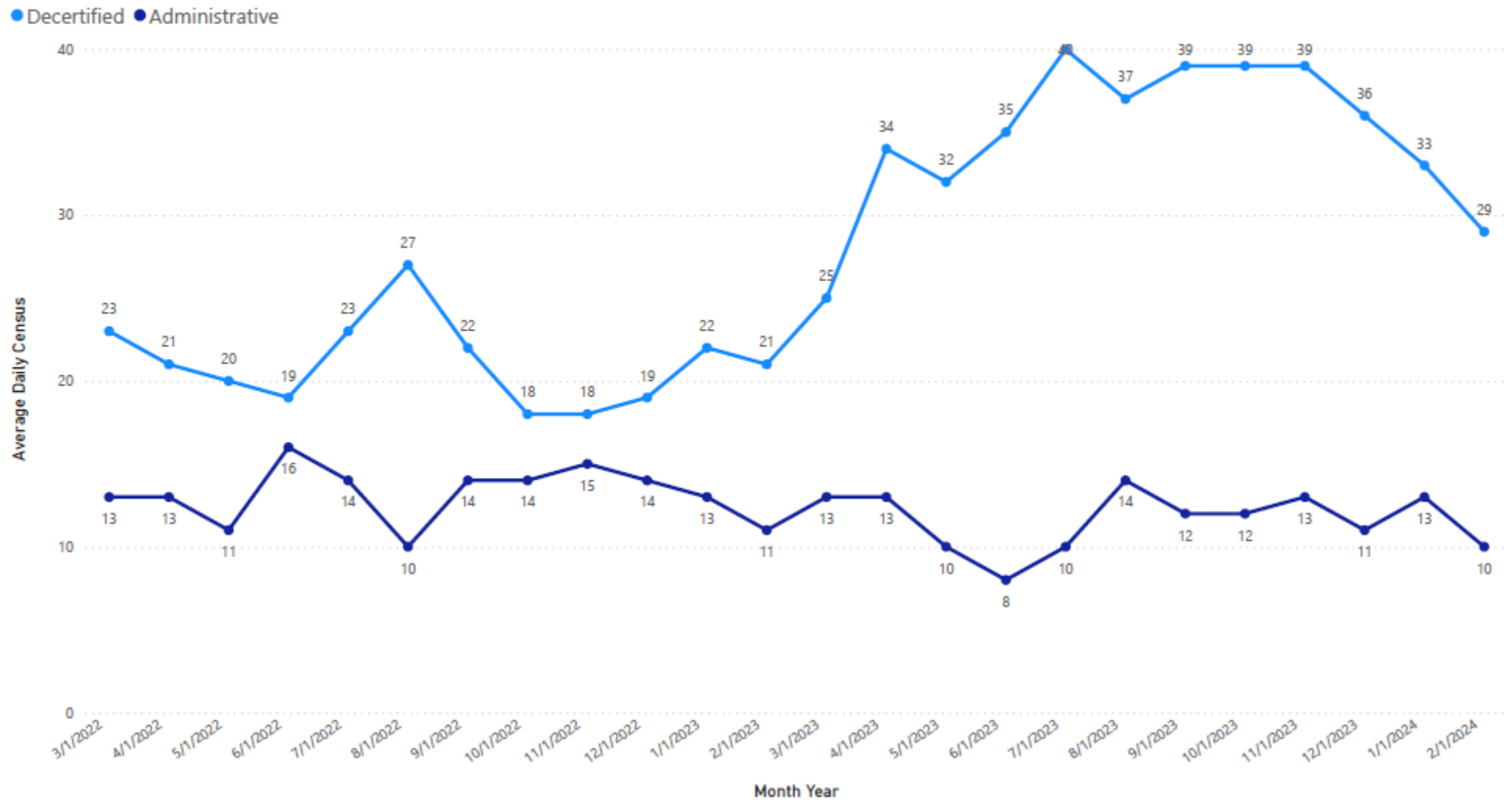
● Decertified ● Administrative



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



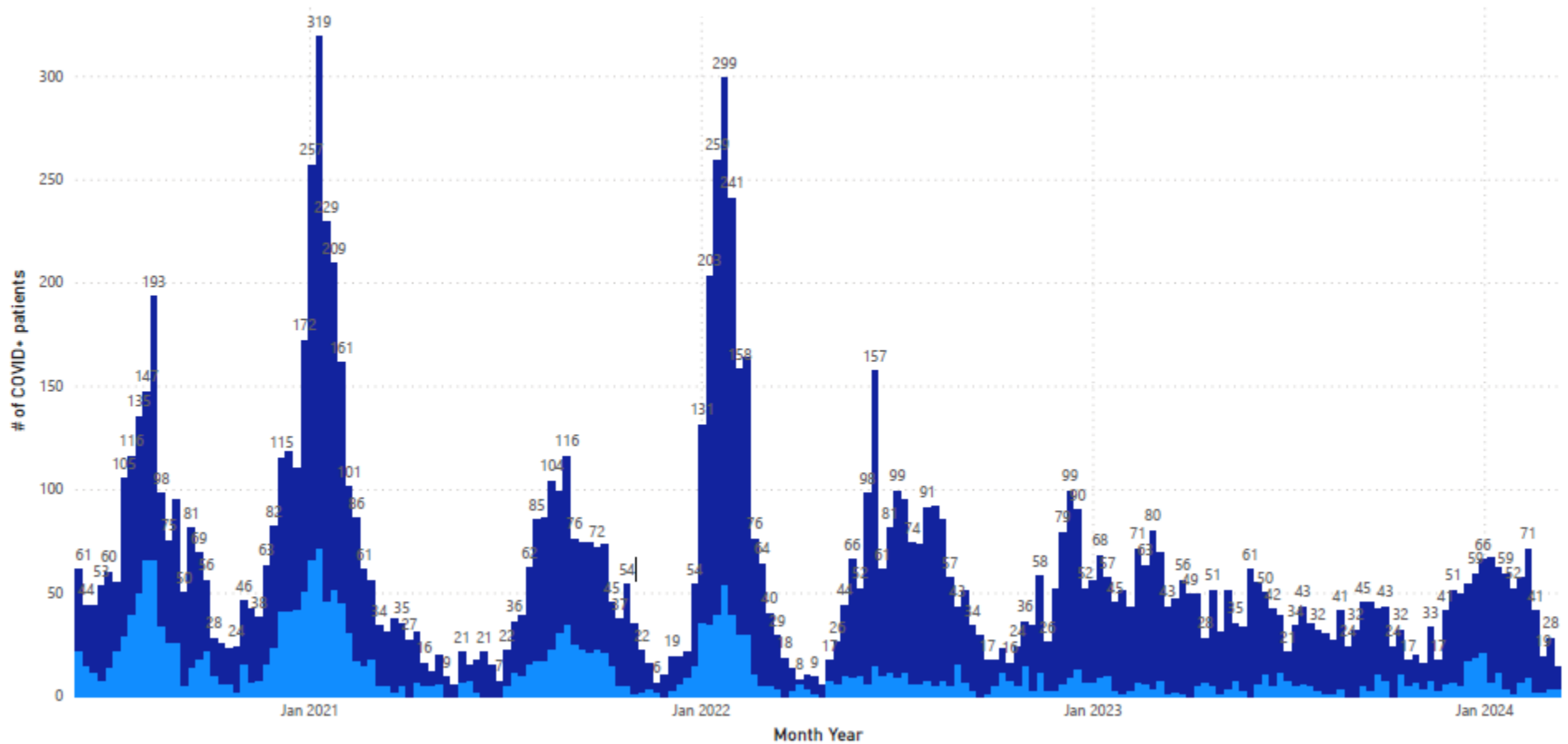
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



SAFETY ZSFG COVID+ Patients

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

● ICU ● MedSurg/L&D/Peds/Psych

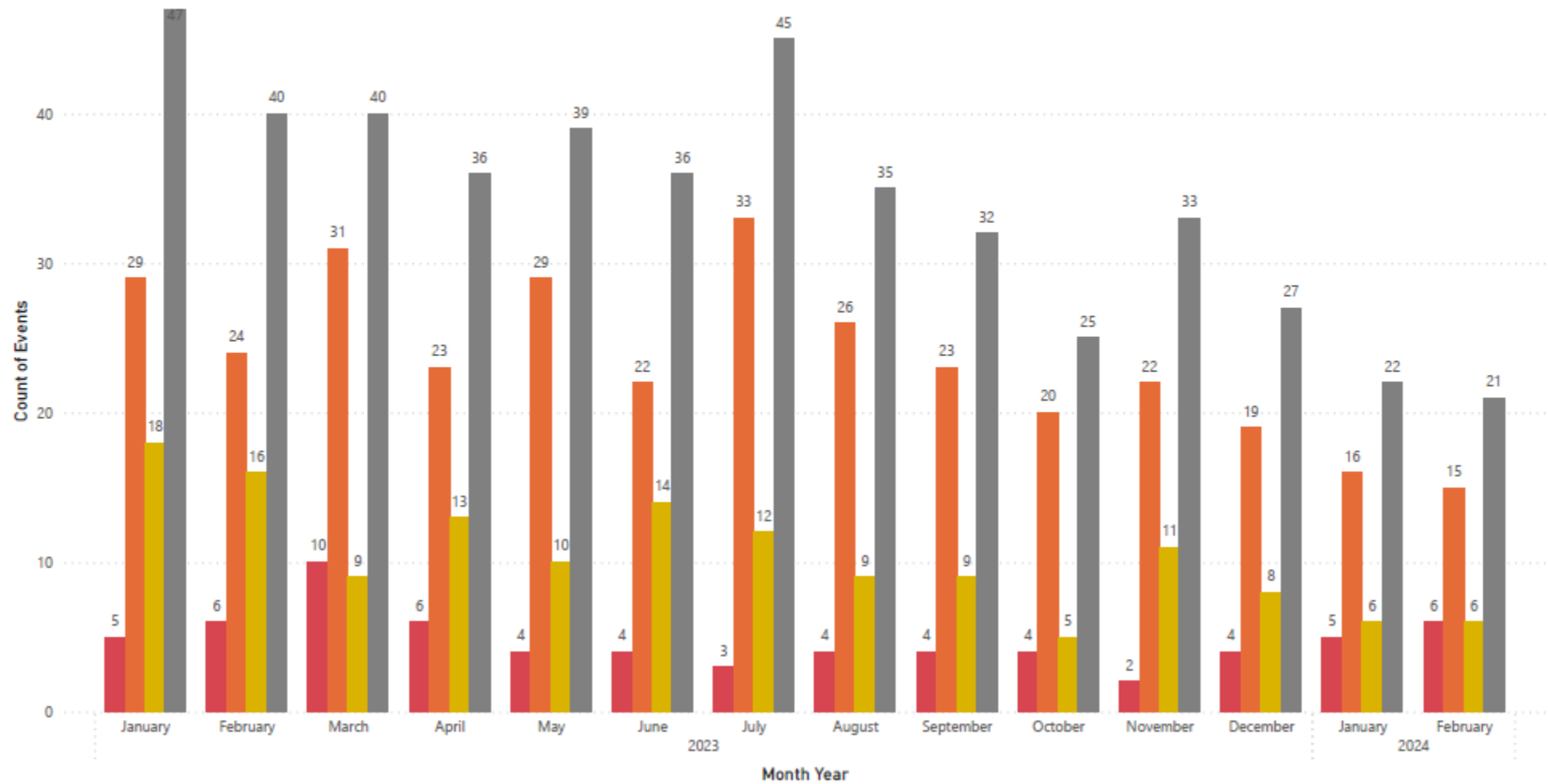


SAFETY Workplace Violence Activity*

*Workplace Violence data is from ZSFG's SAFE system

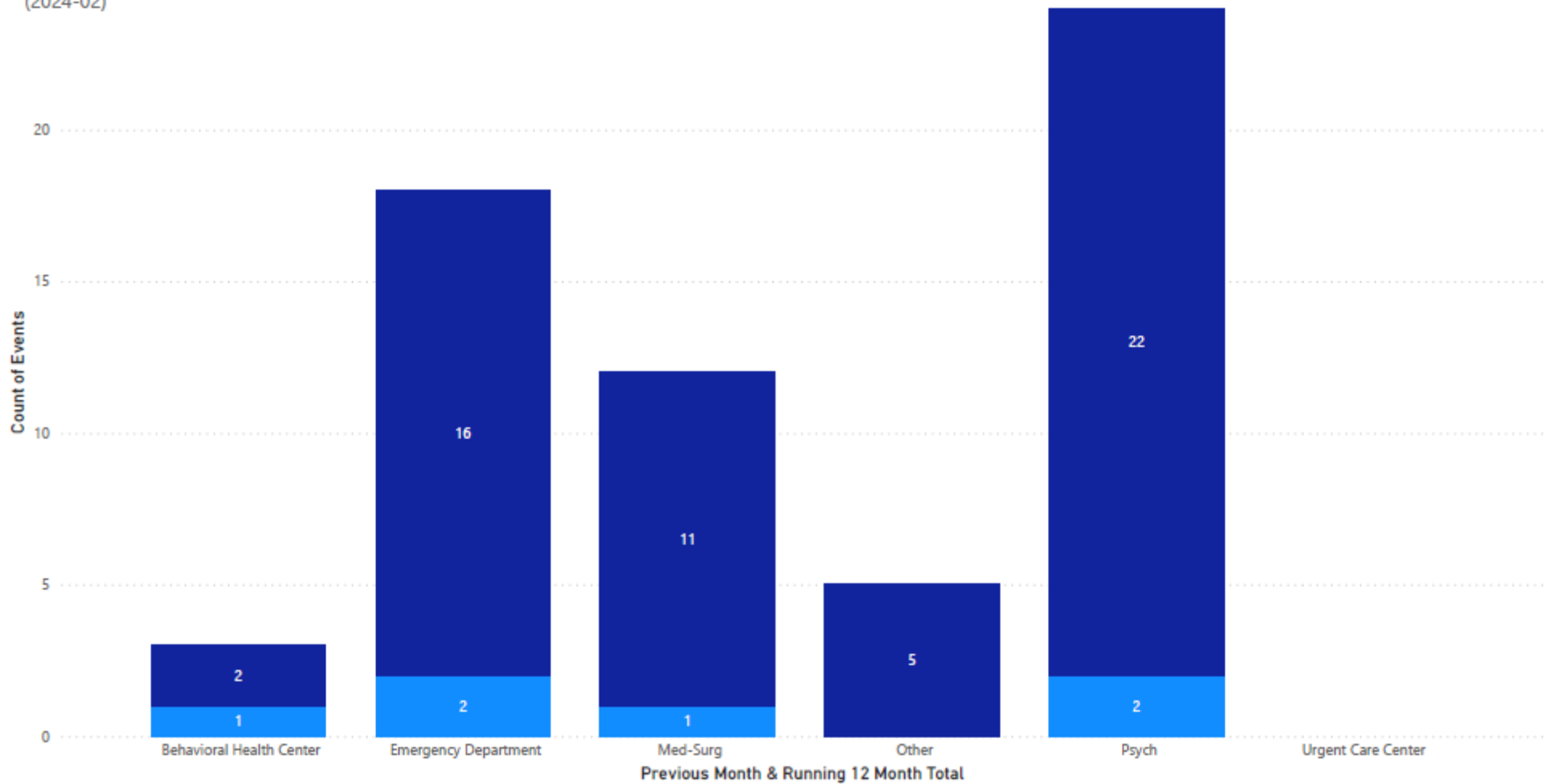
ZSFG Workplace Violence Physical Assaults with Injury CY 2023

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



ZSFG Workplace Violence Physical Assaults with Injury (Running 12 month total & previous month)

● Previous Month (2024-02) ● Running Total (Previous 12 Months)



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

