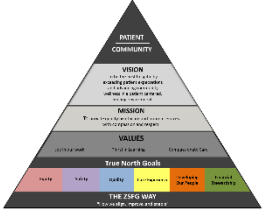


# Hospital Operations & Patient Care Report

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

ZSFG Executive Team Report

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## EQUITY

### 1. Celebrating the Women Who Advocate for Diversity, Equity and Inclusion



March was Women’s History Month, and this year’s theme is, “Celebrating the Women Who Advocate for Diversity, Equity and Inclusion.” Throughout ZSFG’s history, there have been so many women who have decisively and passionately championed this cause, ensuring those historically marginalized in health care are recognized and supported. ZSFG’s commitment to Equity, a core aspect of our True North goals, is about dismantling the obstacles to and eliminating the disparities in health care for everyone we serve.

ZSFG CEO Dr. Susan Ehrlich strives to make ZSFG an anti-racist institution. She advocates not only at ZSFG but also at the state and national level about making this a priority and using compassionate, data-driven improvement philosophy and tools to eliminate disparities among our staff and patients. This work could not be done without the all-in effort of the ZSFG Community who have spoken up and acted in every way they can to promote these values.

Sophia Lai, JD, Director of Diversity, Equity, & Inclusion acknowledged that advance equity is hard work and shared her deep appreciation to the ZSFG staff that are committed to this True North value. She also looks forward to honoring some of our staff during the first annual Equity Awards in May.

Tanvi Bhakta, MSN, RN, CNL, Director of Medical Surgical Nursing shared that serving on the Equity Council allows her to partner with care areas across the campus to develop and support programs that promote DEI and advance equity for patients and workforce.

Alonn Ilan, MSN, RN, CNS-BC, Nurse Manager, 4M, 4J and 5A Specialty Clinics shared the 4M clinic advocated for equity in health care by responding to a need that was directly communicated. Patients reported not leaving voicemails on the clinic line because the message was in English. The staff recorded new outgoing messages in English, Spanish and Cantonese by native speakers to better serve their patient population. It is inspirational when staff and patients identify gaps in the clinic’s ability to deliver equitable, inclusive care and are motivated to address the gaps collaboratively.

Here's to celebrating the extraordinary women dedicated to this cause, whose efforts light our way forward. Together, we can achieve a truly equitable healthcare environment for all.

## EQUITY

### 2. Engaging Our Community: Patient/Family Member Meeting Series

In Spring 2024, the ZSFG Diversity, Equity, and Inclusion (DEI) Department partnered with the DPH Office of Health and Equity (OHE) to coordinate a series of five meetings in March and April to gather feedback from our patients and their families regarding their experiences at ZSFG.

These forums were planned in the neighborhoods with the highest number of ZSFG patient populations to ensure their voices are heard and valued. Facilitators and volunteers also joined these forums to assist. Meetings were scheduled in the Bayview & Hunters Point neighborhoods for the Black/African American patients in English, Civic Center & SOMA neighborhoods for the unhoused patients in English, Excelsior, Southeast San Francisco, and Mission neighborhoods for the Spanish speaking patients and the Visitacion Valley and Southeast SF neighborhoods for the Cantonese speaking patients.

Over 70 patients and family members attended the three forums that were held in March in Visitacion Valley, Mission, and Bayview.

Upon completion of all 2024 forums, the DEI team will engage in review and analysis of recordings from all the meetings and compile the recommendations into a final report to be shared with hospital and DPH leadership.

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## **EQUITY**

### **3. Ramadan Models a ZSFG Value of Compassionate Care**

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The holy month of Ramadan is the 9<sup>th</sup> month in the Islamic lunar calendar and was celebrated beginning at sundown on March 10 and ended with Eid al-Fitr on Tuesday, April 9. This time is very important for the hospital's Muslim patients and staff. Ramadan is a period of deep spiritual reflection, prayer and personal growth and a time to connect with family. During this month, Muslims fast from sunrise to sunset. After sunset, family and friends come together for iftar, the traditional breaking fast meal.

As healthcare providers, it is important to be aware that many of our Muslim patients are celebrating Ramadan. Though very sick patients might be exempt from fasting, they may also grieve the missed opportunity to fully observe Ramadan. ZSFG prepared some ways to support the patients observing Ramadan. The diet office has boxes for Iftar that can be ordered. Pantries are stocked with extra snacks for patients during the night. The Spiritual Care department is available for spiritual support for all patients. Prayer rugs are available, and the prayer and meditation room is open.

Omar Arshad, clinical imaging IT specialist, Radiology shared that Ramadan fills him with a profound sense of gratitude and reflection on his faith, personal growth and inspires him to extend kindness and support to those in need.

Let us join our Muslim colleagues and patients by leading with empathy. Ramadan mubarak, which means "blessed Ramadan."

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## **QUALITY**

### **4. Survey Trifecta**

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The last week of March was a very eventful time on the ZSFG campus with the unannounced visit from CDPH, a scheduled Commission on Cancer survey, and the anticipated revisit from The Joint Commission.

**California Department of Public Health (CDPH)** – Two CDPH surveyors completed a 6-day complaint validation survey in acute psychiatry. The complaints that initiated the visit were unable to be substantiated. The 2 CDPH surveyors completed extensive employee record reviews, staff interviews, and sustained patient record reviews. They commended our staff for the compassionate care they provide to our population that has unique challenges.

**Commission on Cancer** - The surveyor was complimentary of the work ZSFG does as a safety net hospital and our relationship with the community and the cancer care provided. The day consisted of document review, several meetings with key Cancer Care staff at ZSFG, a Cancer Committee meeting, and a tour of the specific areas in the hospital where patients with cancer receive care. The site reviewer provided specific positive feedback about our cancer navigation program, the committee's advocacy for a Palliative Care Program, and highlighted the remarkably high enrollment to clinical trials.

**The Joint Commission** - The Joint Commission returned to ZSFG to complete a Medicare Deficiency Survey following the Triennial Accreditation visit. The surveyors announced that they have cleared all previously identified condition level findings. Not only this, but no new findings were identified at the exit. This means that there will be no subsequent re-visits for this survey and, once the evidence of standards compliance has been accepted for the previously noted triennial findings, ZSFG will be reaccredited by The Joint Commission. The surveyor commended the ZSFG teams involved for their massive efforts over the last 45 days. She specifically noted how impressed she was that ZSFG went from condition level findings to what she considers leading practice in such a short period of time.

## Developing Our People

### 5. Transitions: Margaret Damiano



In late March, teams celebrated and offered good wishes for Margaret Damiano as she assumed a new role on April 1<sup>st</sup> as the UCSF Associate Vice Chancellor for Organizational Development and Transformation. In her new position, Margaret will focus her talents on systems improvement and initiatives designed to tackle complex problems.

Margaret joined UCSF in 2006 and has always been based at ZSFG. She has served in numerous leadership roles and has worked in the Dean's office at ZSFG for ten years and was named the Associate Dean for Administration and Finance in

2017. The breadth and impact of her contributions were recognized with the 2019 Holly Smith Award and the 2023 Chancellor's Award for Exceptional University Management. Margaret is widely recognized and celebrated as a collaborative colleague, an effective mentor, a deep and strategic thinker, and a skilled leader.

## Developing Our People

### 6. Women of UCSF Health Honors Gillian Otway, RN, MSN

In March 2024, Gillian Otway was honored by Women of UCSF Health which highlights the outstanding women from the UCSF community for their work, service, and commitment. Elena Fuentes-Afflick, MD, MPH nominated Gillian Otway to share her voice and story.

Gillian was born in the Caribbean and grew up in Brooklyn, New York. She started her nursing career in New York City at Columbia Presbyterian Hospital in medical surgical and critical care nursing. Gillian's nursing career has allowed her to live her passion for serving underserved communities, promote quality care, and inspire, support, and engage her work force. Gillian Otway is currently the interim Chief Nursing Officer and the Nursing Director for Perinatal, Pediatrics and Nursing Administration at ZSFG.



In her current position, Gillian has been able to champion initiatives that positively impact birthing people and families, such as doula services, addiction care and The Baby Friendly Initiative. She is an executive member of the hospital's Solid Start Program which promotes health and health equity by integrating social behavioral and medical care for pregnant individuals and families with children ages 0 through 3. Gillian is also a respected mentor and leader. Those who work with her appreciate her gracious, respectful, and steady guidance. Gillian is not afraid to bring creative solutions and to partner with stakeholders to meet common goals. Most importantly, her work at ZSFG promotes diversity, equity, inclusion and ensures that all patients receive quality equitable care.

## Developing Our People

### 7. Thank a Doctor Day



National Doctors' Day was celebrated on Saturday, March 30 and ZSFG honored our "Healers of Hope," which is this year's theme.

The doctors at ZSFG, are not only healers of sickness and injuries, but healers of hope.



Doctors practice medicine at ZSFG because they had a call to serve people who might not have any other place to go for their health care. This choice alone is a measure of hope that those who have the greatest need deserve excellent care.

These doctors are educators of the next generation of healers. ZSFG residents learn how to diagnose and administer treatment as well as how to see the whole patient and ensure they receive the type of care that respects the cultural and linguistic needs of our patients, making decisions with equity and sensitivity. This wholistic approach enriches our clinical care, patient outcomes and research. It also elevates the ZSFG mission to provide quality health care and trauma services with compassion and respect.

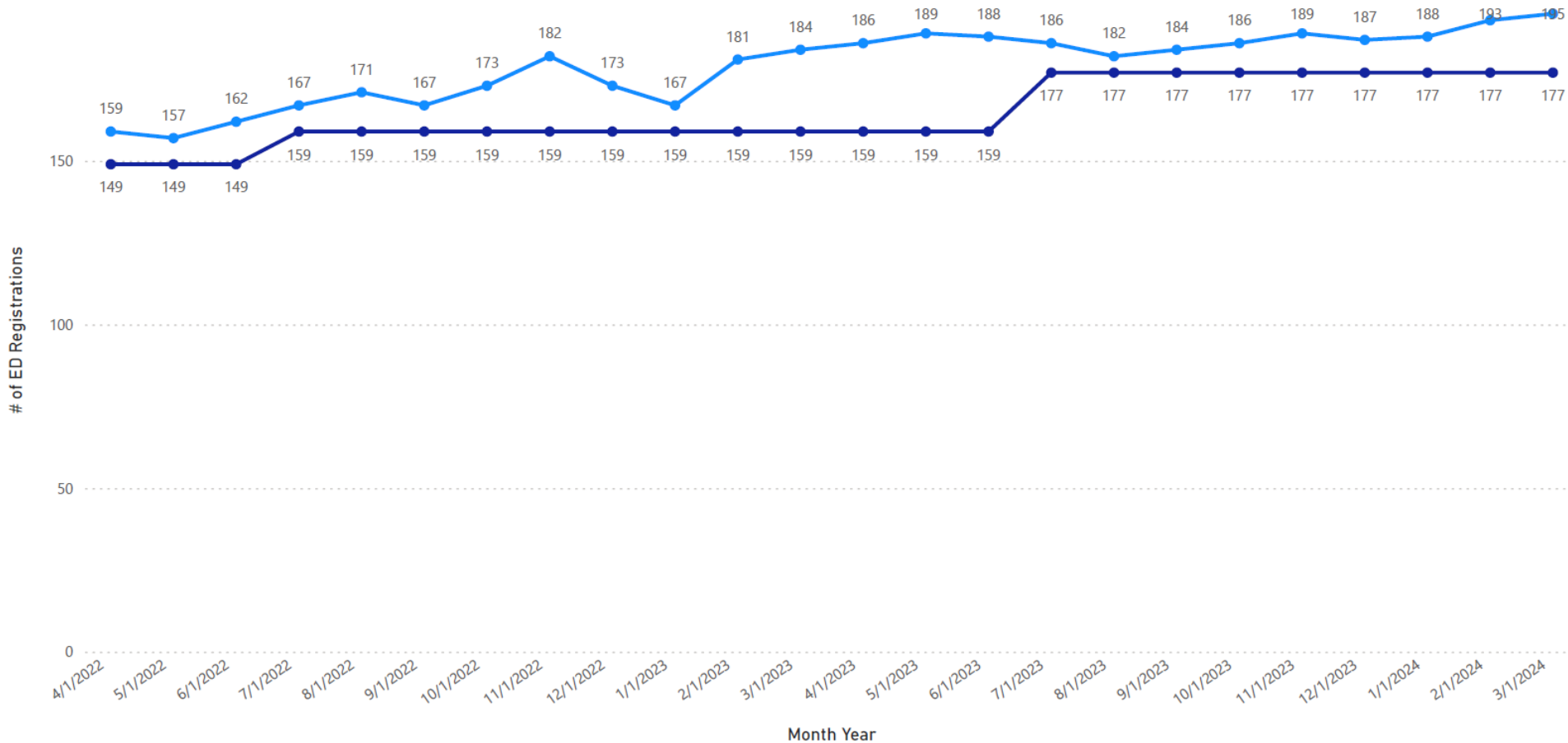
Thank you to the doctors of ZSFG for being the Healers of Hope and making ZSFG a place where our patients feel supported physically, emotionally, and culturally.



# QUALITY Emergency Department Activities

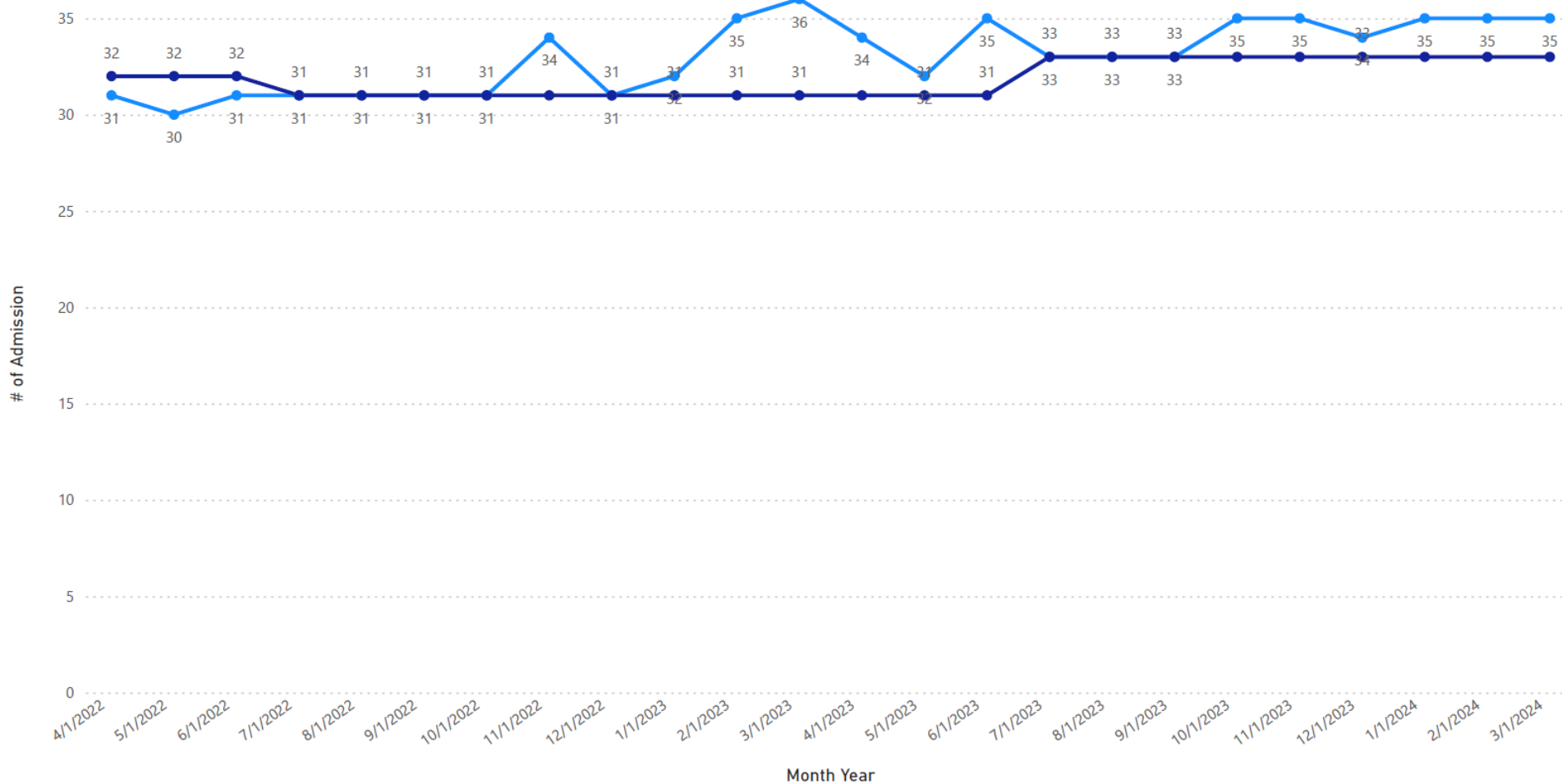
## Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



### Average Daily Admissions from ED

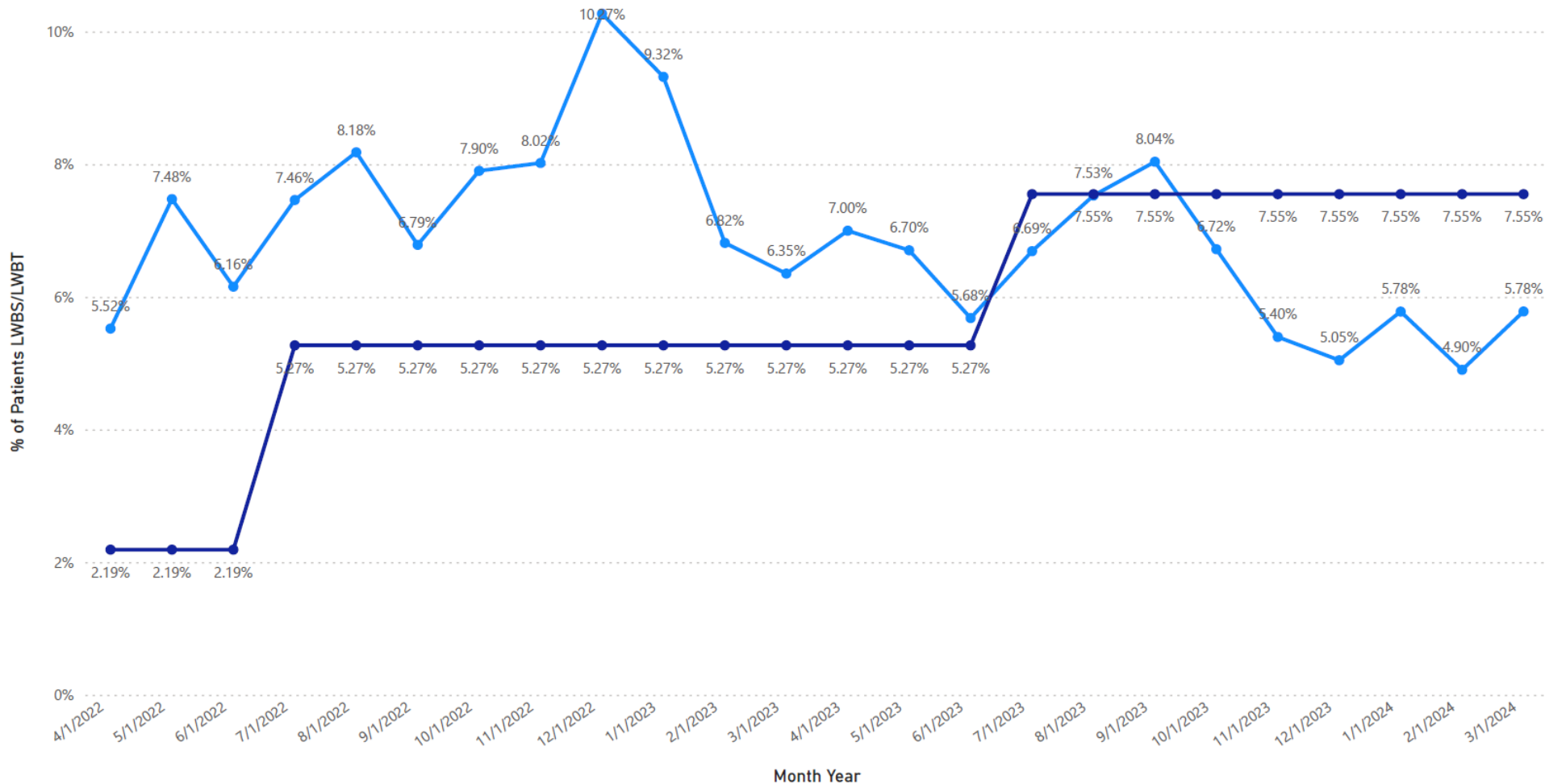
● MTD Average Daily Admissions ● Prior FY Baseline





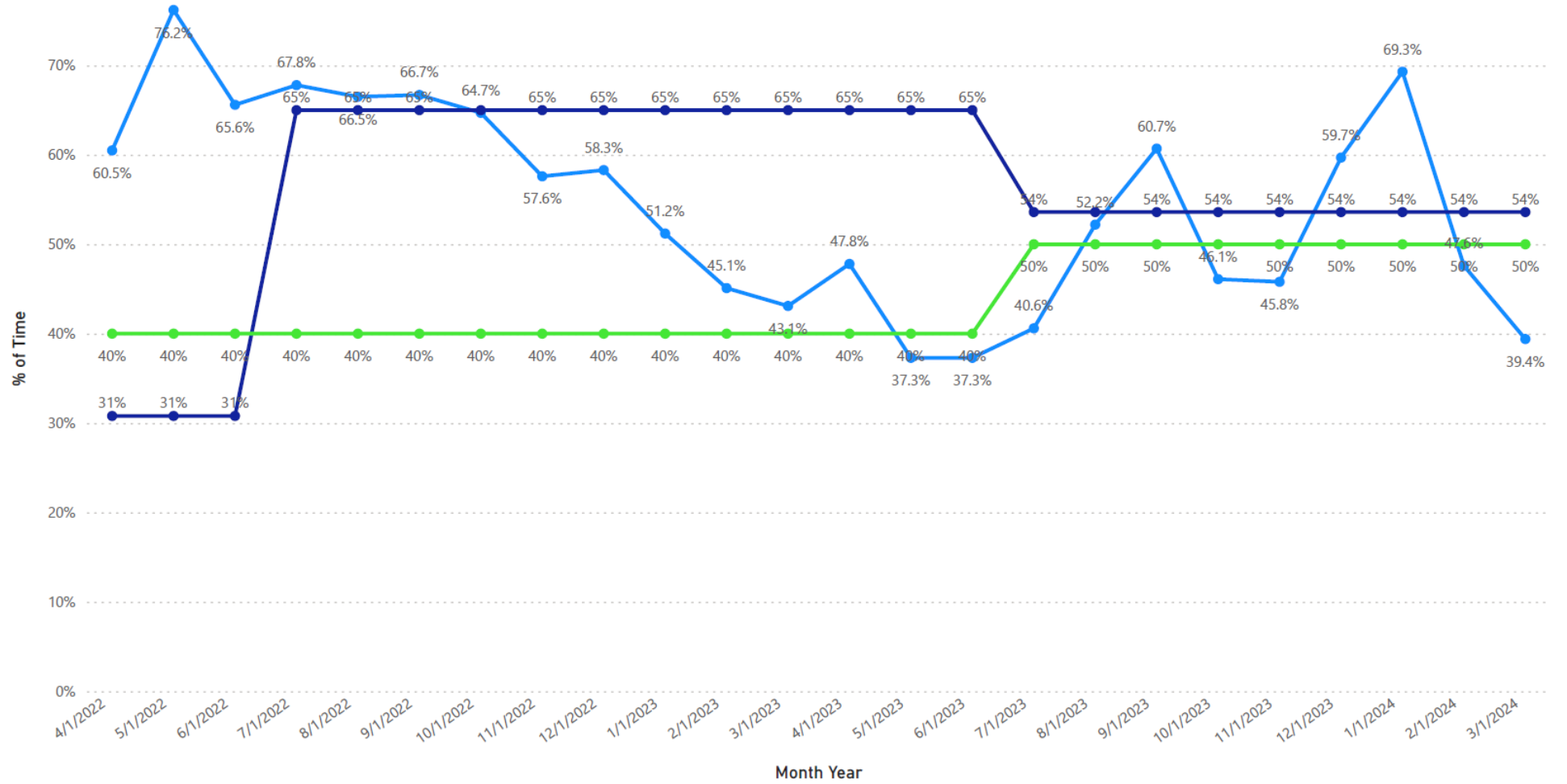
### % LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



### % Diversion

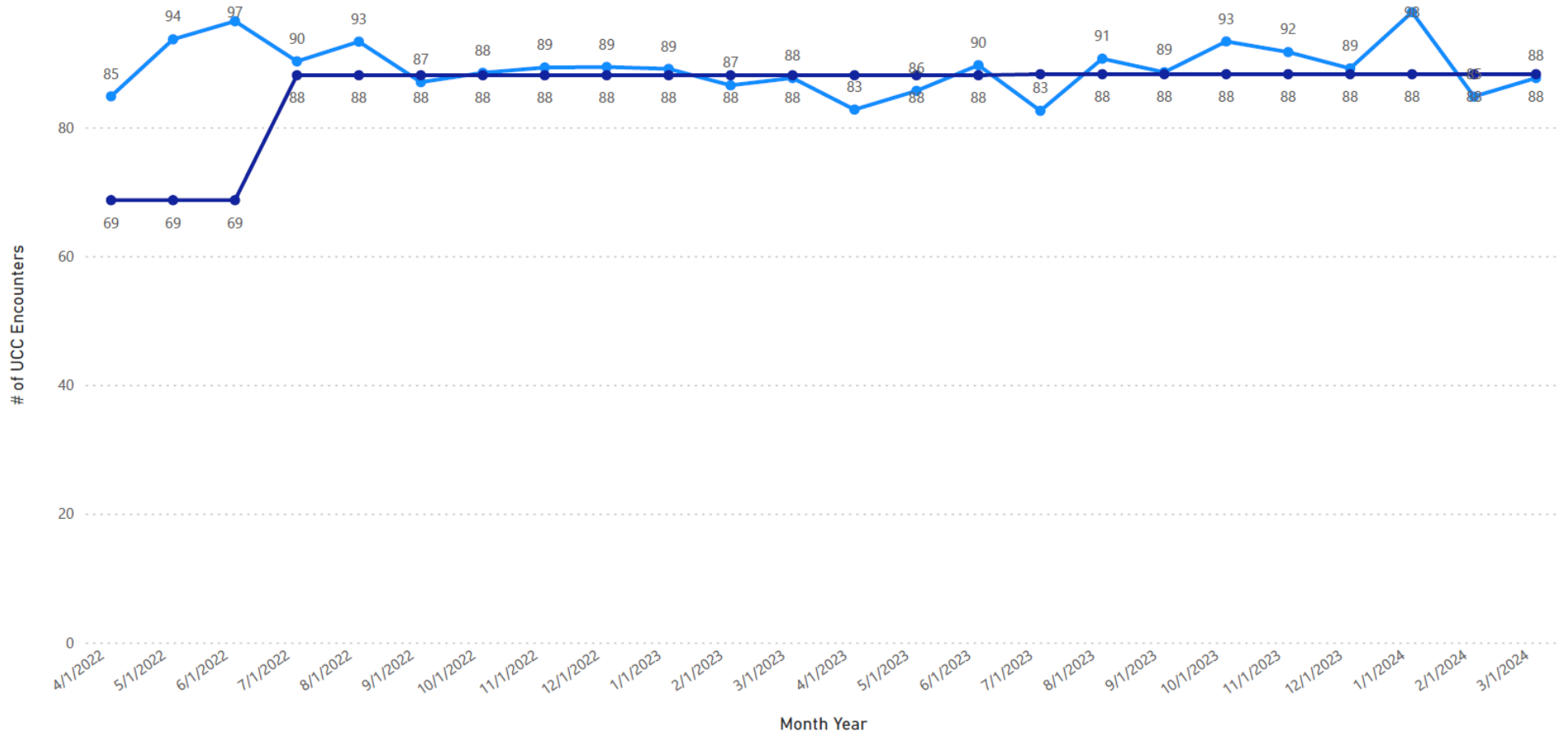
● MTD % Diversion ● Prior FY Baseline ● Target



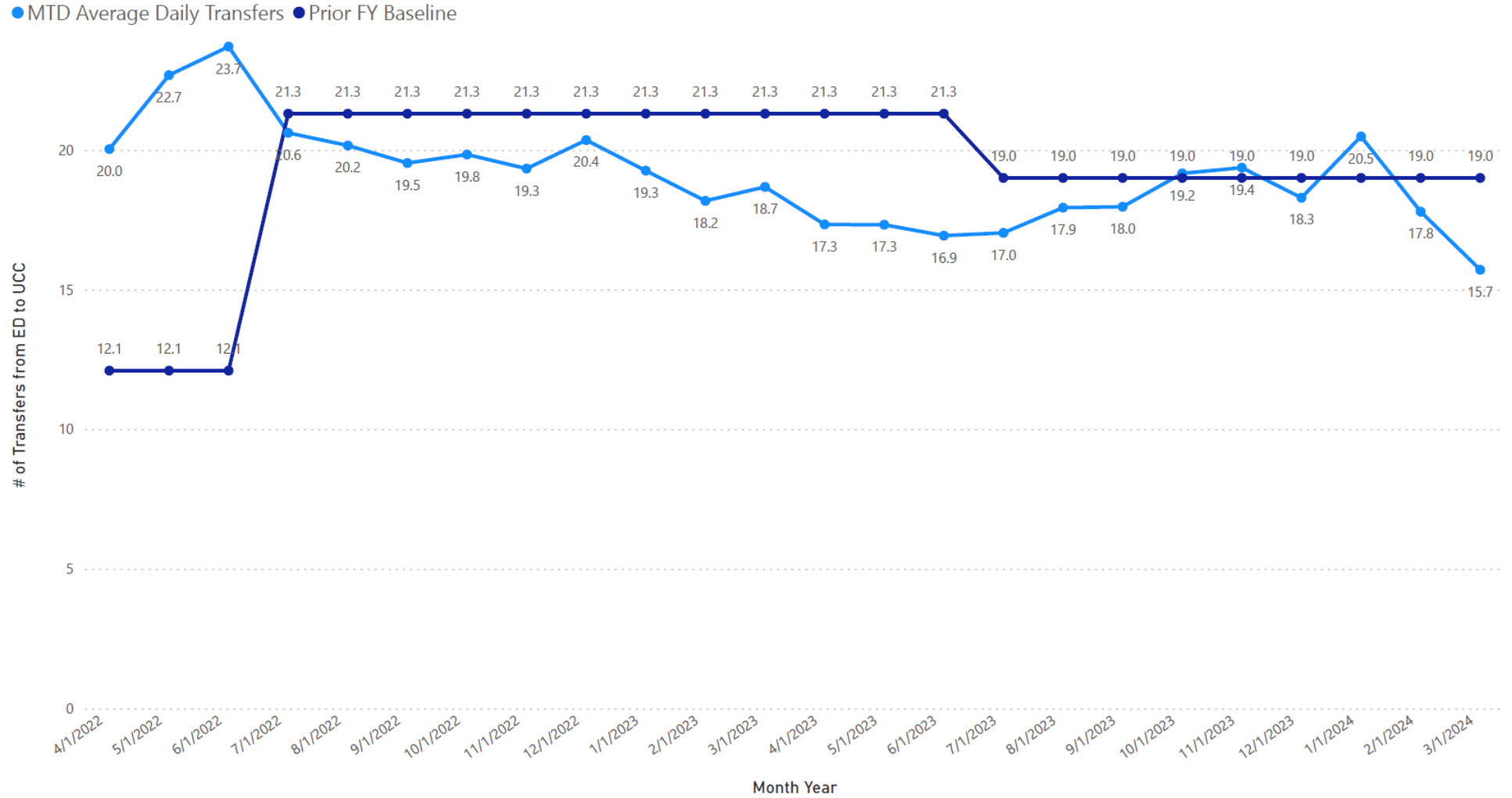
# QUALITY Urgent Care Clinic Activities

## Average Daily UCC Encounters

● MTD Daily UCC Encounters ● Prior FY Baseline

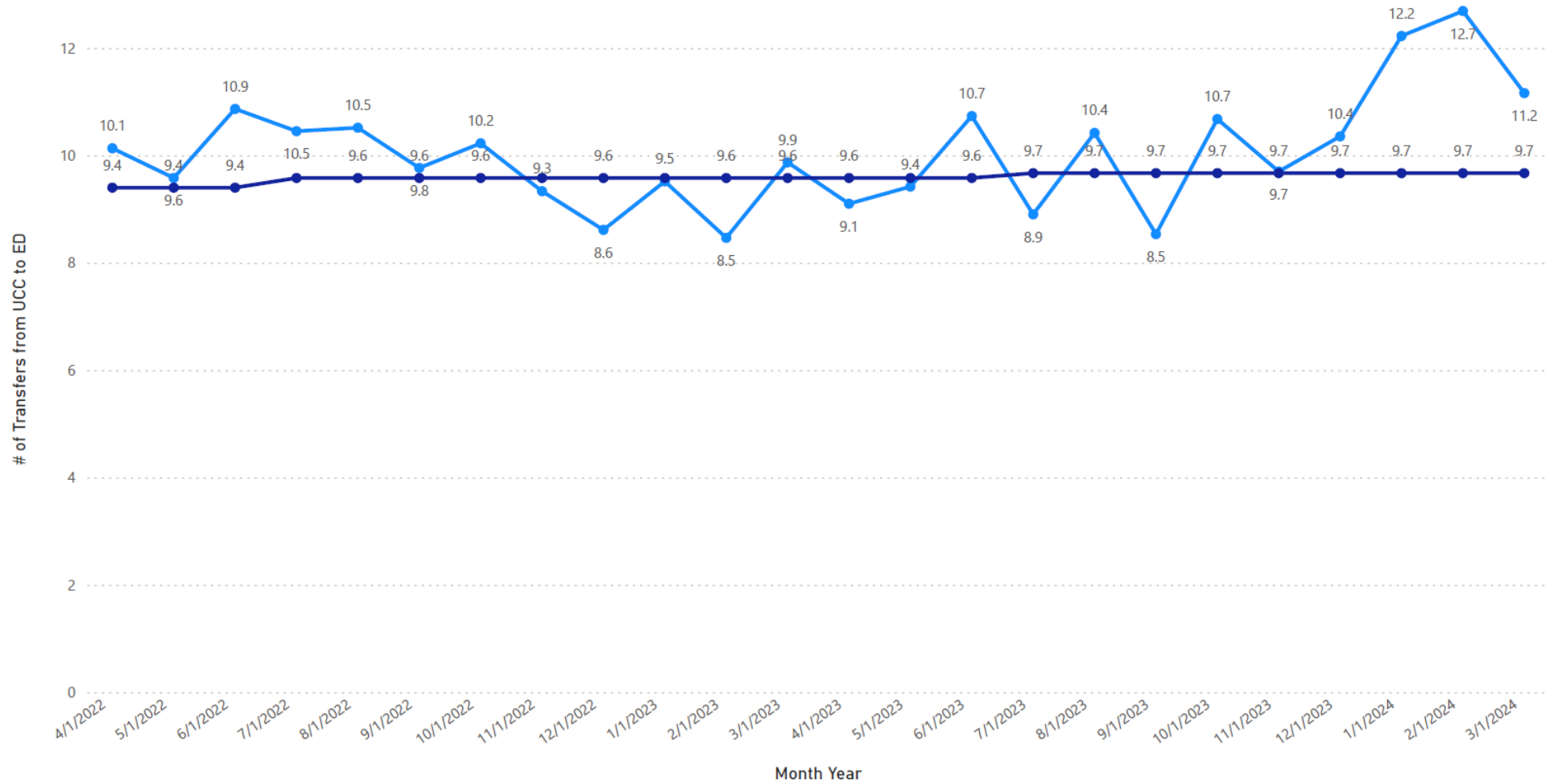


### Average Daily Transfers from ED to UCC



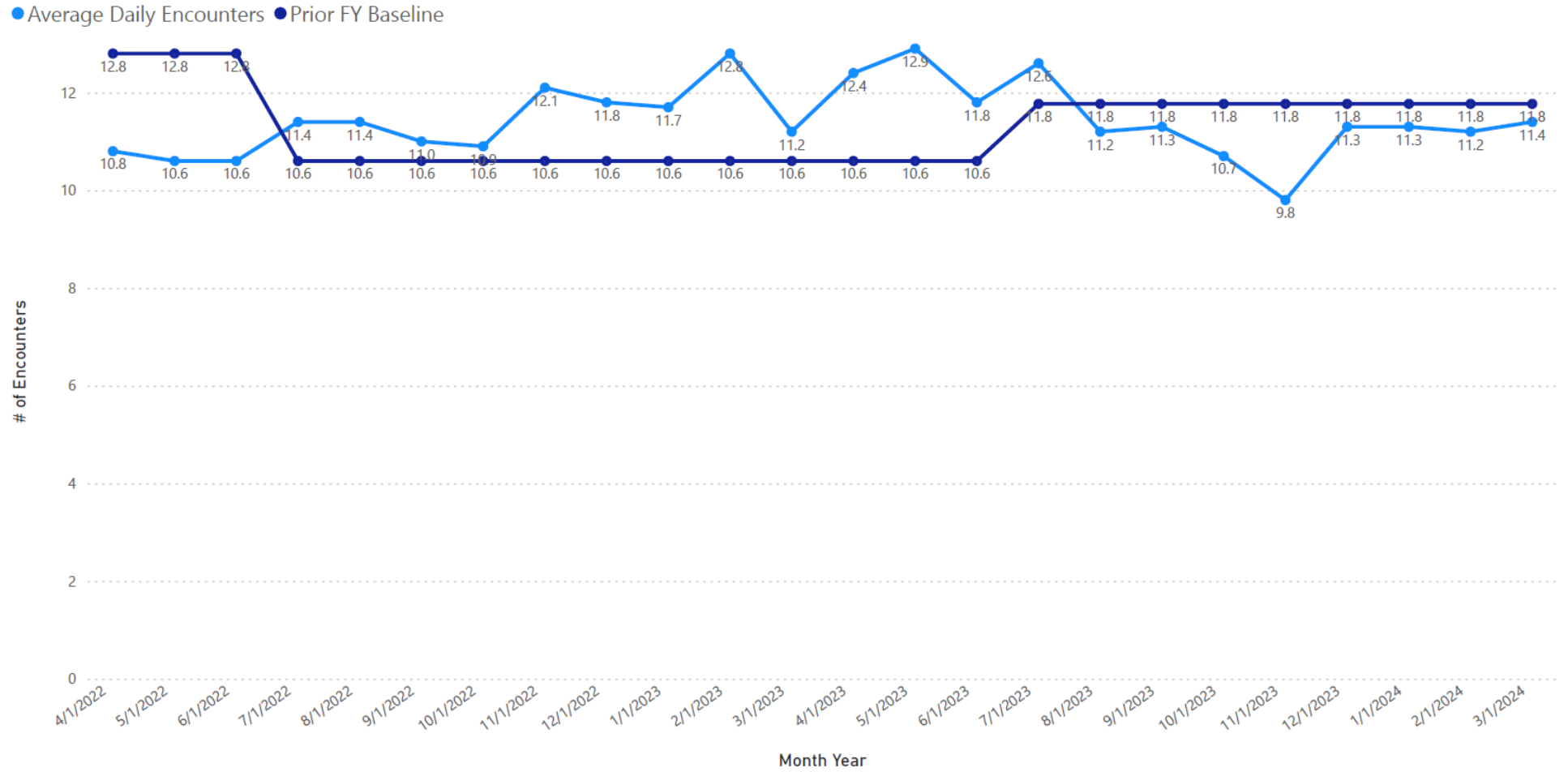
### Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline



# QUALITY Psychiatric Emergency Services Activities

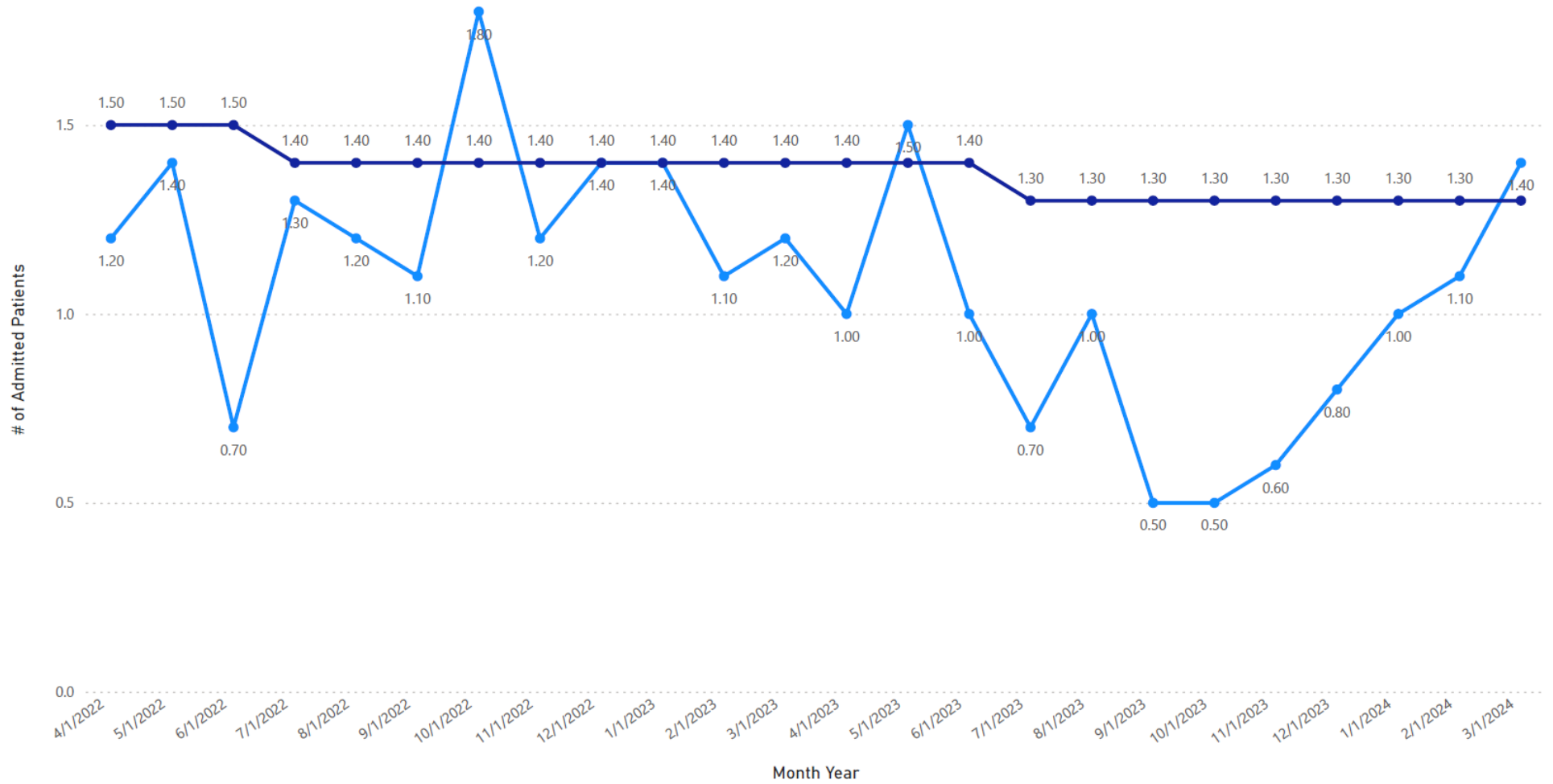
Average Daily PES Encounters





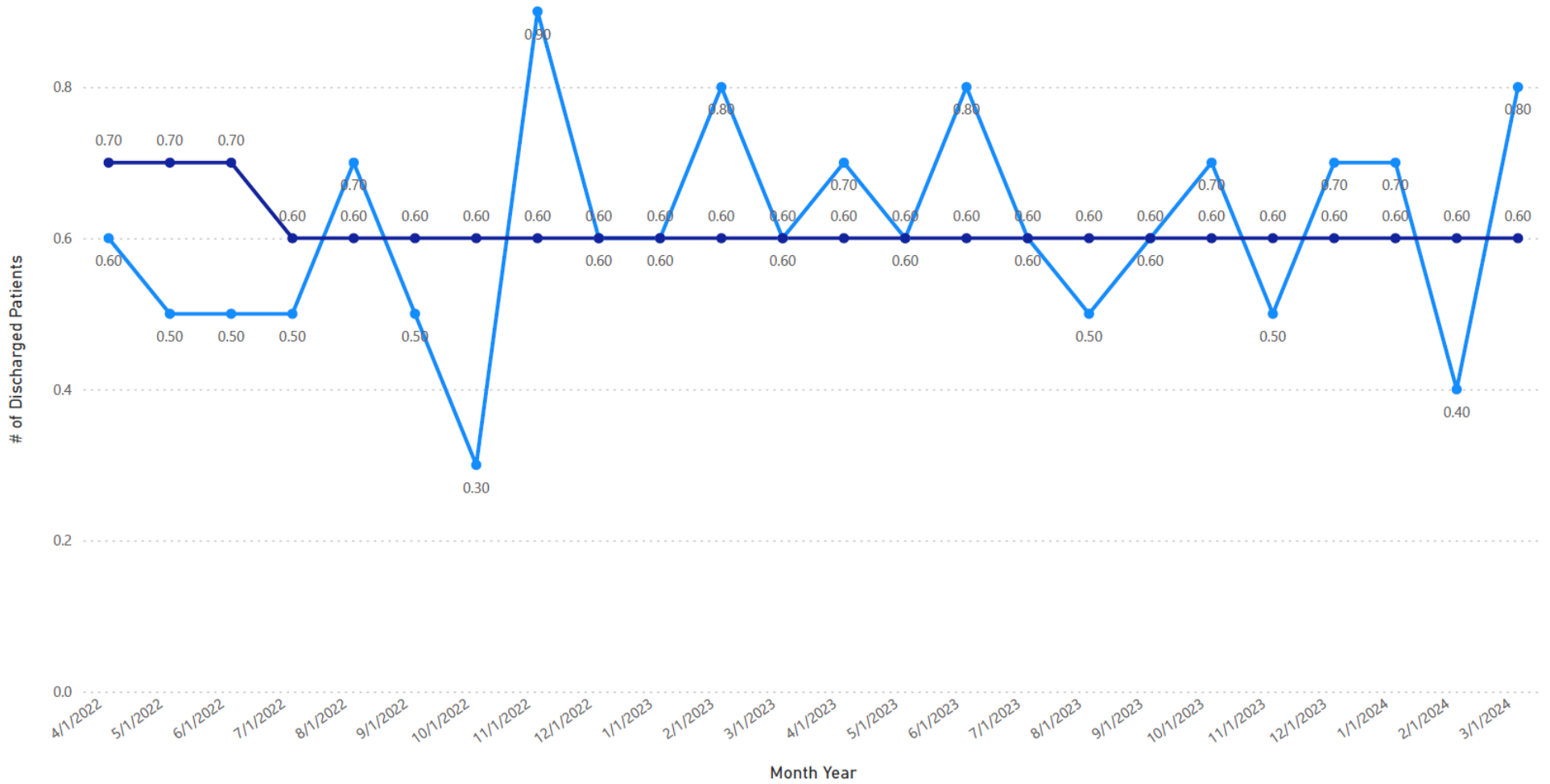
## Average Daily Admissions to Inpatient Psych (7B & 7C) from PES

● Average Daily Admissions ● Prior FY Baseline



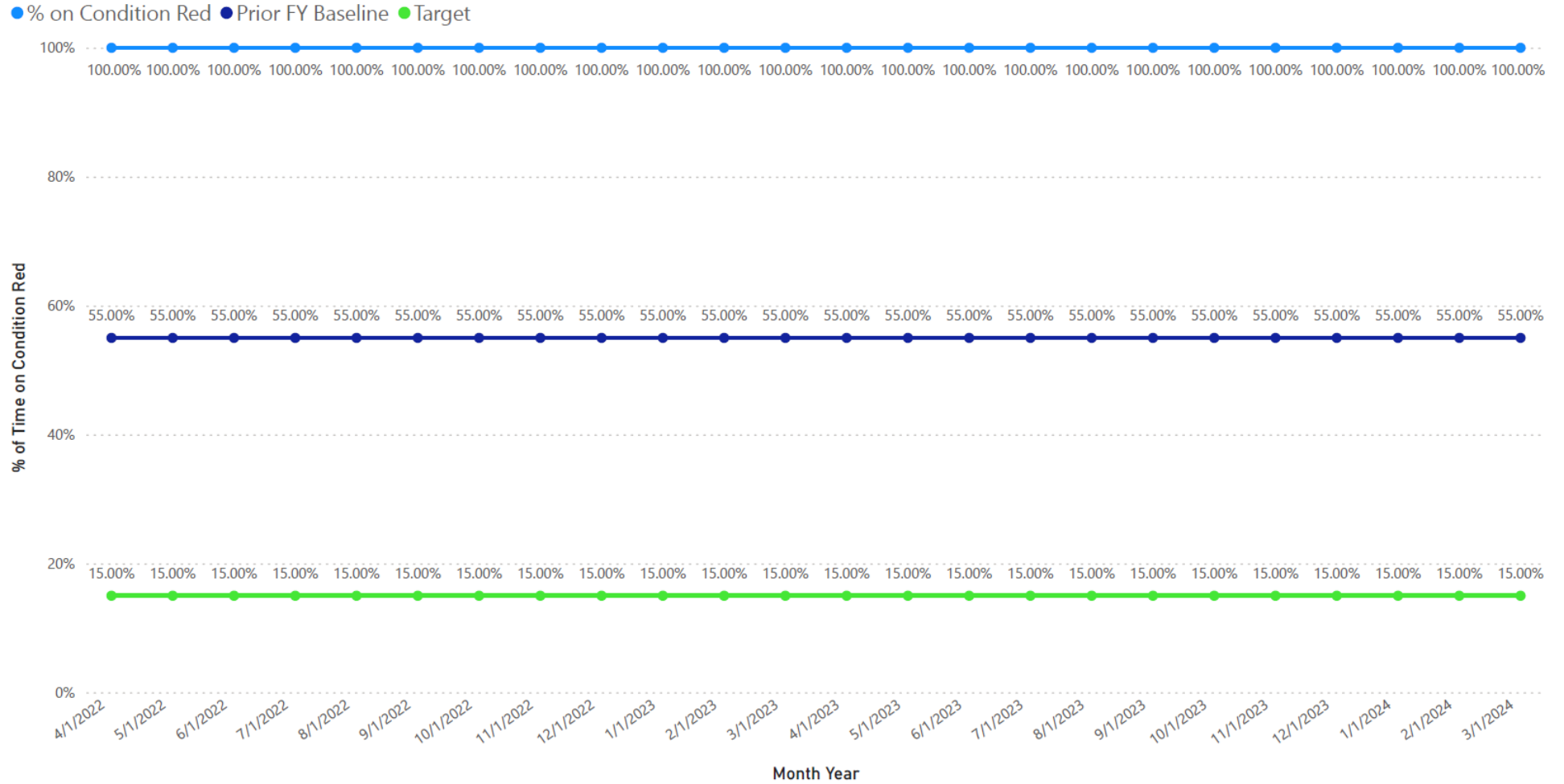
### Average Daily Discharges to Dore Urgent Care Clinic (DUCC)

● 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 189.5 which is 110.82% of budgeted staffed beds and 102.99% of physical capacity. 40.95% of the Medical/Surgical days were lower level of care days: 8.34% administrative and 32.61% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 33.9 which is 121.07% of budgeted staffed beds and 58.45% of physical capacity of the hospital.

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

Average Daily Census of MCH was 34 which is 113.33% of budgeted staffed beds and 80.95% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

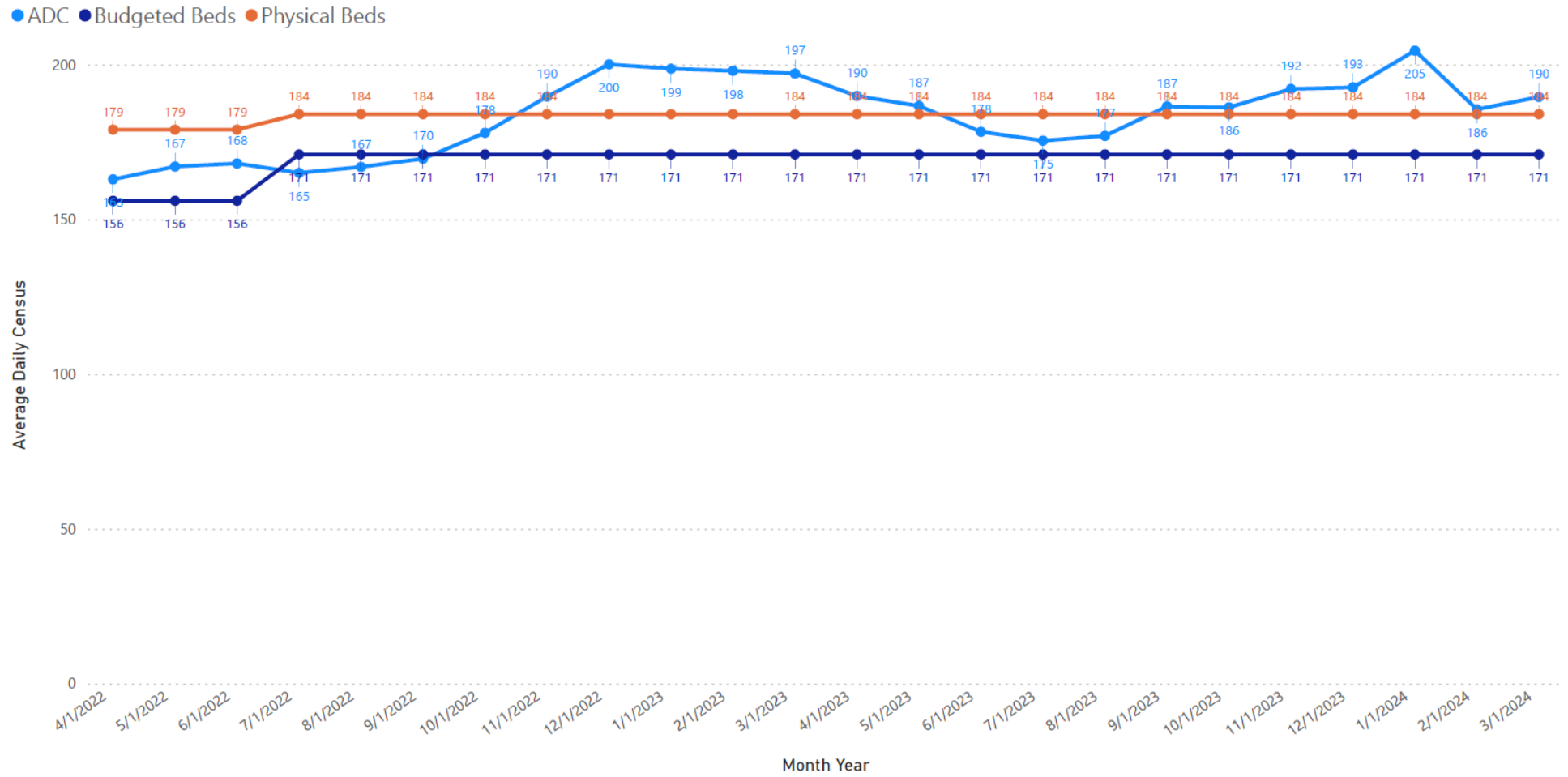
Average Daily Census for Psychiatry beds, excluding 7L, was 42.6, which is 96.82% of budgeted staffed beds and 63.58% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.9, which is 84.29% of budgeted staffed beds (n=7) and 49.17% of physical capacity (n=12).

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

Average Daily Census for our skilled nursing unit was 24.7, which is 88.21% of our budgeted staffed beds and 82.33% of physical capacity.

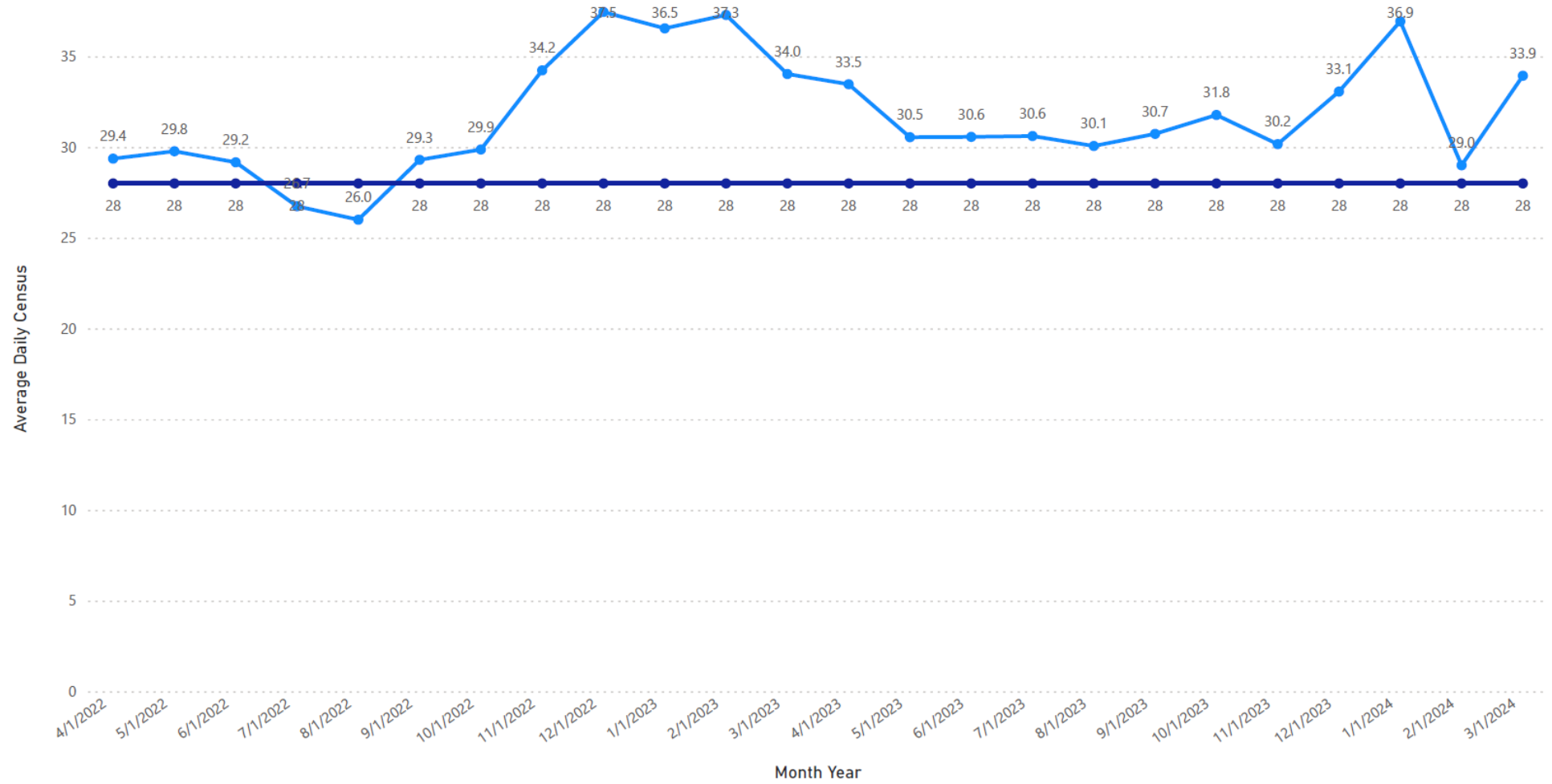
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### Medical Surgical (incl. ED/PACU Overflow) Average Daily Census



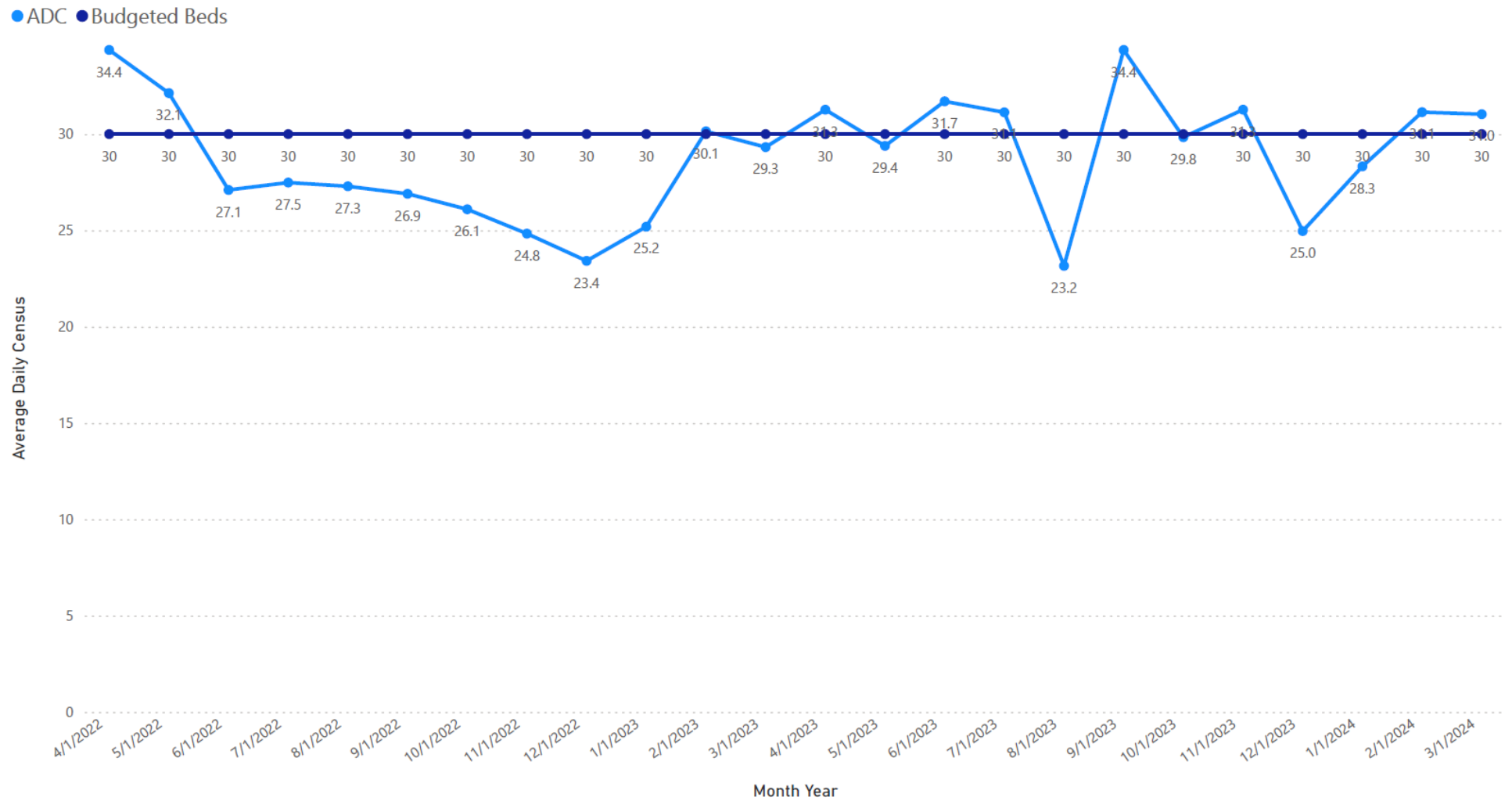
### Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds

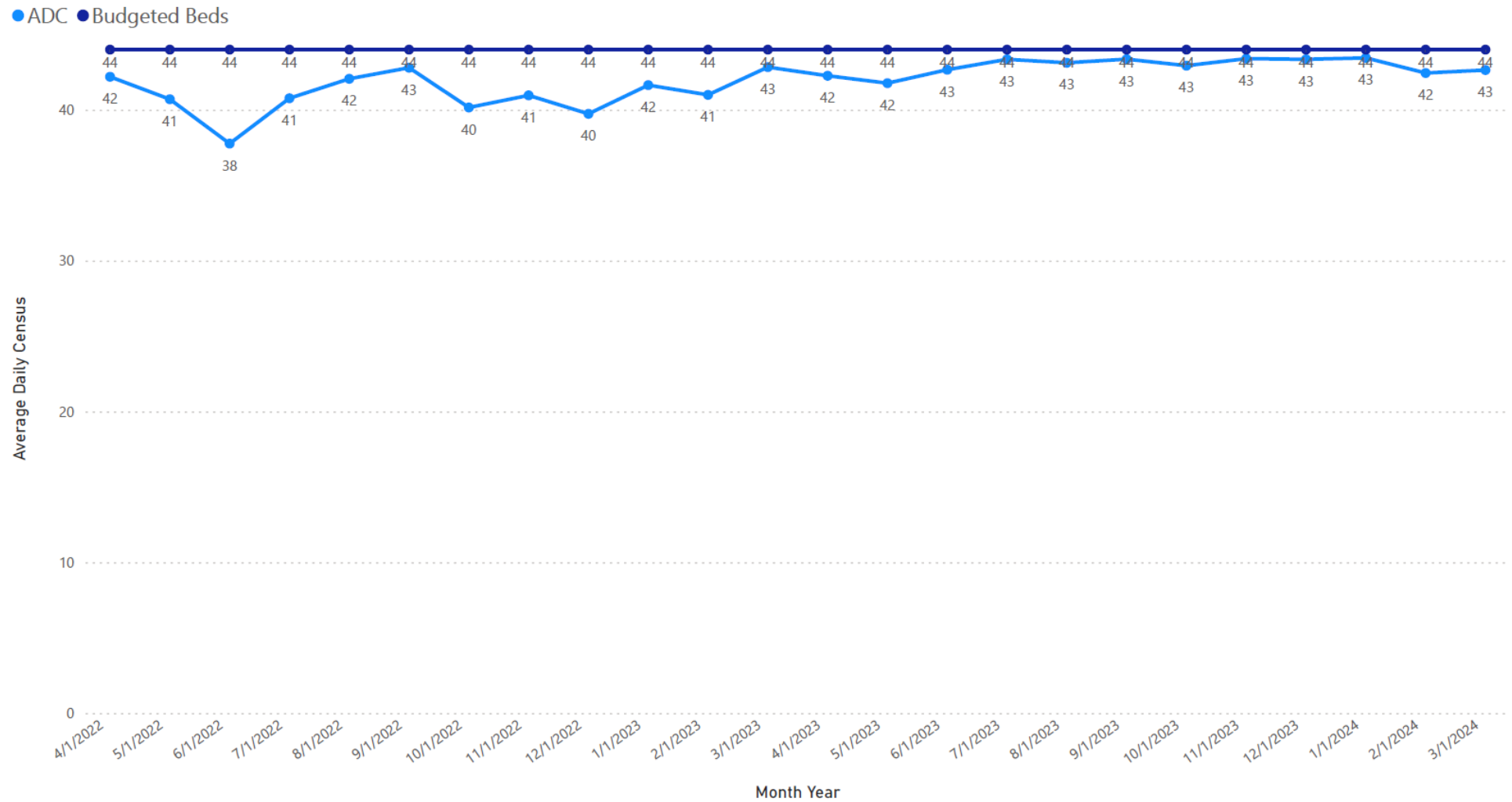




### Maternal Child Health Average Daily Census

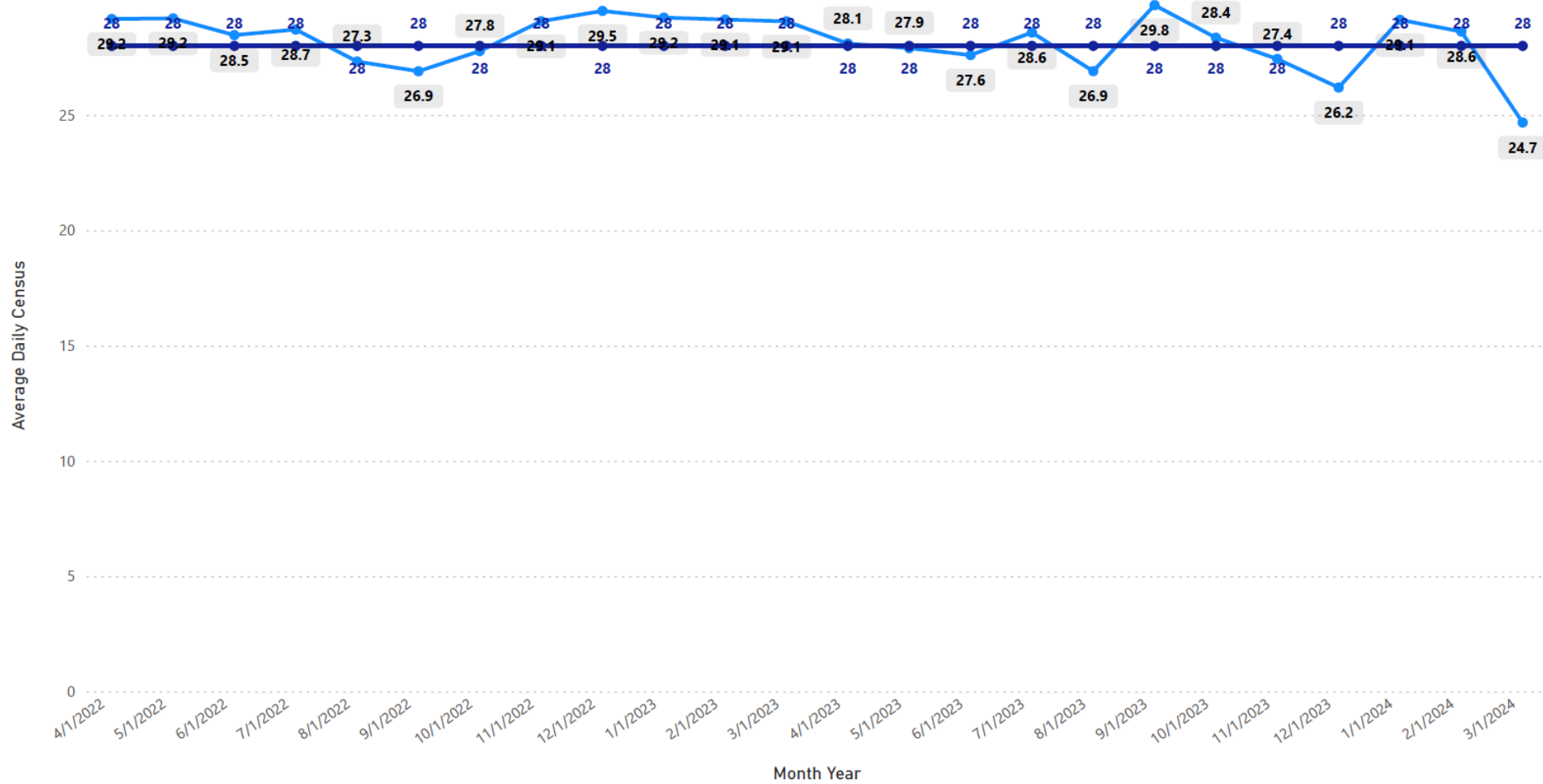


## Acute Psychiatry (7B & 7C) Average Daily Census



### 4A Skilled Nursing Facility Average Daily Census

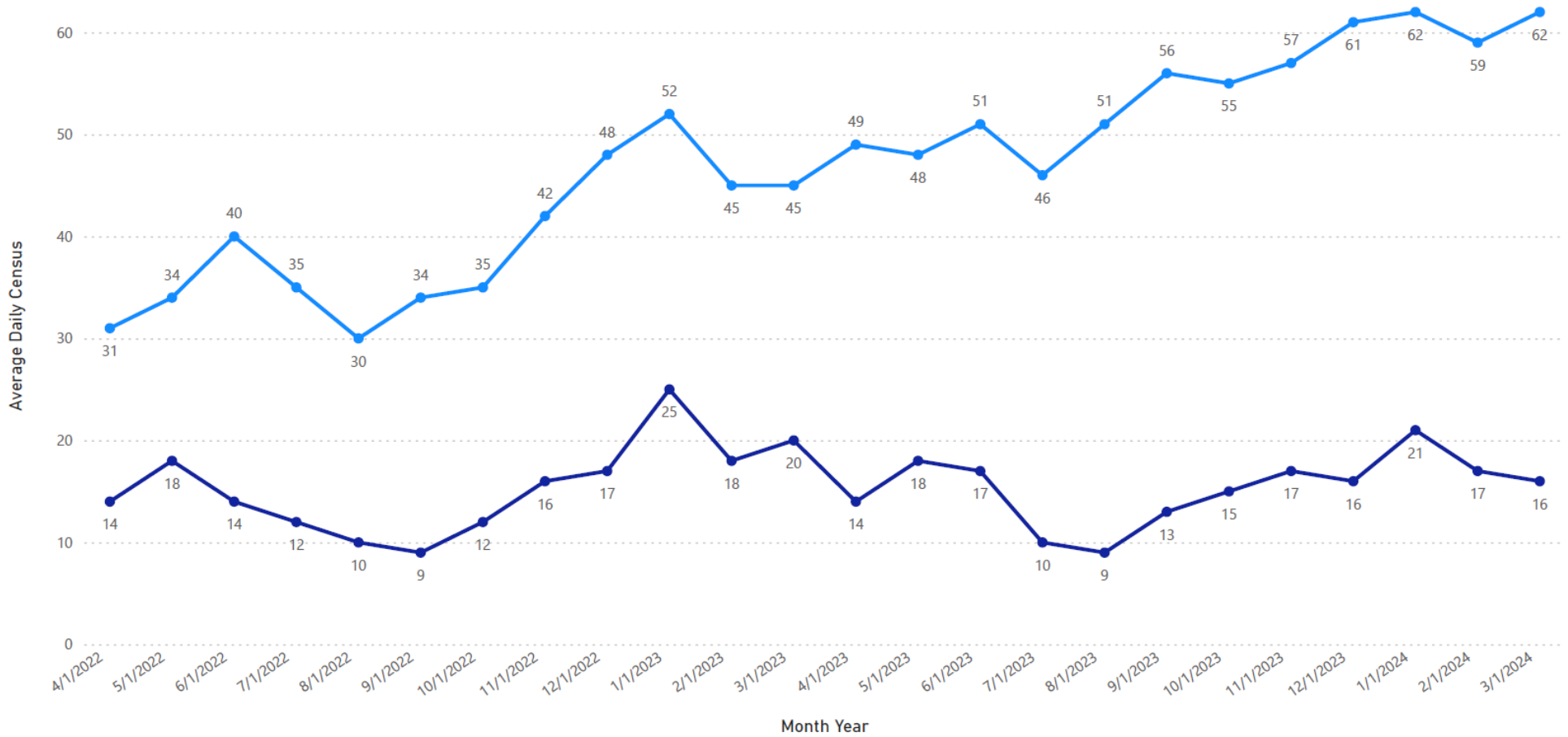
● ADC ● Budgeted Beds



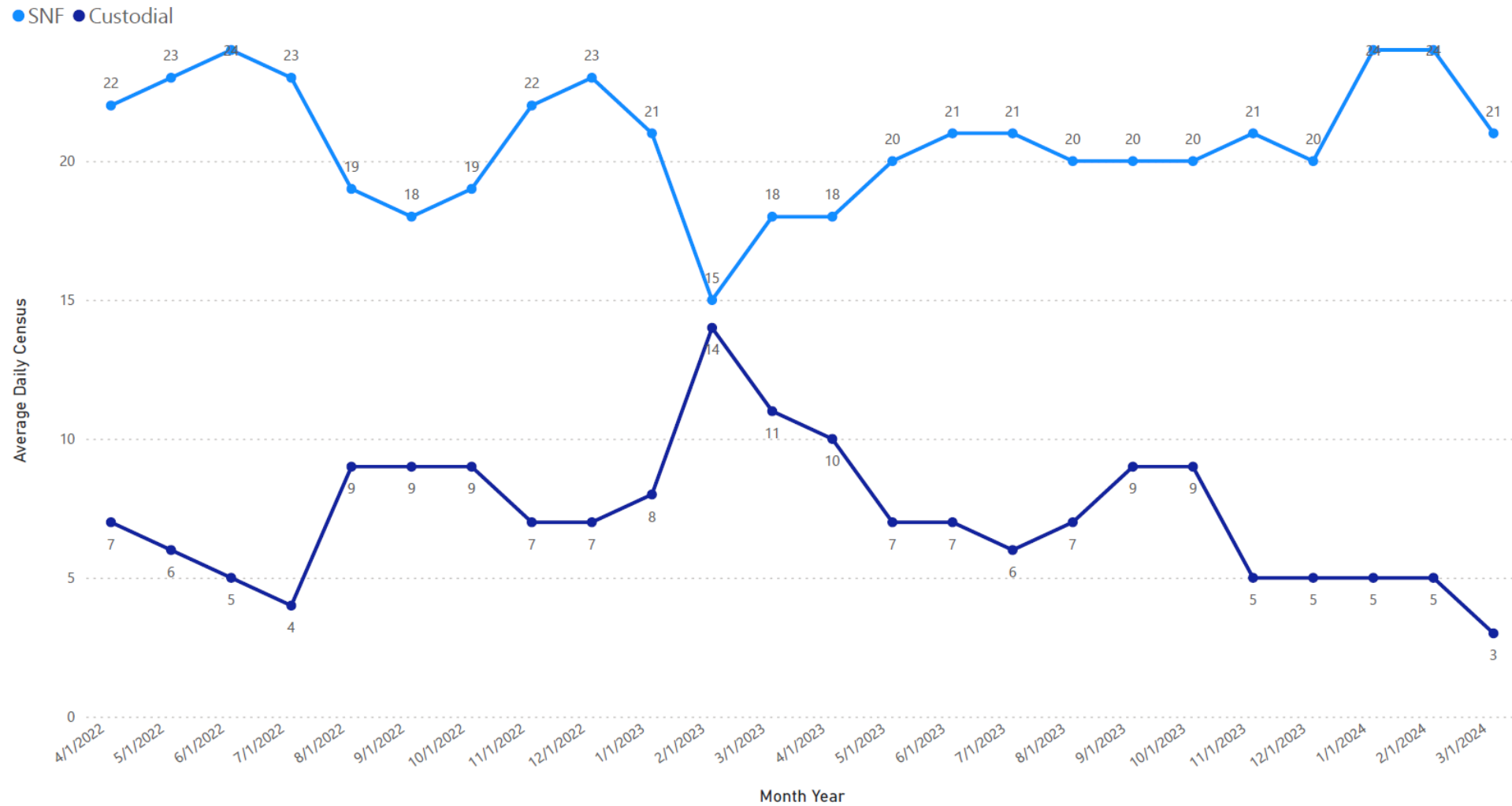
# QUALITY Lower Level of Care Average Daily Census

## Medical Surgical Lower Level of Care Average Daily Census

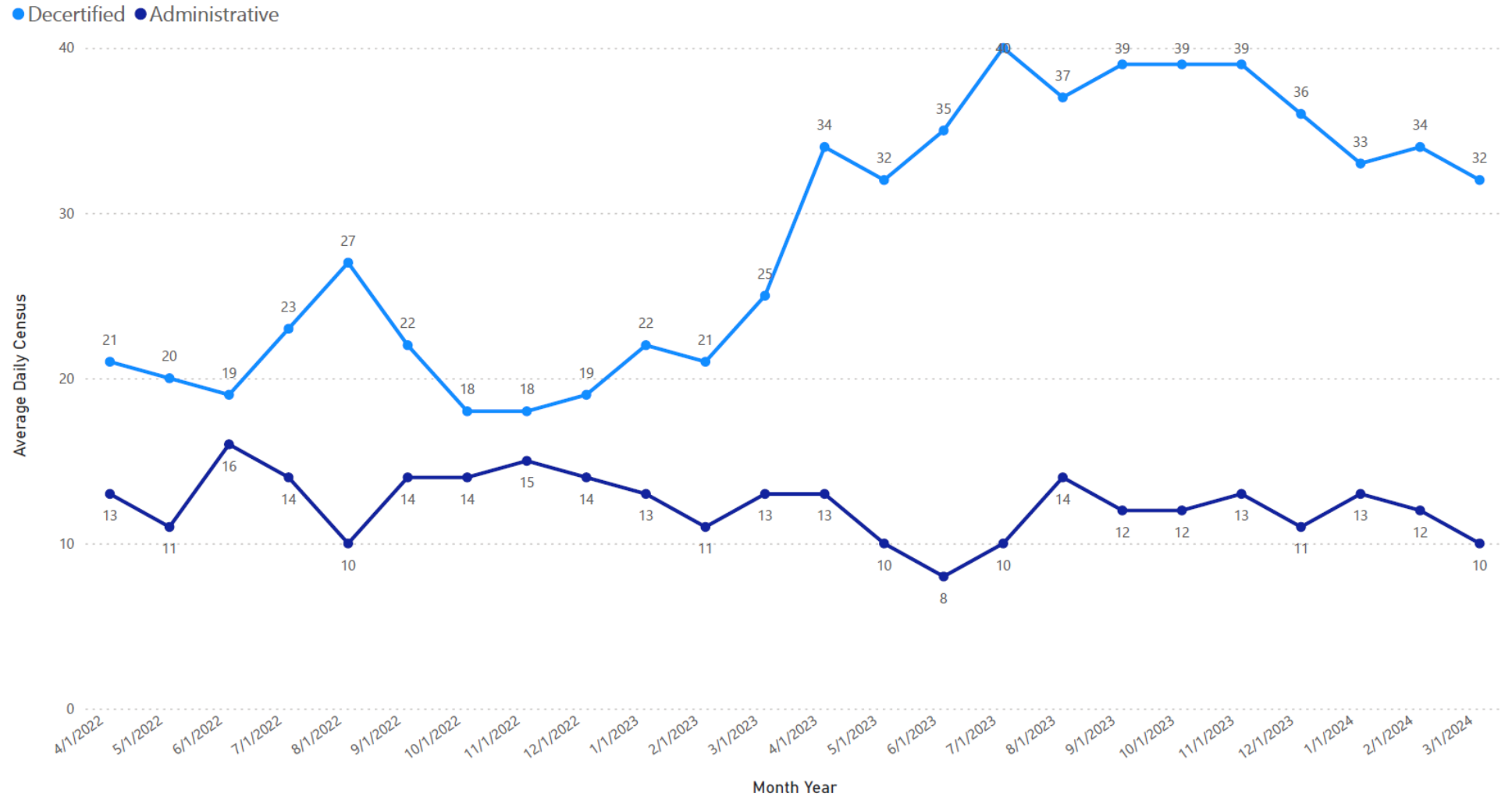
● Decertified ● Administrative



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



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

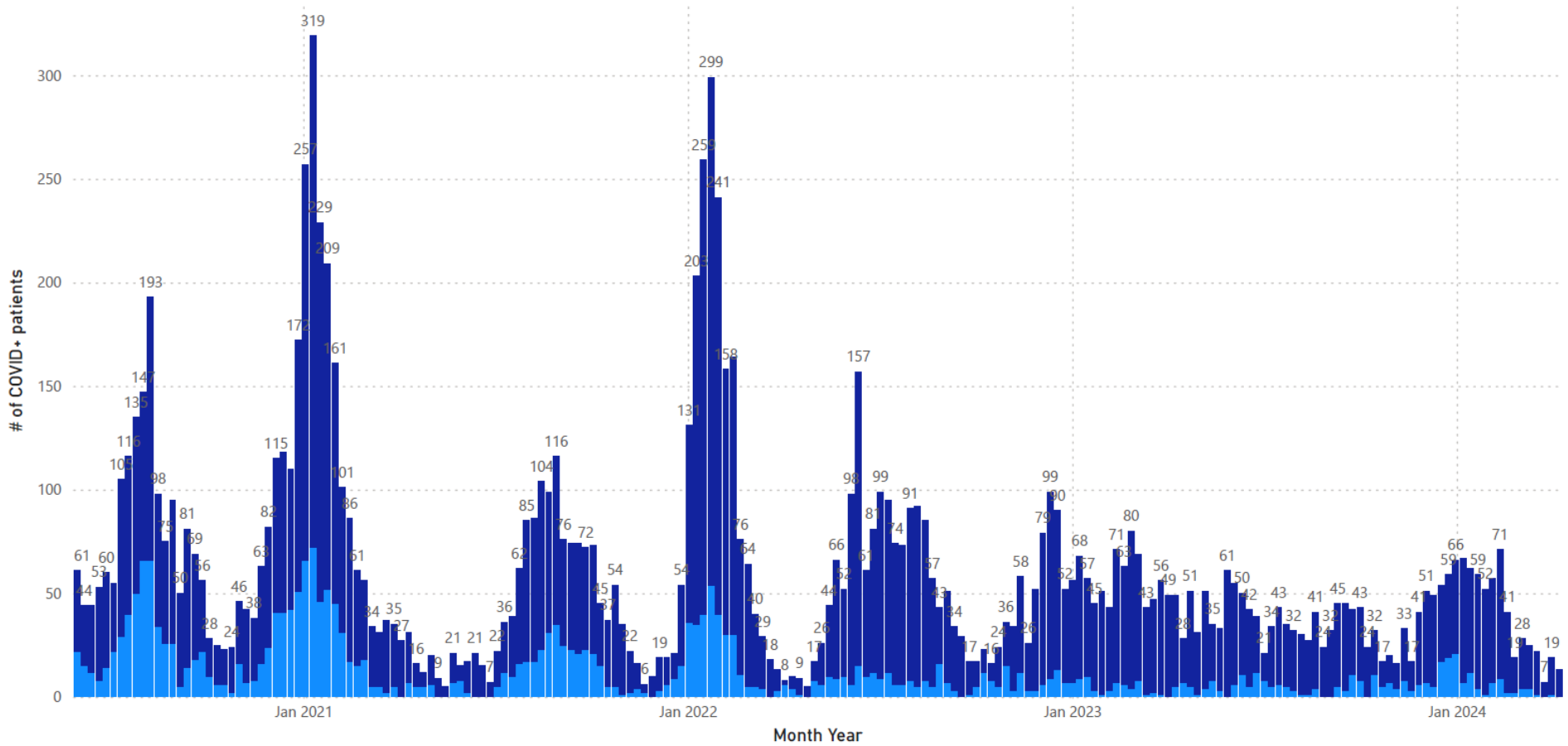




# SAFETY ZSFG COVID+ Patients

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

● ICU ● MedSurg/L&D/Peds/Psych

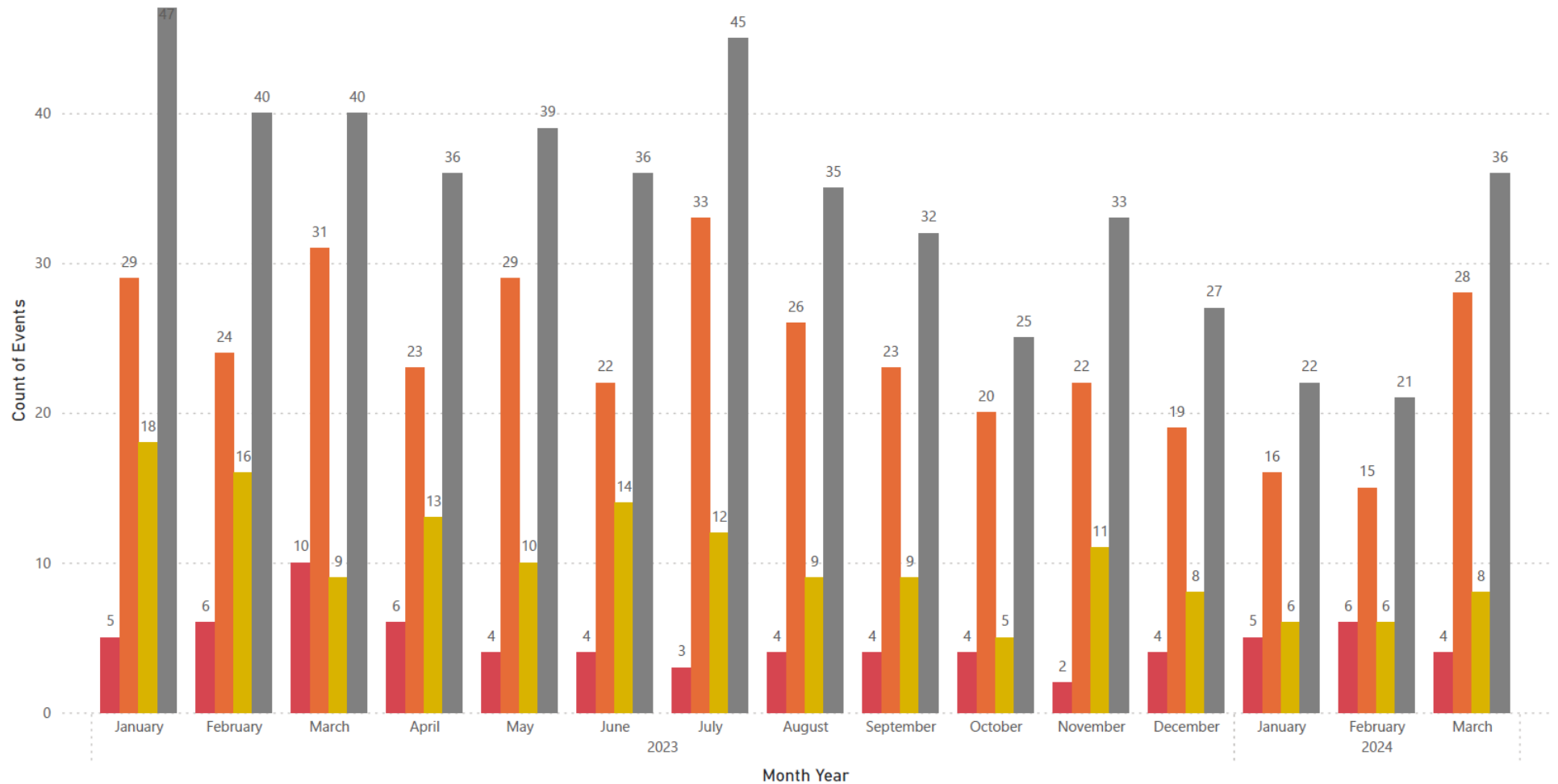


# SAFETY Workplace Violence Activity\*

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

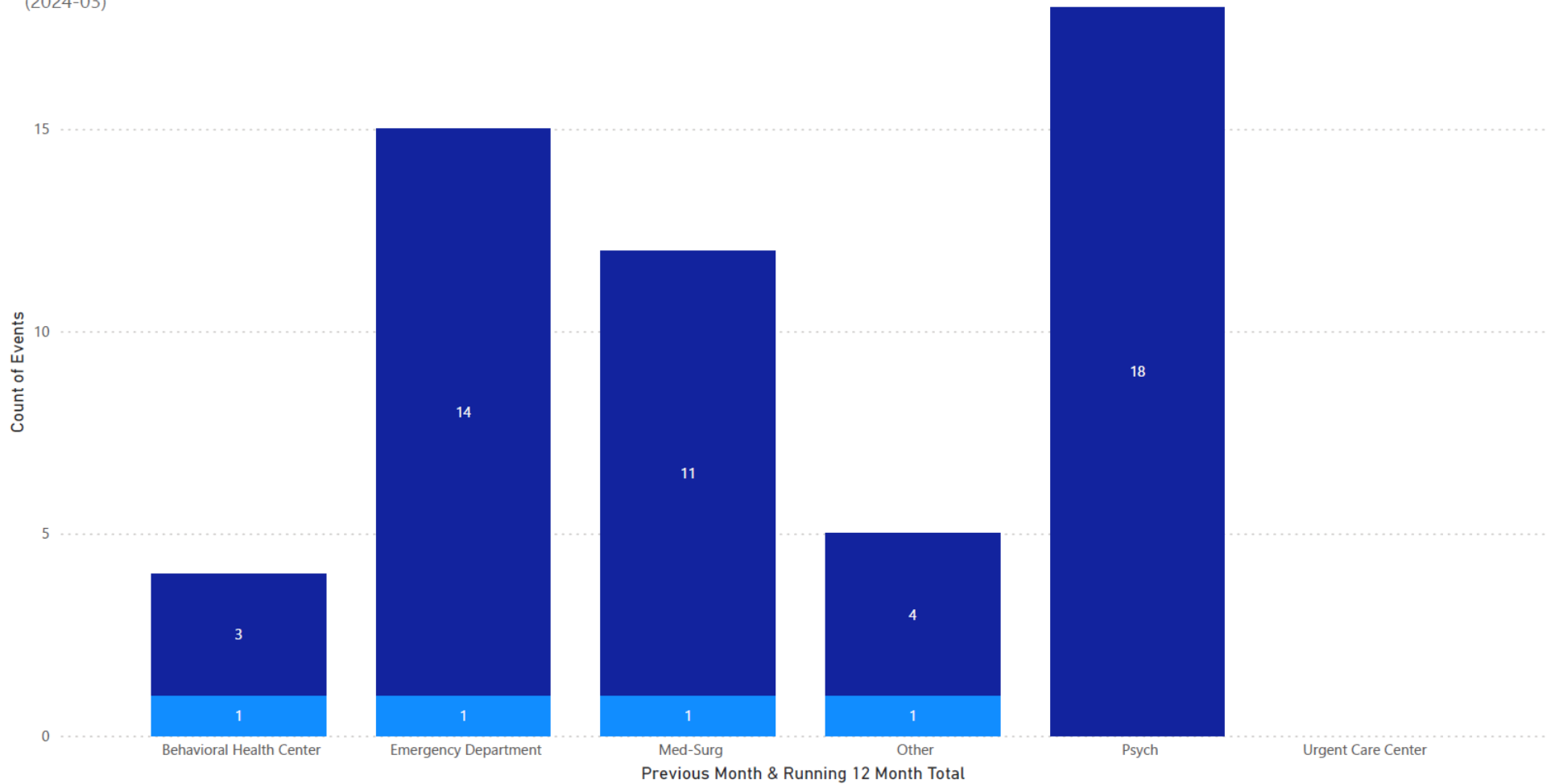
## ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24

● 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 ● Running Total (Previous 12 Months)  
(2024-03)



# 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

