1 NORTH COUNTY FIRES

Beginning in the early morning of October 9th, ZSFG has been an active participant with the large group of City departments providing mutual aid to Napa and Sonoma Counties in order to battle and respond to the devastating fires there. As of October 15th, scores of fires are still burning in eight northern Bay Area counties. More than 200,000 acres have burned, an area roughly seven times the size of the City and County of San Francisco. Forty people have died, 200 people are missing, 75,000 people have been evacuated from the area, and 6,000 structures have burned. The fire is now considered the most devastating in Northern California history. Since the fire began, the City’s emergency infrastructure, including fire, ambulances, and law enforcement are providing mutual aid to the North Bay counties. Many San Francisco hospitals, especially Kaiser, UCSF, and St. Francis, have taken victims. San Francisco itself and its residents have been impacted by very poor air quality, causing much disruption in our daily activities. The SF Department of Public Health has been assisting by providing mental health and related support services to the victims of the fires up north, as well as environmental inspection services. ZSFG worked diligently with Laguna Honda Hospital and other community partners in order to discharge non-acute patients and be prepared to admit victims as needed.
2  HICS ACTIVATION FOR HEAT WAVE IN SAN FRANCISCO

On September 26th, ZSFG activated our Hospital Incident Command Center (HICS) due to the heat wave in San Francisco. The HICS activated began at 10 AM and was cleared at 4:30 PM.

Although temperatures were not expected to reach extreme heat levels (above 85 F), the team took this opportunity to refine operational impacts from the heat and tactically activated Level 0 to ensure expedited discharges to maximize surge capacity.

Once again, there was great teamwork throughout ZSFG to prepare and plan throughout the hospital.

3  REVENUE CYCLE VALUE STREAM MAPPING

During the week of October 2nd, 2017, the team conducted a value stream mapping event focused on Revenue Cycle. A value stream is a full visual representation of a specified process from start to finish, typically from the patient’s perspective, with timing and sequencing attributes included. This process map is developed through direct observations of staff and patient.

The team mapped the current revenue flow from the moment an admitted patient is identified in the ED to the time their claim is reimbursed. After mapping the current state, the team constructed a future state that will help launch future improvement work centered on three main metrics: reducing the time between patient discharge and claim reimbursement, improving the workflow, and optimizing reimbursement.

This work provides an important baseline of information for the work that will need to be done to prepare for our new electronic health record. Many thanks to the team for a job well done. Many thanks to the team for a job well done.

4  PERIOPERATIVE IMPROVEMENT WORKSHOP

During the week of September 18th, the Perioperative Team conducted a week-long improvement workshop to reduce waste and eliminate defects in room setup processes for all elective 1st case surgeries. Their goal was to eliminate all 1st case delays that were caused by rooms missing equipment or being improperly setup.

During the workshop, the team saw immediate improvements. First case delays due to room set up improved from a baseline of 5% to 0% following the improvement workshop. With 0% of first case delays, this translated to the team regaining on average 20 more minutes per case due to proper room set up!

Congratulations to the team for a successful workshop.
**5 QUARTERLY COMMUNITY MEETING**

On October 4th, ZSFG, UCSF, San Francisco Public Works, and MTA hosted a quarterly meeting with our community in the ZSFG Wellness Center. The meeting opened discussion on topics including Campus construction projects, new Academic & Research Building, parking, traffic, and the Potrero streetscape project. The meeting allowed our community to share feedback, ask questions, and voice their concerns. The meeting was a success as the community was engaged with the topics and discussions.

Many thanks to the hosts for providing a venue for our community to be part of the changes on campus.

**6 1ST ANNUAL FALL FESTIVAL**

On September 25th, ZSFG’s CHEARS (Care & Hospital Employee’s Activities, Recognition, & Service) committee members organized our 1st Annual Fall Festival. CHEARS hosted the Fall Festival to celebrate and recognize our staff and their commitment to ZSFG.

The celebration included food, drinks, treats, and entertainment. Best of all, our Executive leaders participated in the dunk tank to promote a fun and spirited occasion. The event had over 1,000 staff members who joined the festivities.

Many thanks to the CHEARS committee for their continued dedication to promote staff engagement and recognition.

**7 SAN FRANCISCO GENERAL HOSPITAL FOUNDATION HEARTS GRANTS AWARD CEREMONY**

On Friday morning, September 8th, we celebrated the 13th annual Hearts Grants event. At this event, the San Francisco General Hospital Foundation, in conjunction with many community partners, celebrated the creativity of our ZSFG team by giving grants for a wide array of services and equipment throughout ZSFG. This year the SFGHF gave out more than $800,000 in grants to 35 recipients for a range of services and equipment, including: community mural regeneration; laryngoscopy equipment for 360 video and virtual reality training for emergency medicine, surgery, and anesthesia providers; education for pregnant women for childbirth, breastfeeding and parenting; and medically tailored meals and nutritionist support to patients admitted for heart failure exacerbation.

The Hearts Grant ceremony is a wonderful opportunity to celebrate the ingenuity of our team with funds needed to improve services to our patients. It’s also an opportunity to celebrate a whole community – our team with individuals and corporations large and small -- that partner with us in our passion to serve the most vulnerable in our community.
Attached please find a series of charts depicting changes in the average daily census.

**MEDICAL/SURGICAL**

Average Daily Census was 196.70 which is 97% of budgeted staffed beds level and 78% of physical capacity of the hospital. 19.76% of the Medical/Surgical days were lower level of care days: 7.71% administrative and 12.05% decertified/non-reimbursed days.

**ACUTE PSYCHIATRY**

Average Daily Census for Psychiatry beds, excluding 7L, was 43.37, which is 98.6% of budgeted staffed beds and 64.7% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.60, which is 80% of budgeted staffed beds (n=7) and 46.6% of physical capacity (n=12). Latest Utilization Review data from the INVISION System shows 83.1% non-acute days (71.18% lower level of care and 11.99% non-reimbursed).

**4A SKILLED NURSING UNIT**

ADC for our skilled nursing unit was 25.93, which is 93% of our budgeted staffed beds and 86% of physical capacity.

**9 SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2017-2018**

For Pay Period ending September 22, 2017, Zuckerberg San Francisco General recorded a 1.81% variance between Actual and Budgeted salary cost – actuals were $258,021 over budget. For variance to budget year-to-date, ZSFG has a negative variance of $2,160,369/2.5%.
Variance Between Salary Expenditure and Budget by Pay Period (PP) and Year To Date (YTD)