



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

ZSFG FY 18-19 ANNUAL REPORT

Susan Ehrlich, MD, MPP
November 19, 2019



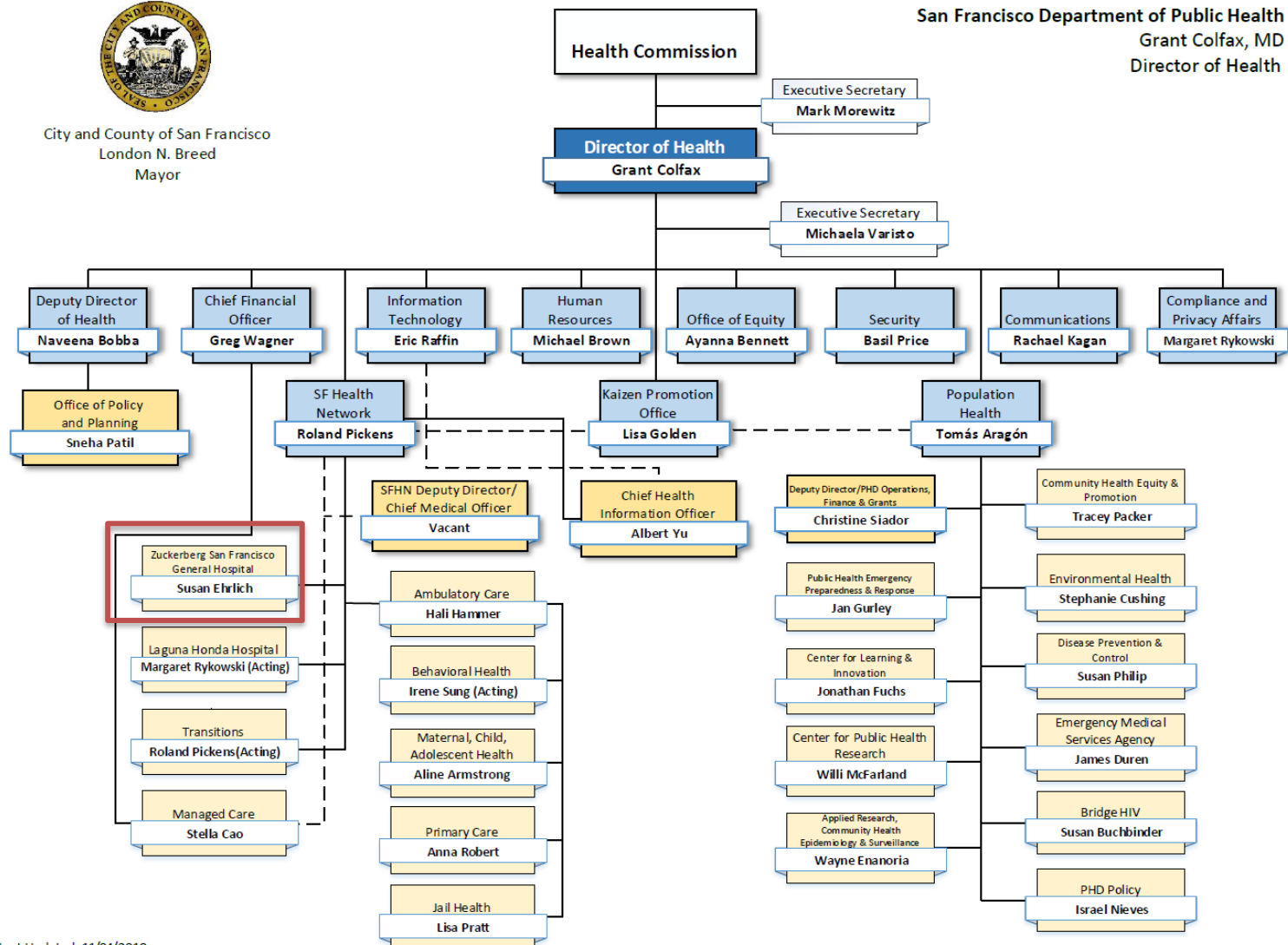
San Francisco Department
of Public Health

ABOUT ZSFG: ORGANIZATIONAL CHART



City and County of San Francisco
London N. Breed
Mayor

San Francisco Department of Public Health
Grant Colfax, MD
Director of Health



Last Updated: 11/04/2019

ABOUT ZSFG

OUR MISSION

The mission of Zuckerberg San Francisco General Hospital & Trauma Center is to provide quality health care and trauma services with compassion and respect.

OUR VISION

Our vision is to be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment.

OUR VALUES

Joy in our Work

- Staff satisfaction is related to higher quality of care and outcomes for our patients.

Compassionate Care

- Our deep social justice mission is how we distinguish ourselves.

Thirst in Learning

- A learning organization allows for transformation and continuous improvement

PARTNERSHIP WITH UCSF

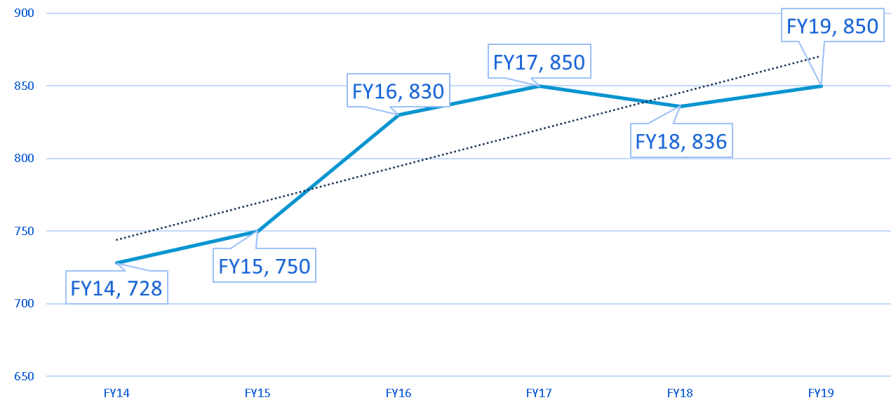
In the News!

- ▶ **Lucy Kornblith**, 2019 School of Medicine Perstein Award for Innovative Research specific to platelet genomics.
- ▶ **Amanda Sammann**, founded The Better Lab to use design to study and fix healthcare challenges.
- ▶ **Rachael Callcut** Artificial Intelligence That Reads Chest X-Rays Is Approved by FDA

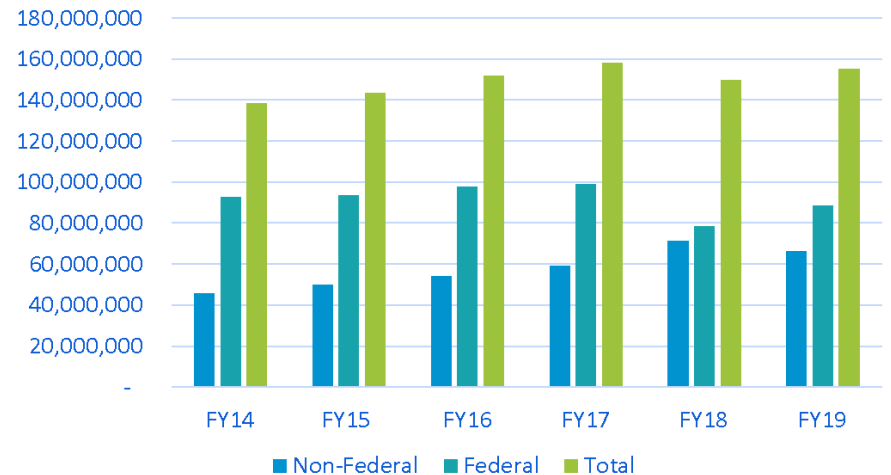
Local - National - Global Impact

- ▶ **Kara Lynch**, Lab Medicine, developing an ultrasensitive method for the quantitation of THC in blood and breath.
- ▶ **Esther Yuh**, Radiology, **Geoffrey Manley**, Neurosurgery, **Claude Hemphill**, Neurology, localizing and quantifying features on imaging exams provides granular data for neurological best treatment studies.
- ▶ **Center for Vulnerable Populations** at ZSFG using tools to help patients track their health care.
- ▶ **James Marks**, **Bin Liu**, **Eunice Yu Zhou**, Anesthesia, **Stephen Nishimura**, Pathology, recombinant antibody display technology.
- ▶ **Renee Hsia**, researching access, pricing, and quality metrics for emergency care and trauma centers, specifically for vulnerable populations.

UCSF Research at ZSFG Award Count



UCSF Research Spending at ZSFG



A YEAR IN REVIEW



PATIENTS
SERVED

107,435



OUTPATIENT
VISITS

578,435



MEDICAL &
PSYCHIATRIC
EMERGENCY
VISITS

84,959



UCSF STAFF

2,100



DPH STAFF

3,900



TRAUMA
ACTIVATIONS

3,134



LICENSED
BEDS

397



ADULT URGENT
CARE VISITS

33,667



BABIES
BORN

1,067



VOLUNTEERS

1,050

ZSFG FINANCIALS

	FY 18-19	FY 17-18
Total Operating Revenues	\$1,038,854,523	\$955,668,624
Total Operating Expenses	\$1,133,079,843	\$1,077,207,527
General Fund	\$104,868,865	\$97,372,925
Salaries and Fringe Benefits (included in Total Operating Expenses)	\$544,191,426	\$532,159,660

ZSFG PAYOR SOURCES

	Inpatient Days		Outpatient Visits	
	FY 18-19	FY 17-18	FY 18-19	FY 17-18
Uninsured	1%	1%	9%	10%
Commercial	5%	4%	2%	2%
Medi-Cal	58%	57%	56%	55%
Medicare	33%	35%	23%	23%
Others (Healthy Families, Research, Jail, Worker's Comp, Non-Medi-Cal CHN capitated plans)	3%	3%	11%	11%

HIGHLIGHTS IN FY 2018-2019

Adult Urgent Care Grand Opening



On February 12, 2019, the relocated Adult Urgent Care Center opened in the first floor of Building 5, unit 1E. Mayor London Breed led the ribbon-cutting ceremony to preview the opening.

Positive Health Onsite Program-Unstably House Populations (POP-UP)



POP-UP is Ward 86's newest innovation, focused on reducing health disparities among homeless and unstably house individuals living with HIV in San Francisco.

Clinton Foundation Supports Pre-Literacy Program



On October 11, 2018, Chelsea Clinton and a team from the Clinton Foundation visited ZSFG to observe the progress of the Talk, Read, Sing Pediatric Program, a part of the Clinton Foundation's "Too Small to Fail" Initiative.

HIGHLIGHTS IN FY 2018-2019

“Stop the Bleed” Campaign



From June 2018 – December 2018, the Trauma Program at ZSFG conducted a “Stop the Bleed” course on the first Thursday of every month for staff, patients, and the public.

Expansion of Midwifery Access



On August 5th, 2019, Canopy Health and SFHN signed a contract that would expand hospital-based midwifery access at ZSFG, by providing services to those with commercial health plan coverage, effective July 1st, 2019.

Improvement Workshops



The Kaizen Promotion Office worked with specific departments to help prepare them for new services, relocation of services, and redesign of spaces through 3P and 5S workshops.

EPIC HIGHLIGHTS

Epic Go-Live

At 7:00AM on August 3rd, 2019, ZSFG went live with Epic!



Achievements

1 21 systems were consolidated into the Epic solution.

2 \$377 million were invested into this successful Epic project.

3 82% of over 14,000 tickets were resolved in the first three weeks post go-live.

4 Over 7,000 staff completed training and passed a proficiency test.

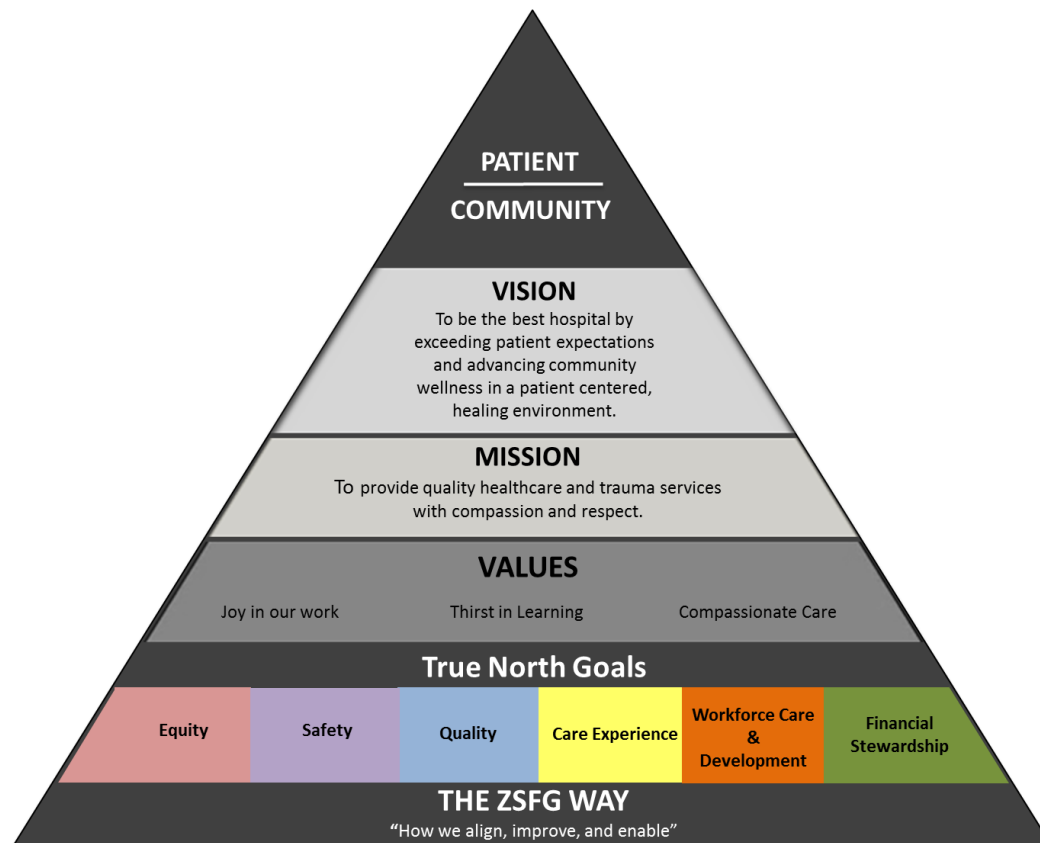
5 Over 360 at-the-elbow support staff and five command centers were active 24/7 during go-live.

6 12,000 patients have information from non-DPH facilities in their records within Epic.

Highlights

- August 3rd — Epic Go-Live
- ⋮
- August 6th — 100% of At-the-Elbow Support were on campus
- ⋮
- August 7th — The first patient appointment was scheduled through MyChart
- ⋮
- August 9th — 95 patients logged into MyChart
- ⋮
- August 10th — 24,000 medical records were received through Epic and 3,950 were sent out
- ⋮
- August 12th — First eight patient revenue statements went out
- ⋮
- August 13th — \$3 million of revenue in insurance claims were generated
- ⋮
- August 15th — Ambulatory teams have 946 completed appointments
- ⋮
- August 20th — Over 23,000 records have been exchanged with outside providers
- ⋮
- August 21st — Operational Command Center closed

TRUE NORTH



TRUE NORTH STRATEGIES

1 THE ZSFG WAY



Advancing Equity



Improving Value and Patient Outcomes



Ensuring Flow and Access



Optimizing Care Experience



Financial Stewardship



Developing Our People

2 IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM



Clinical and Revenue Cycle Domains



Communications



Policies and Procedures



Data and Analytics



Labor and Backfill



DPH Training



Med Staff and Residents Readiness



Stabilization and Downtime



Build

3 BUILDING OUR FUTURE



Optimizing Care Experience



Safety



Developing Our People



Ensuring Flow and Access

- Each goal is tied to strategic improvement plans.
- These plans further detail the six True North goals, as well as the metrics used to measure progress.

1 THE ZSFG WAY



Advancing Equity

Key Accomplishments

- ▶ By August 31st, 2018, **1,200 staff** had **participated** in the Equity Survey to share their experiences and perspectives of equity on campus.
- ▶ In fiscal year 2018-2019, **67% of hospital departments** have used REAL data to stratify at least one driver metric and to identify countermeasures to close gaps.
- ▶ ZSFG established 70% completeness for **REAL** stratification (Chart 1) and the **SOGI** completeness rate exceeded the Public Hospital Redesign and Incentives in Medi-Cal (PRIME).SOGI.compliance.rate.by.almost.30%.

of Departments with REAL- Stratified Performance Improvement and Patient Safety (PIPS) Metrics

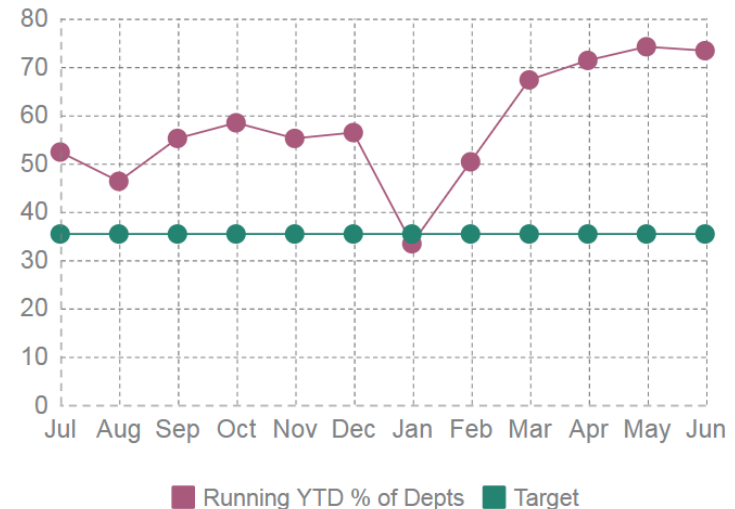


Chart 1: # of Departments with Stratified Data

1 THE ZSFG WAY



Improving Value
and Patient
Outcomes

Key Accomplishments

- ▶ By December 15, 2018, ZSFG successfully reported all 12, resulting in \$12 million of QIP funding for DPH (Chart 2).
- ▶ By June 2019, 90% of the ZSFG metrics with reportable data were on target.

2018: # of QIP Measures Finalized

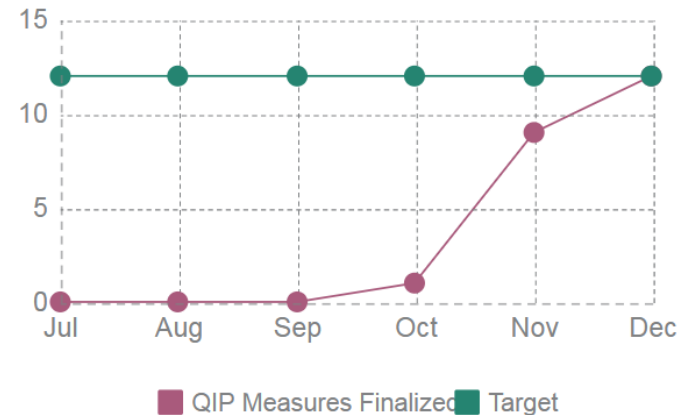


Chart 2: # of QIP Measures Finalized

1 THE ZSFG WAY



Ensuring Flow and Access

Key Accomplishments

- ▶ The specialty care readmission metric achieved its target in July 2019 (Chart 3) resulting in \$600,000 of funding
- ▶ This past fiscal year, a new model (CareSTART) was implemented to decrease let without being seen rates, length of stay and time on diversion.
- ▶ There was a 4% reduction in ZSFG'S average percent of time on diversion from 51% in FY17-18 to 47% in FY18-19 (Chart 4).
- ▶ CareSTART reduced the average daily number of patients who left the ED without receiving care by 2% from 6% of patients in FY17-18 to 4% of patients in FY18-19.

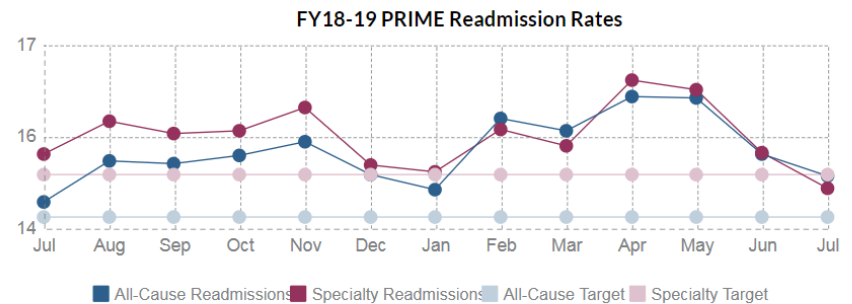


Chart 3: FY18-19 Readmission Rates

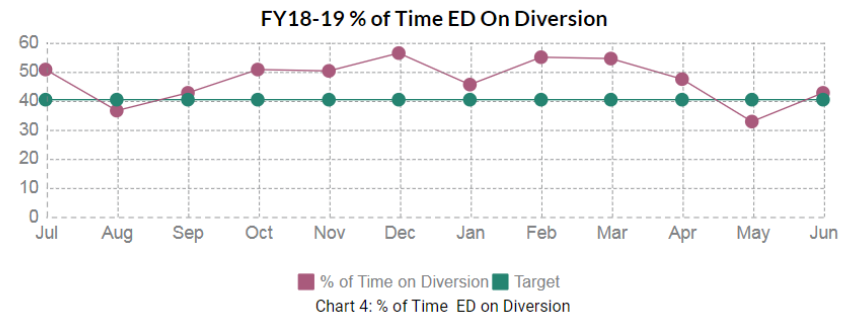


Chart 4: % of Time ED on Diversion

1 THE ZSFG WAY



Developing Our People

Principle-Based Leadership

Key Accomplishments

- In FY18-19, 95% of Expanded Executives had identified a PDP Goal (Chart 6). This surpassed the goal of 85%.

Daily Management System

Key Accomplishments

- Currently four out of the fourteen departments have accomplished 100% competency in the Daily Management System (Chart 7).
- In addition 10 out of 14 departments are 1-2 components away from full implementation.
- Overall implementation as of May, 2019 was: 83% Unit competency and 74% Leader competency.

FY18-19 % of Expanded Executives that have Identified a PDP Goal

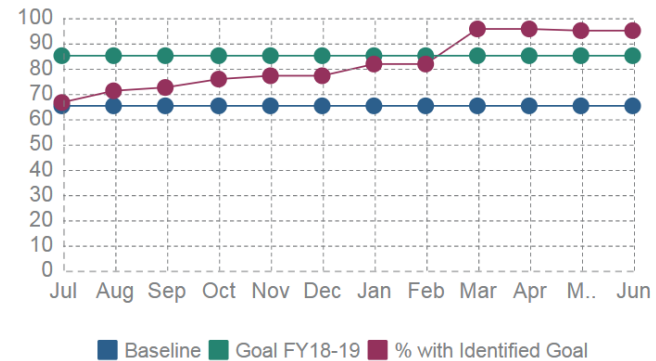


Chart 6: % of Expanded Executives that have Identified a PDP Goal

FY18-19 # of Departments that Fully Implemented DMS

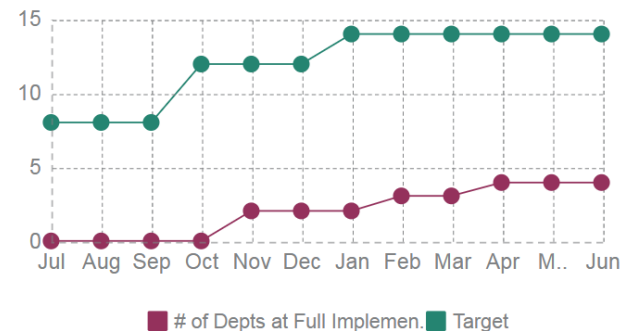


Chart 7: # of Depts at DMS Full Implementation

2

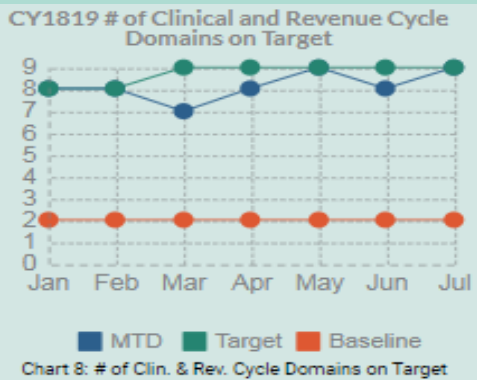
IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

9 OPERATIONAL AREAS

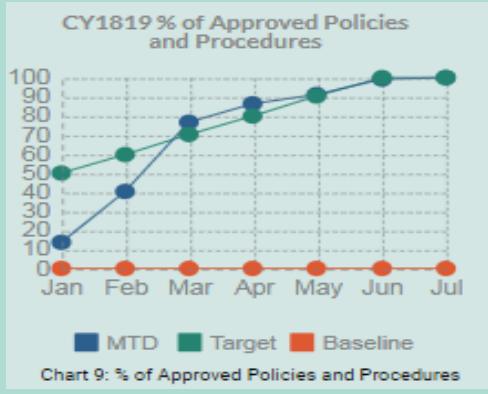
Data Analytics
 Data and Analytics is well on its way to fully optimizing its new, robust structure in Epic.

Communications
 Communications operational area was on target during go-live.

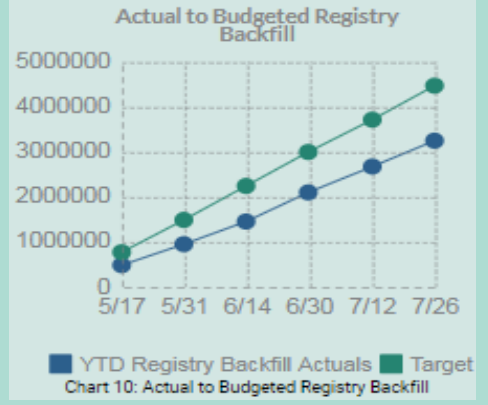
Clinical and Revenue Cycle
 At the end of FY18-19, 8 of 9 domains were on target, however by July 2019, all 9 ZSFG-based domains were on target.



Policies and Procedures
 100% of policies on target by August 3rd, resulting in an “on target” status.



Labor and Backfill
 The Labor and Backfill operational area was on target before go-live.



2

IMPLEMENTING AN ELECTRONIC HEALTH RECORD SYSTEM

9 OPERATIONAL AREAS

DPH Training

Before go-live, 99% of staff were enrolled in classroom training.

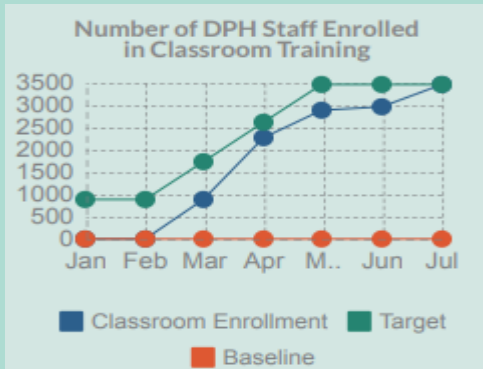


Chart 11: Number of DPH Staff Enrolled in Training

Build

The Build Operational area was on target by 7:00AM on August 3rd.

Med Staff and Residents Readiness

Before go-live, 100% of Med Staff and Residents were enrolled in the appropriate training.

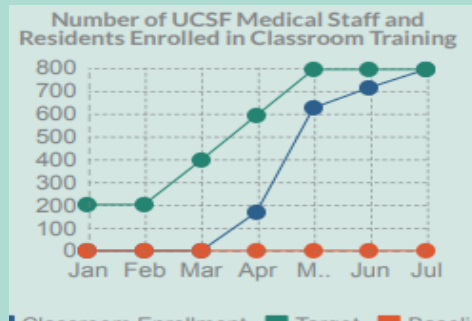


Chart 12: Number of UCSF Medical Staff and Residents Enrolled in Training

Stabilization & Downtime

100% of departments had downtime policies stored onsite (Chart 13) and 100% of DMS areas had go-live metrics on their dashboards (Chart 14) by go-live.

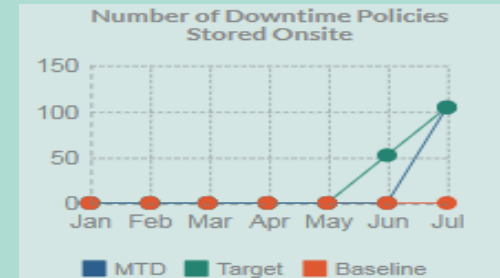


Chart 13: Number of Downtime Policies Stored Onsite

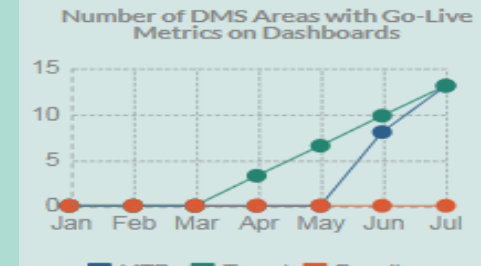


Chart 14: Number of DMS Areas with Metrics on Dashboards

3 BUILDING OUR FUTURE

The operational plan was to initiate specific capital projects that would both enhance parts of campus and expand it. By the end of fiscal year 2018-2019, 110 capital project milestones had already been achieved.

FY18-19 # of Capital Project Milestones



Chart 15: # of Capital Project Milestones in FY18-19



1

UCSF Research & Academic Building

With a \$290 million budget, the UCSF Research and Academic Building has a projected completion date of 2022. At the end of Fiscal Year 2019, this project was in the design phase.



2

Epic

With a \$377 million budget, phase 1 of Epic went live on August 3rd, 2019, as previously described. The remainder of this project will continue to roll out across DPH over the next few years.



3

Support Services

With 22,658 work orders made in FY18-19, and 1.8 million sq. ft. of campus to cover, ZSFG will invest in its support services over the next few years to improve its overall facilities.



4

Transportation

Based on a 2018 transportation survey, drive alone rates have increased 5% from the previous year. Therefore, ZSFG has committed to reducing staff drive-alone vehicle trips from 54% to 43% by 2023 by investing in alternative ways of transportation for staff.

STAFF CELEBRATIONS

It's- It Ice Cream Social



On June 6th, 2019, the CHEARS committee hosted an It's- It Ice Cream Social to celebrate all ZSFG staff and volunteers for their continued hard work in preparation for Epic implementation.

Nurses Week 2019



On May 2nd, 2019, the Nurses Week Celebration and Awards Ceremony was held. Thank you and congratulations to all nurses at ZSFG for their outstanding patient care!

Medical Staff Dinner 2019



On June 12th, 2019, 175 staff attended the ZSFG Annual Medical Staff Dinner. ZSFG would like to express immense gratitude to the medical staff for continuously providing the highest level of care to our patients!

PATIENT HIGHLIGHTS

“

"We had a 40-year old woman who came in having suffered the worst headache of her life. It was discovered that she had a ruptured aneurysm in her brain. Through expert neurosurgical critical care, her condition steadily improved. A few weeks later she and her husband expressed their deepest gratitude for the lifesaving and brain-preserving care she received here at ZSFG."

“

It's so amazing the amount of care I've received. I saw being a patient adviser as an opportunity to pay back all of the great care I've received."

“

We have this tremendous ED experience because we have this incredible new ED. That also continues with the new Urgent Care Center!"

“

I have an excellent primary care provider and we work together as a team."

“

The Environmental Services employee provides great service and reaches out making a personal connection to all patients in her unit."

“

I've been volunteering for four years now and the Pharmacy staff is great!"

“

Treating this patient population creates staff that are really sympathetic to patients who are having a difficult time. I'm always so impressed by that."

“

"We had a boy who was here for his birthday. The patient was not able to eat because his jaw was wired shut, so we couldn't send him a birthday cake. Instead we sent up a few stuffed animals and balloons from the carnival. He was really excited to get the birthday treats!"



IN SUMMARY

Successful Year

This year was marked by our successful Electronic Health Record System implementation.

True North Strategies

ZSFG established True North strategies and used these as a tool to prepare for the Epic Implementation and maintain optimal patient care.

Values

ZSFG lived our values by ensuring patients are at the center of all we do.

We will continue to improve in FY2019-2020.



THANK YOU