ABOUT ZSFG: ORGANIZATIONAL CHART

City and County of San Francisco
London N. Breed
Mayor

Zuckerberg San Francisco General
Hospital and Trauma Center

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.
- 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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Award Count</th>
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<tbody>
<tr>
<td>FY14</td>
<td>728</td>
</tr>
<tr>
<td>FY15</td>
<td>750</td>
</tr>
<tr>
<td>FY16</td>
<td>830</td>
</tr>
<tr>
<td>FY17</td>
<td>850</td>
</tr>
<tr>
<td>FY18</td>
<td>836</td>
</tr>
<tr>
<td>FY19</td>
<td>850</td>
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UCSF Research Spending at ZSFG

- Non-Federal
- Federal
- Total

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Non-Federal</th>
<th>Federal</th>
<th>Total</th>
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<tr>
<td>FY14</td>
<td>40,000,000</td>
<td>20,000,000</td>
<td>60,000,000</td>
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<tr>
<td>FY15</td>
<td>45,000,000</td>
<td>25,000,000</td>
<td>70,000,000</td>
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<td>FY16</td>
<td>50,000,000</td>
<td>25,000,000</td>
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<td>FY17</td>
<td>55,000,000</td>
<td>30,000,000</td>
<td>85,000,000</td>
</tr>
<tr>
<td>FY18</td>
<td>60,000,000</td>
<td>35,000,000</td>
<td>95,000,000</td>
</tr>
<tr>
<td>FY19</td>
<td>65,000,000</td>
<td>40,000,000</td>
<td>105,000,000</td>
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A YEAR IN REVIEW

- Patients Served: 107,435
- Outpatient Visits: 578,435
- Medical & Psychiatric Emergency Visits: 84,959
- UCSF Staff: 2,100
- Trauma Activations: 3,134
- Licensed Beds: 397
- Adult Urgent Care Visits: 33,667
- DPH Staff: 3,900
- Babies Born: 1,067
- Volunteers: 1,050
# ZSFG FINANCIALS

<table>
<thead>
<tr>
<th></th>
<th>FY 18-19</th>
<th>FY 17-18</th>
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<tbody>
<tr>
<td>Total Operating Revenues</td>
<td>$1,038,854,523</td>
<td>$955,668,624</td>
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<tr>
<td>Total Operating Expenses</td>
<td>$1,133,079,843</td>
<td>$1,077,207,527</td>
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<tr>
<td>General Fund</td>
<td>$104,868,865</td>
<td>$97,372,925</td>
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<tr>
<td>Salaries and Fringe Benefits (included in Total Operating Expenses)</td>
<td>$544,191,426</td>
<td>$532,159,660</td>
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# ZSFG Payor Sources

<table>
<thead>
<tr>
<th></th>
<th>Inpatient Days</th>
<th>Outpatient Visits</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>FY 18-19</td>
<td>FY 17-18</td>
</tr>
<tr>
<td>Uninsured</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Commercial</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Medi-Cal</td>
<td>58%</td>
<td>57%</td>
</tr>
<tr>
<td>Medicare</td>
<td>33%</td>
<td>35%</td>
</tr>
<tr>
<td>Others (Healthy Families, Research, Jail, Worker’s Comp, Non-Medi-Cal Comp, CHN Capitated Plans)</td>
<td>3%</td>
<td>3%</td>
</tr>
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</table>
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.

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.

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.
“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.
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
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

[Graph showing the number of QIP measures finalized from July to December 2018, with a significant increase in November and December.]
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.
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.
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.
Implementing An Electronic Health Record System

**Operational Areas**

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

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

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