



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

ZSFG FY1516 ANNUAL REPORT

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San Francisco Department
of Public Health

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 PHILOSOPHY

As leaders of ZSFG, we believe in respect for people and continuous improvement as demonstrated by a commitment to our values of joy in our work, thirst in learning, and compassionate care and reflected through our principles that guide our daily behaviors and decisions.

HIGHLIGHTS IN FY 2015-2016

NEW HOSPITAL OPENING



Building 25 will help and serve all the people of San Francisco in the best ways we can. With our new building, we now operate a hospital fully worthy of the people we serve and the people who serve them. We can now see more patients, welcome them into a world-class facility, and provide them better care.

SUPPORT OF PROP A



This incredible support comes with a responsibility to provide the highest value care – safe, high quality care with a delightful patient experience – as efficiently and effectively as possible.

UNIFYING IDEA - CARE



Zuckerberg San Francisco General's strategy boils everything down to a simple idea. It's not just a tagline, it's a unifying idea.

The word "care" is multifaceted. It describes what we do—we provide care. It describes how we feel—we care about people. It is also a verb that reminds us all what to do—to care.

A YEAR IN REVIEW



PATIENTS
SERVED

106,874



OUTPATIENT
VISITS

539,310



MEDICAL &
PSYCHIATRIC
EMERGENCY
VISITS

75,815



UCSF STAFF

1,900



DPH STAFF

3,400



TRAUMA
ACTIVATIONS

4,541



LICENSED
BEDS

397



BABIES
BORN

1,101



VOLUNTEERS

677

ZSFG FINANCIALS

	FY 1415	FY 1516
Total Operating Revenues	\$953,600,000	\$948,899,000
Total Operating Expenses	\$1,114,230,000	\$1,158,854,000
General Fund	\$160,630,000	\$209,955,000
Salaries and Fringe Benefits (included in total operating expenses)	\$452,670,000	\$474,887,000

ZSFG PAYOR SOURCES

	FY 1415 Inpatient Days		FY 1415 Outpatient Visits		FY 1516	
Uninsured	7%	3%	11%	10%		
Commercial	3%	0.4%	1%	1%		
Medi-Cal	51%	50%	57%	57%		
Medicare	24%	28%	20%	21%		
Others	15%	19%	11%	11%		

ZSFG VALUES & PRINCIPLES

Our values are deeply held beliefs that drive culture



Our principles are the externalization of values that drive behaviors





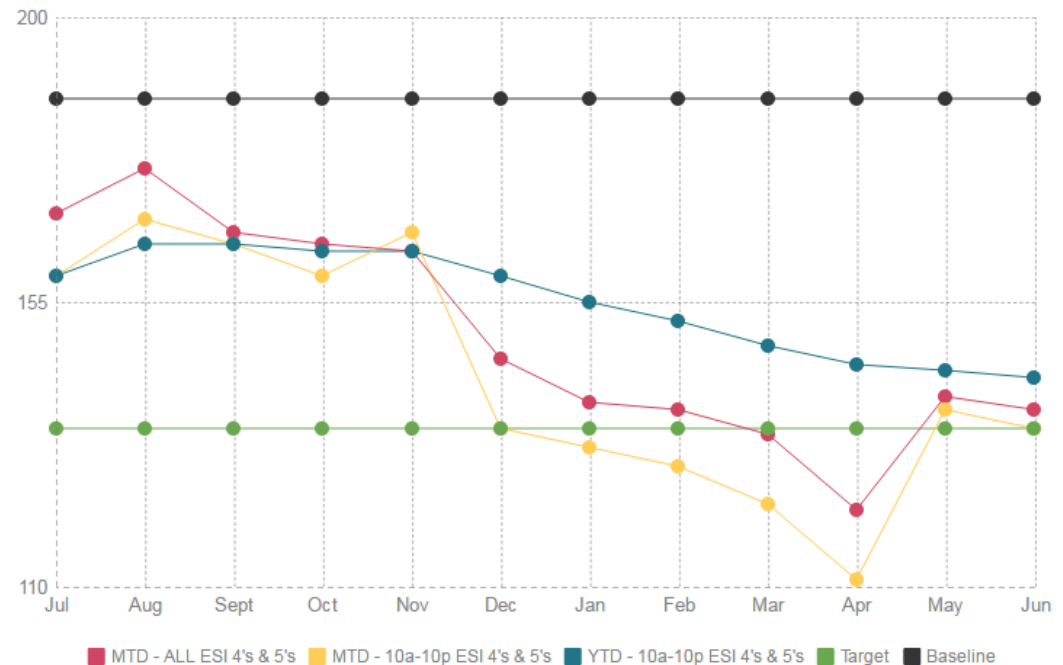
FOCUSING ON VALUE

FOCUSING ON VALUE: EMERGENCY DEPARTMENT (ED)

FAST TRACK

- Implemented Fast Track system with a target to reduce the length of stay for low acuity patients
- Length of stay for low acuity improved from baseline of 187 minutes to 131 minutes

EMERGENCY DEPARTMENT FAST TRACK FY 2015-2016



FOCUSING ON VALUE: INPATIENT SERVICES

SCREENING PATIENTS

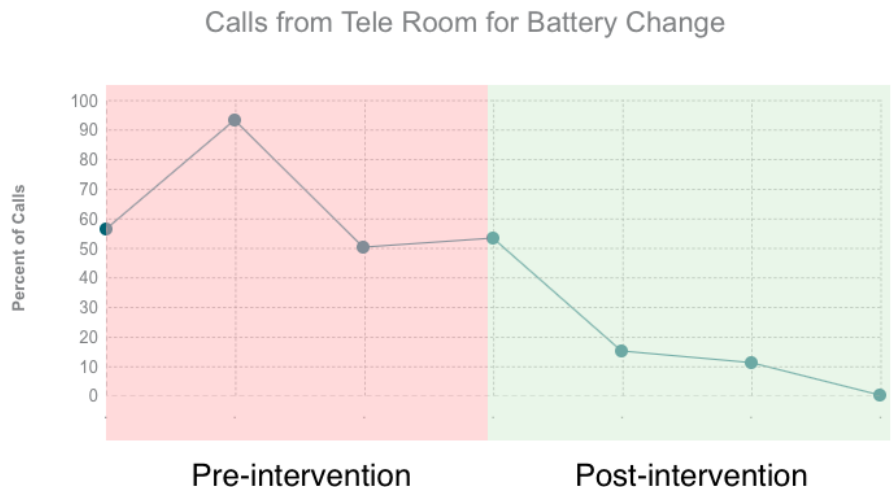
- Improved early identification of patients with high risk of becoming lower level of care, and optimally cohorting patients by clinical service.
- In August 2016, 100% of patients were screened for lower risk.

	Baseline	Aug 2016
Admitted patients/day screened for Lower Level of Care (LLOC) risk	0%	30%
Communication (ED UM -> Inpt UM) patients with Lower Level of Care (LLOC) risk	0%	100%

FOCUSING ON VALUE: INPATIENT SERVICES

TELE ROOM BATTERY CHANGE

- Reduce the rates of alarms and monitors per hour by 50% (220 alarms to 110, and 46 monitors to 20).
- By the end of the week, rate of alarm reduced to 84 per hour.





CONNECTING WITH EXCELLENCE

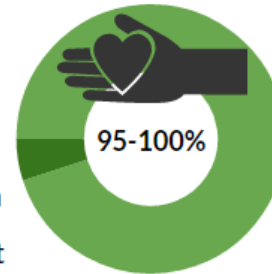
CONNECTING WITH EXCELLENCE

TOP PERFORMER ON KEY QUALITY MEASURES FOR 2015

ZSFG was recognized by The Joint Commission as a Top Performer on Key Quality Measures for 2015 (using 2014 data).

Heart Attack Care

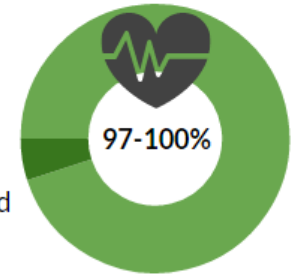
7 measures, including Aspirin at arrival and discharge, PCI (percutaneous cardiac intervention) received within 90 minutes of arrival, statin at discharge.



Heart Failure Care

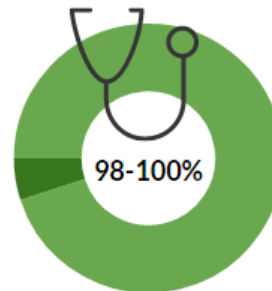
97-100% on all measures over past 2 years

2 measures, including evaluation of heart function and inhibitor prescribed, if needed



SCIP Surgical Care

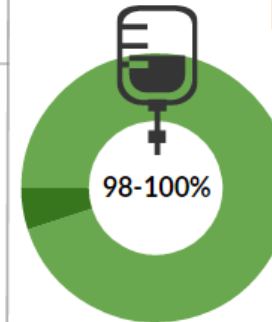
7 measures, including appropriate timing and selection of antibiotics, removal of urinary catheter, prophylaxis, Beta blocker received.



Pneumonia Care

98-100% on all measures over past 2 years

2 measures including blood cultures performed within 24 hours for Intensive Care Unit patients, antibiotic selection.

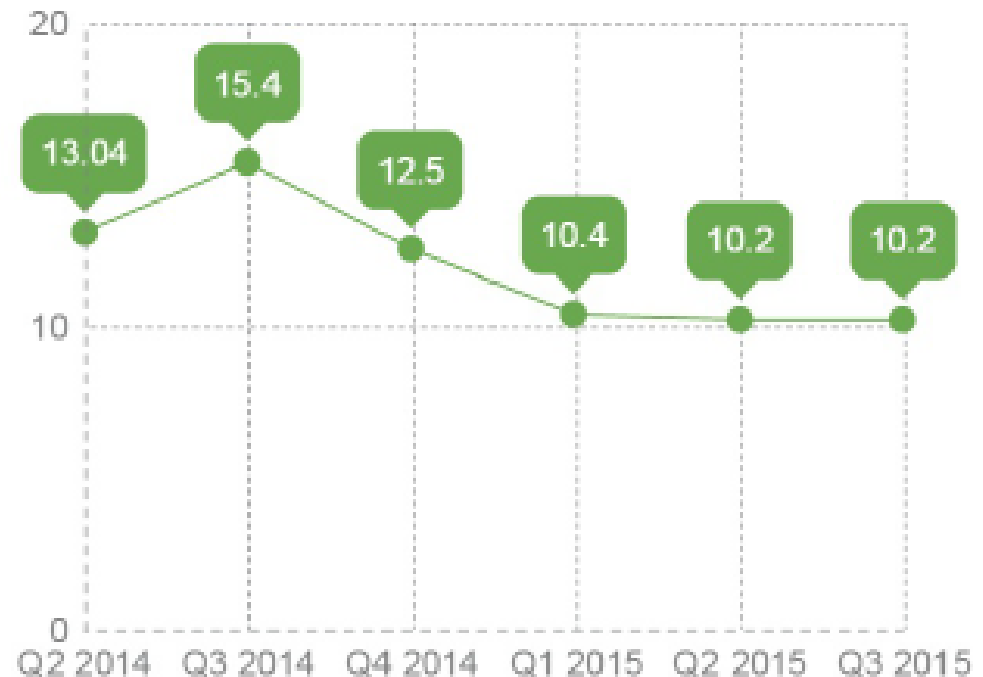


CONNECTING WITH EXCELLENCE

AMERICA'S ESSENTIAL HOSPITALS HONORABLE MENTION WINNER: THE GAGE AWARDS

- ZSFG's 30-day readmission rate fell from 13.1 to 10.2 percent.
- Proportion of patients attending follow-up visits within seven days increased from 38 to 51 percent.

ZSFG Readmission Rates



CONNECTING WITH EXCELLENCE

IMPROVING SPECIALTY ACCESS

- Specialty Care aimed at addressing disparities in access to care
- Third Next Available Appointment (TNAA) numbers were more than 120 days for one quarter of clinics.
- Now, TNAA is less than 3% of clinics.

Specialty Care Clinic Third Next Available Appointment (TNAA) < 21 days



Specialty Care Diagnostic Services Third Next Available Appointment (TNAA) < 21 days





CELEBRATING OUR STAFF

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35th Annual Employee Recognition Dinner

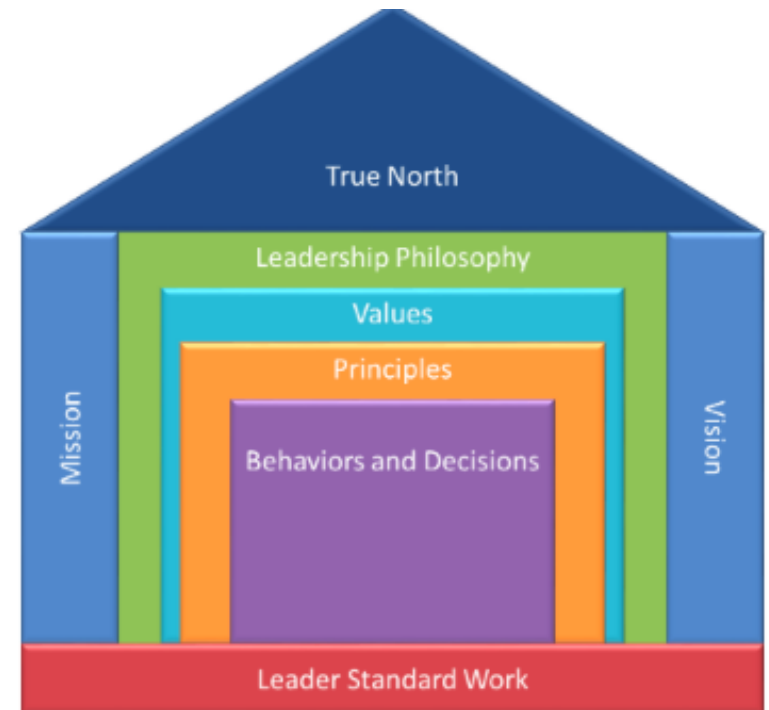


Annual Medical Staff Meeting and Dinner



NEXT STEPS FORWARD

- Creating and implementing our second strategic deployment
- Executing on our new our leadership values, principles, and behaviors
- Moving forward with Building 5 renovation
- Planning for our enterprise-wide EHR



FOR APPROVAL



- 1) Environment of Care Annual Report
- 2) Performance Improvement and Patient Safety Program Policy
- 3) Provision of Patient Care Policy