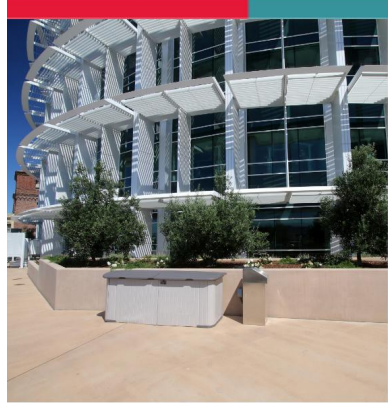




PRISCILLA CHAN AND MARK ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center



**FY
16-17**



Align
Enable
Improve

The ZSFG Way



**ANNUAL
REPORT**



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Intended to be blank

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

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SUSAN EHRLICH, MD, MPP

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EQUITY | QUALITY | SAFETY | CARE EXPERIENCE

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EXEMPLIFYING OUR VALUES

The values that drive The ZSFG Way are:

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.

WELCOME MESSAGE



During these rapidly changing times, we at Zuckerberg San Francisco General Hospital are growing and learning how to best serve in our role as San Francisco's acute care hospital and trauma center. As we enter our 160th year of operation as the City and County's public acute care hospital, we continue to meet our city's newly emerging health challenges. Since our founding, we have been an essential part of the city's response to a rapidly growing population, a series of epidemics, and other health crises. Change, development, and improvement have always been part of our DNA.

This year, our outstanding interdisciplinary team of 6,300, including almost 1,000 volunteers, provided about 600,000 outpatient visits and cared for a total of more than 106,000 individuals. Almost 1,200 babies were born here and we provided emergency and psychiatric care for over 76,000 people. We have started work on our 1970s-era hospital building, making it seismically safer and turning it into a psychiatric and ambulatory care facility that will help us provide more efficient, convenient and quality care to the people of San Francisco for decades to come. We have also started to prepare for an enterprise-wide electronic health record system, allowing us to better understand our patients and provide care more effectively.

We remain, as we always have been, dedicated to continuous improvement in what we do and how we work. By using lean management principles and driving them wider and deeper into our organization, we have found ways to both reinforce our commitment and measure its effectiveness. We have grown our in-house lean management consultant capabilities and are working with the Department of Public Health's lean team to ensure maximum effectiveness of these tools Department wide.

As you read this report you will see sterling examples of how our exceptionally talented and dedicated staff have driven improvements in quality, safety and experience as we work together to serve to our patients.

It is an honor and a privilege to have the support of the San Francisco Department of Public Health and to be a part of the San Francisco Health Network, both of which allow us to extend our reach deeper into the community and reach more people. I am deeply grateful to our partners at many other city agencies with whom we work very closely, especially in times of crisis and challenge. Finally, I wish to express our thanks to the people of San Francisco, who continue to support our work and communicate their faith in our staff, our work and our mission to serve the community, especially those in greater need.

Dr. Susan Ehrlich, MD, MPP

HIGHLIGHTS IN FISCAL YEAR 2016-2017

The Joint Commission Triennial Accreditation

The Joint Commission Triennial Accreditation Survey was successful and ZSFG is officially accredited for the next three years. The collaborative teamwork across the organization ensured a successful survey. Staff and medical leadership were engaged throughout the survey process by effectively answering questions, resolving issues and engaging in opportunities for learning. Additionally, the survey process enabled ZSFG to spotlight all the innovative and quality improvement work currently being conducted by our staff throughout the various service lines.

Joint Commission Surveys

- Joint Commission Stroke Certification
Completed four months of Measure of Success data submission.
- San Francisco Emergency Medical Service (EMS) Agency Trauma Center Re-designation Survey
- SF EMS Agency regulatory requirements for re-designation as a Level I trauma center.

California Department of Public Health (CDPH) Surveys

- CDPH/CMS Skilled Nursing Facility (SNF) Long Term Care Relicensing/Recertification Survey
- Fire/Life Safety Code survey of the 4A Skilled Nursing Facility
- Outpatient Hemodialysis Center Re-Certification Survey

Zuckerberg San Francisco General is the First LEED Gold Trauma Center in California

Zuckerberg San Francisco General building 25 was awarded LEED Gold. LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices.

LEED certified buildings save money and resources and have a positive impact on the health of occupants, while promoting renewable, clean energy. LEED certification means healthier, more productive places, reduced stress on the environment by encouraging energy and resource-efficient buildings, and savings from increased building value, higher lease rates and decreased utility costs.

Congratulations to the rebuild team and all of the staff involved including Terry Saltz and his team at ZSFG, and those at DPW, ARUP, Fong + Chan Architects, Webcor, Gayner Engineers, and Department of the Environment.



Caption: ZSFG Move Team at 2017 Good Government Award

HIGHLIGHTS IN FISCAL YEAR 2016-2017

ZSFG Move Team Selected to Receive Good Government Award

For 36 years, the Good Government Awards have recognized outstanding performances by managers working for the City and County of San Francisco. These awards represent a unique opportunity to acknowledge San Francisco's top managers for their leadership, vision and ability to make a difference both within city government and in the community at large.

Congratulations to the move team: Justin Dauterman, Jay Kloo, Jeffrey Schmidt, and Terry Saltz, who were recognized for the Good Government Award.

Opening a new hospital or healthcare facility requires coordination and seamless execution among the clinical and non-clinical leadership teams. One of the key reasons for success in opening the new hospital is the move team's dedication to improving workflows, improving processes to ensure alignment with new building spaces, and testing change/ transforming the culture to ensure seamless collaboration.



Caption: Move team, Justin Dauterman, Jay Kloo, Jeffrey Schmidt, and Terry Saltz, who were recognized for the Good Government Award.

ZSFG 2015 Maternity Data

CalQualityCare has rated ZSFG with superior performance on Nulliparous, Term, Singleton, Vertex (NTSV) cesarean section and episiotomy rates, and above average performance on episiotomy and Vaginal Birth after Cesarean (VBAC) rates.

The 2015 maternity data is reported by the California Hospital Assessment and Reporting Taskforce (CHART) through their partnership with the California HealthCare Foundation (CHCF). Secretary Diana Dooley of the California Health and Human Services Agency presented awards to hospitals that met or surpassed the Healthy People 2020 NTSV C-Section goal of 23.9% at a press call on October 26th.

Recognized Nationally for Promotion Organ, Eye, and Tissue Donation

ZSFG received Gold recognition for their work on Organ Donation for the year. ZSFG was among a select group of hospitals nationwide recognized for promoting enrollment in state organ donor registries in a national campaign sponsored by the U.S. Department of Health and Human Services' Health Resources and Services Administration (HRSA). The campaign has added 400,000 donor enrollments to state registries nationwide since 2011.

This campaign is a special effort of HRSA's Workplace Partnership for Life to mobilize the nation's hospitals to increase the number of people in the country who are registered organ, eye, and tissue donors.

HIGHLIGHTS IN FISCAL YEAR 2016-2017

UCSF Center for Vulnerable Populations at ZSFG Celebrated Its 10th Anniversary

On Tuesday, January 31st, the University of California, San Francisco (UCSF) Center for Vulnerable Populations (CVP) at ZSFG celebrated its 10th Anniversary. The CVP leads innovative research to prevent and treat chronic disease in populations for whom social conditions often conspire to both promote various chronic diseases and make their management more challenging.

Founded in 2006, the CVP is based within the UCSF Department of Medicine, Division of General Internal Medicine. CVP is nationally and internationally known for its research in health communication and health policy to reduce health disparities, with special expertise in the social determinants of health.

UCSF Ward 86 Launched Golden Compass Program

On February 3rd, UCSF Ward 86 launched its Golden Compass Program, an effort that provides multidisciplinary medical care, including heart health, mental health, bone health, strength and fitness; dental, hearing and vision services; and social support and navigation for people over 50 living with HIV. The Golden Compass Program can improve patient access to services, which can include a psychiatric referral or an invitation to a social or support group.

Golden Compass provides classes, consultations and support groups for people with HIV age 50 and older. It opened with a \$100,000 donation made last year by AIDS Walk, which recently committed another \$75,000.



Caption: UCSF Center for Vulnerable Population

ZSFG is One of Highest Scoring Teaching Hospital in Preventing Central-Line Infections

In the Consumer Report dated from January 1, 2011 – December 31, 2015, the most recent federal data that's publicly available, ZSFG was listed as one of the highest scoring teaching hospitals at preventing central-line infections in intensive care units.

The Consumer Report data come from information that hospitals provide to the Centers for Disease Control and Prevention, which uses the average central-line infection rate in U.S. hospitals from 2006 to 2008 as a baseline to gauge hospital performance over time.



Caption: Monica Gandhi, MD, MPH, is the medical director of Ward 86 at Zuckerberg San Francisco General Hospital and Trauma Center. Photo by Noah Berger

HIGHLIGHTS IN FISCAL YEAR 2016-2017

NRC Health Symposium Excellence Award

ZSFG was selected as a recipient of the National Research Corporation (NRC) Health Excellence Award, which recognizes healthcare organizations that have received the highest ratings of overall experience by patients and their families. The organization was selected from the extensive database of NRC Health clients to receive the Overall Hospital Rating - Medium size hospitals - Most Improved Facilities Excellence Award.

Zuckerberg San Francisco General Hospital was honored at the 23rd Annual NRC Health Symposium for Patient-Centered Care, August 6–8, in Boston, Massachusetts.



Caption: Specialty Care Access Team

America's Essential Hospital: The Gage Awards

America's Essential Hospitals (AEH) is a national organization that has represented and advocated for safety net hospitals (including ZSFG) for more than three decades.

At the annual conference in June, AEH presented the Gage Awards to honor the innovative and outstanding work of its members. ZSFG won one of the Quality awards for our submission: "Improving Specialty Care Access through Assessment, Engagement and Innovation."

This award recognized the specialty care team's three year effort to decrease the time to third next available appointment (TNAA), a measure for the length of time between requesting an appointment and receiving one.

In 2013, 46.6 percent of specialty care clinics had wait times of more than 60 days. Following the initiative, more than 90 percent of specialty care clinics by 2016 had a TNAA time of less than 15 days.

CHEARS at 2017 San Francisco Chinese New Year Parade

On Saturday, February 11, 2017, ZSFG's CHEARS (Care & Hospital Employee's Activities, Recognition, & Service) committee members participated in the annual San Francisco Chinese New Year Parade. ZSFG's CHEARS group was awarded the 1st place Community Organizations award for their participation.

The parade has been a tradition since 1860 as a way to educate Bay Area residents about Chinese culture. The San Francisco Chinese New Year Parade is one of the largest celebrations of Asian culture in the United States. Spectators at this year's parade were estimated to be over 1.2 million.



Caption: CHEARS Committee at the Chinese New Year Parade

ABOUT ZSFG



Acute Hospital & Level 1 Trauma Center

Zuckerberg San Francisco General Hospital (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, which is owned and operated by the City and County of San Francisco, Department of Public Health. ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. It is the largest acute inpatient and rehabilitation hospital for psychiatric patients in the city. Additionally, it is the only acute hospital in San Francisco that provides twenty-four hour psychiatric emergency services.



High Value Care

As San Francisco's public hospital, ZSFG's mission is to provide quality health care and trauma services with compassion and respect to patients that include the city's most vulnerable.

ZSFG aims to provide patients a better experience, a healthier community and a more efficient health care system. By actively coordinating with the public health care delivery system that had previously operated independently, ZSFG will be able to provide our patients with more consistent, efficient and effective care.



106,000 patients

ZSFG serves approximately 106,000 patients per year and provides over 20% of all inpatient care for San Francisco. Additionally, 30% of all ambulances come to Zuckerberg San Francisco General.

ZSFG is also one of the nation's top academic medical centers, partnering with the University of California, San Francisco School of Medicine on clinical training and research.

Academics & Research

For more than 150 years, the University of California, San Francisco (UCSF) and ZSFG have worked together to care for San Franciscans and advance healthcare worldwide. In accordance with the Affiliation Agreement, approximately 1,900 UCSF physicians and employees work side-by-side with San Francisco's Department of Public Health staff to treat patients, conduct research, and train medical, nursing, dental, pharmacy, and advanced science students.

870,887 SF Residents¹

ZSFG operates the only trauma center (Level I) and provides care for northern San Mateo County and one in eight of San Francisco residents.

¹ https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

ABOUT ZSFG

1 ACUTE CARE

Critical patients remain in the hospital for more than a few days.

2 URGENT CARE

Provides evaluation and treatment to patients with non-emergent conditions.

3 AMBULATORY CARE

ZSFG is part of San Francisco Health Network and operates four out of ten Primary Care Clinics on campus. ZSFG is the sole provider of specialty care.

Primary Care on ZSFG Campus

General Medical Clinic, Family Health Center, Children's Health Center, and Positive Health

4 MEDICAL EMERGENCY

Level 1 Trauma Center and is the primary receiving facility for mass casualty.

5 PSYCHIATRY EMERGENCY

Emergency stabilization for psychiatric patients.

6 4A SKILLED NURSING

Short-term skilled nursing care

7 TRAUMA SERVICES

Comprehensive care for severely injured patients.

8 ACADEMICS & RESEARCH

150 YEARS UCSF and ZSFG have worked together

900 residents

400 medical students

60 clinical fellows

9 ANCILLARY CARE

Diagnostic and therapeutic services including laboratory, pathology, radiology, rehabilitation, wellness and more.

Specialty

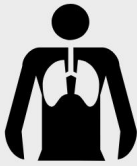
Gastroenterology, Diabetes, Gynecology, Urology, Breast Surgery, Cardiology, Dermatology, Endocrinology, General Surgery / Trauma, Hematology, Hepatology, Neurology, Neurosurgery, Obstetrics, Oncology, Ophthalmology, Optometry, Oral and Maxillofacial Surgery, Orthopaedic Services, Otolaryngology (ENT), Pain Clinic, Plastic Surgery, Anesthesia Pre-Operative, Pulmonary, Nephrology, Rheumatology, Vascular Surgery

ZSFG BY THE NUMBERS



PATIENTS SERVED

106,103



OUTPATIENT VISITS

590,861



MEDICAL & PSYCHIATRIC EMERGENCY VISITS

76,060



ADULT URGENT CARE VISITS

19,077



TRAUMA ACTIVATIONS

3,836



LICENSED BEDS

397



BABIES BORN

1,185



UCSF STAFF

1,900



DPH STAFF

3,400



VOLUNTEERS

960

ZSFG BY THE NUMBERS

GENDER

	FY16-17	FY15-16
Female	49%	49%
Male	51%	51%

RACE / ETHNICITY

	FY16-17	FY15-16
Total Patients Served	106,103	105,360
African American	15%	16%
Asian/Pac Islanders	22%	22%
Hispanics	36%	36%
Native American	1%	1%
Others/ Unknown	7%	6%
White	19%	20%

AGE

	FY16-17	FY15-16
Under 18	12%	12%
18-24	8%	8%
24-44	32%	32%
45-64	33%	34%
Over 64	15%	14%

4A SKILLED NURSING

	FY16-17	FY15-16
Avg. Length of Stay	39	39

ACUTE CARE SERVICES

	FY16-17	FY15-16
Acute admissions	15,811	16,018
Acute psych admissions	1,055	1,280
Acute patient days	81,596	83,308
Acute psychiatric days	17,549	17,573
Average daily census	224	228
Acute psych average daily census	48	48

AMBULATORY SERVICES

	FY16-17	FY15-16
Visits	590,861	586,146
Primary Care	105,992	107,579
Specialty Care	184,594	176,195
ED encounters (excludes inpatient admits)	59,191	56,260
Urgent Care (excl. Pediatric Urgent Care)	19,077	16,993
Diagnostic Services	97,644	101,920
Other	119,472	122,658

EMERGENCY SERVICES

	FY16-17	FY15-16
Emergency Visits (includes inpatient admits)	69,490	66,244
Psych Emergency Visits	6,570	7,061

ADULT URGENT CARE

	FY16-17	FY15-16
Visits (excl. Pediatric Urgent Care)	19,077	16,993

ZSFG BY THE NUMBERS



FINANCIALS

	FY 16-17	FY 15-16
Total Operating Revenues	\$829,411,000	\$748,908,000
Total Operating Expenses	\$998,102,000	\$966,546,000
General Fund	\$168,691,000	\$217,638,000
Salaries and Fringe Benefits (included in total operating expenses)	\$499,086,000	\$473,573,000



PAYOR SOURCES

	FY 16-17		FY 15-16	
	Inpatient Days		Outpatient Visits	
Uninsured	1%	3%	9%	10%
Commercial	3%	0.4%	1%	1%
Medi-Cal	47%	50%	58%	57%
Medicare	25%	28%	22%	21%
Others (Healthy Families, Research, Jail, Workers' Comp, CHN capitated plans)	25%	19%	11%	11%

ZSFG BY THE NUMBERS

Notes:

All FY1617 data have been amended to reflect systematic improvements in the methods used to generate the report.

The report now uses a single centralized Invision data source to calculate all patient visit data system wide.

- Steps have been taken to remove all duplicate records from data source, resulting in revised numbers for FY1617 as well as previous years.
- Data source has been validated by clinical business units to ensure accuracy and completeness.
- Metric definitions have been standardized and documented to ensure consistency.

Total patients served includes patient count for four primary care clinics on ZSFG campus. The primary care clinics are Richard H. Fine People's Clinic, Family Health Center, Children's Health Center, and Positive Health.

Total Emergency Visits includes those patients who were admitted to an inpatient service from the ED.

Adult Urgent Care visits exclude Pediatric Urgent Care.

Primary Care visits only include on-campus clinics: Richard H. Fine People's Clinic, Family Health Center, Children's Health Center, and Positive Health.

Other Ambulatory Services is a count of all other visits besides primary care, urgent care, specialty care.



TRUE NORTH OVERVIEW

Achieving Our Goals

True North is our unwavering commitment to our mission, vision, values, strategies and metrics that represent our unwavering commitment to becoming the health care organization of choice for patients and staff.

To ensure we are moving in the right direction, ZSFG developed a True North Scorecard [see Table 1]. The Executive Leadership Team focused on driving improvements to ensure achieve our True North and strategic goals, by using A3 Thinking, Countermeasure Summaries and Daily Management System.

At the base of this triangle are our goals: Equity; Safety; Quality; Care Experience; Workforce Care and Development; and Financial Stewardship; as well as the system we use guide the improvement work.

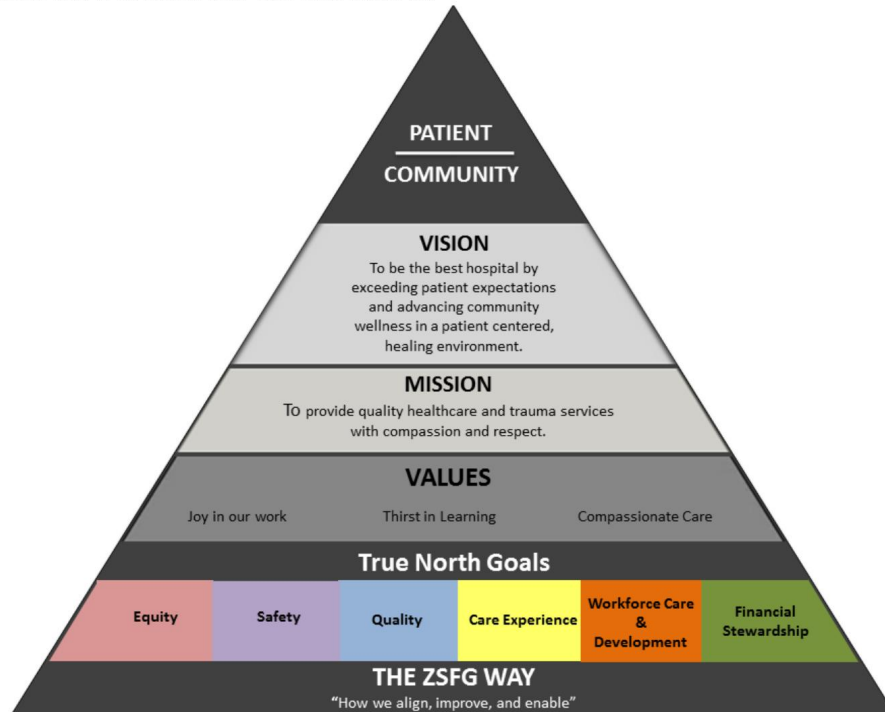
The strategic plan further details the six strategies we employed, as well as the metrics we will use to measure our prc

True North Scorecard

True North Goal	Measure	YTD*	Target
Safety	Patient Harm Events	10/Month (68 TYD)*	<10
	Safe Discharge Home CJR Cases	64%	60%
Quality	Readmissions	15%	15%
	LLOC Patient Days	1300	300
	ED Average LOS	349	275
	Time on Diversion	54%	40%
Care Experience	Patient Satisfaction: "Courteous & Respectful Communication"	64%	70%
	Patient Satisfaction: "Food Taste"	29%	30%
Workforce Care and Development	Leaders Trained in A3 Thinking	93%	100%
	Leaders Adopting Leader Standard Work	42%	100%
	Staff Injuries	18/month (110 YTD)	<18 month
Financial Stewardship	Meet Monthly Expenditure Targets	-1%	0%

*YTD = January '17 - Jun 2017

Table 1: True North Scorecard. The Executive Leadership Team focused on driving improvements to ensure achieve our True North and strategic goals, by using A3 Thinking, Countermeasure Summaries and Daily Management System.



Caption: True North Triangle

TRUE NORTH OVERVIEW

6 TRUE NORTH GOALS

True North is the unwavering commitment to achieving our goals. Our True North is defined by our mission, vision, values, tactics and metrics that represent the direction we are heading in terms of being a health care organization of choice for our patients and staff. The goals are:



Equity



Care Experience



Safety



Workforce Care and Development



Quality



Financial Stewardship

PERFORMANCE METRICS

16

Performance measured throughout 2017 to drive outcomes



Reduce Harm Events
Safe Discharge Home for Total Joint Replacement



Re-admissions
Lower level of care days
ED Average LOS
Time-on-diversion



Courteous and Respectful Communication
Food Taste



Staff Injuries
A3 Thinking Training
Leaders Adopting Leader Standard Work



Meeting project and budget milestones
Meet annual expenditure targets

8 STRATEGIES

Each True North goal has an improvement strategy



Advancing Equity



Optimizing Workforce



Improving Value and Patient Outcomes



Building for the Future



Ensuring Flow and Access

Implementing an enterprise-wide Electronic Health Record



Optimizing Care Experience

OUTCOME METRICS

8

Outcomes measured over 5 years



Star Rating
Total Episode spend for Medicare Patients



Inpatient Length of Stay



Likelihood to Recommend ZSFG "to friends and family as a great place to work"



HCAHPS and CG CAHPS Likelihood to Recommend "ZSFG as a great place to receive care"



Completing capital building projects
Adopting a fully functional EHR
0% Supplemental Appropriation

TRUE NORTH STRATEGIES



EQUITY

1. Advancing Equity

The organization is committed to providing high quality care to our diverse population. In FY17, Equity was added to ZSFG's True North. Equity means everyone has a fair and just opportunity to be as healthy as possible. Those with the greatest needs and least resources require more, not equal, effort and resources to equalize opportunities.¹

Equity Council

To support this work, ZSFG established an Equity Council to empower our community to reduce disparities. Members oversee measurable initiatives that reduce disparities across patient experience, quality outcomes and workforce development.

The Equity Council is committed to ensuring alignment with DPH priority areas including Cultural Humility, Trauma Informed Systems and Collective Impact.

Equity Council, chaired by Tosan Boyo, Chief Operating Officer includes:

- Jenny Chacon, Senior Health Planner
- Brenda Barros, SEIU
- Monica Bien, Physician Assistant
- Bilal Chaney, Care Navigator
- Byron Decuire, Respiratory Therapist
- Wendy Lee, Healthcare Analyst
- Richard Santana, Care Transitions Nurse
- Karen Hill, Human Resources
- Rosaly Ferrer, Nursing Director
- Gillian Otway, Nursing Director
- Jeff Critchfield, Medical Director
- Lydia Leung, Medical Director
- Todd May, Chief Medical Officer
- Troy Williams, Chief Quality Officer
- Tosan Boyo, Chief Operating Officer



SAFETY

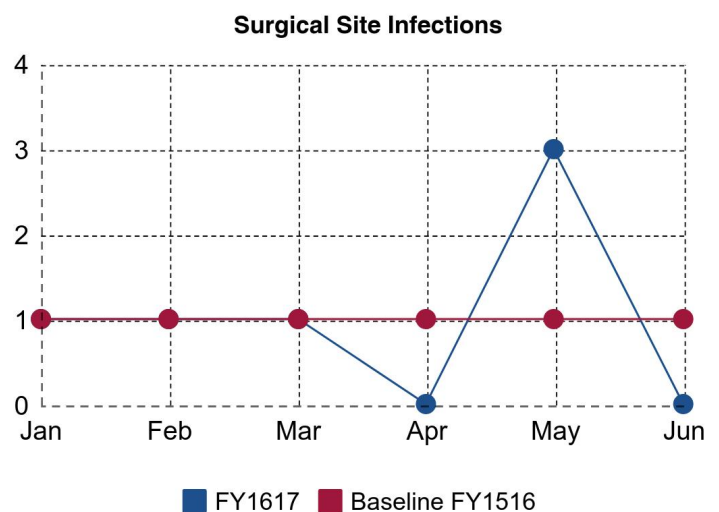
2. Improving Value and Patient Outcomes Through Safer Care

Safety, aims to provide safe, high quality care to all ZSFG patients.

Over the past 18 months, our quality management developed and spread a common performance improvement framework.

Pre-Operative Clinics

Through improvement efforts, the quality management team and pre-operative clinics saw significant improvements in the rate of surgical site infections. The team collaborated to reduce colon surgical site infection (SSI). In FY 16-17, the number of surgical site infections decreased by 40% compared to FY 15-16.



¹ Braveman P, Arkin E, Orleans T, Proctor D, and Plough A. *What is Health Equity? And What Difference Does a Definition Make?* Princeton, NJ, Robert Wood Johnson Foundation, 2017

TRUE NORTH STRATEGIES



SAFETY

2. Improving Value and Patient Outcomes Through Safer Care

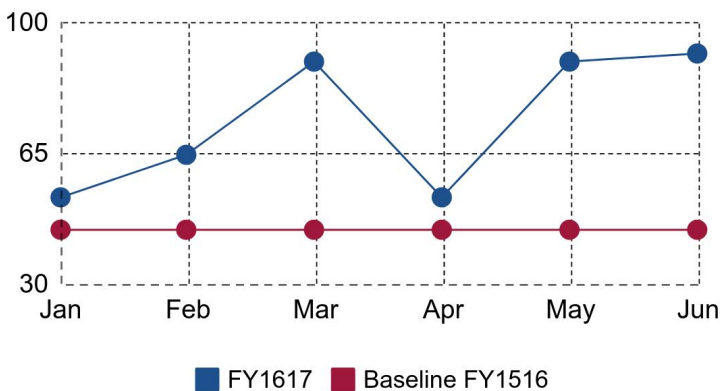
Rehabilitation, Orthopedic Surgery, Anesthesia, and Nursing

There were significant improvements in patient outcomes with comprehensive joint replacement (CJR) through our interdisciplinary team from the departments of Rehabilitation, Orthopedic Surgery, Anesthesia, and Nursing.

The team implemented a standard risk assessment and prediction pre-op tool, standard work for rehabilitation on days 0-4 post-op, and criteria for safe discharge home.

The successful work in FY1617 resulted in an increase of patients scheduled for elective CJR surgeries discharged home from a baseline of 44% to 62%. The team met their target of 60%.

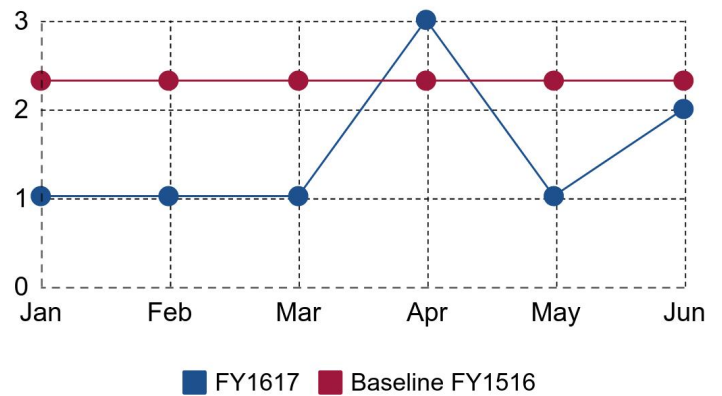
Comprehensive Joint Replacement Program (Percent)



Medical Intensive Care Unit

In the Medical Intensive Care Unit (MICU) there were zero Catheter-Associated Urinary Tract Infections for FY1617. Routine CAUTI rounds discussing catheter indication was a key contributor to this success. The team is currently working to spread the MICU improvement work to the Surgical ICU. This outcome was a testament to the team's disciplined improvement work.

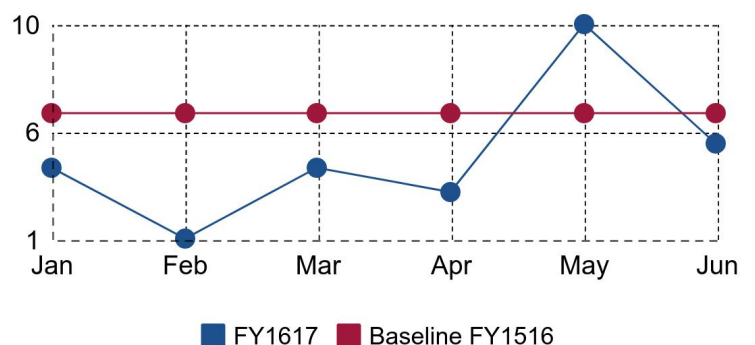
Catheter-Associated Urinary Tract Infections



Fall Reduction

There was nearly a 30% reduction in falls with injury in FY 16-17, exceeding our target of a 25% reduction. Improvement efforts have focused on communication of fall risk and applying process improvement principles to fall reduction.

Falls with Injury



TRUE NORTH STRATEGIES

QUALITY

3. Ensuring Flow and Access

Leadership developed a plan to improve hospital flow, which identified goals in the Emergency Department (ED) and inpatient units and used value stream mapping, identification of root causes and the execution of 14 improvement workshops over the span of 16 months. By improving flow throughout the hospital, ZSFG will be able to improve access to care for our patients.

Inpatient Department

In April 2017, the Emergency Department and Inpatient Flow team partnered for a week-long improvement event focused on patient belongings. The goal was to improve efficiency of Medical Exam Assistants (MEAs) and Patient Care Assistant (PCA) staff, reduce lost patient items, and improve staff and patient experience related to patient belongings.

At baseline, over 20 hours of staff time per day is spent inventorying, booking, storing, and retrieving patient belongings. Despite these efforts, many items are lost, as evidenced by 12 Office of Patient Experience (OPEX) encounters per month.

With the improvements, the team created processes that saved 10 hours per day of staff time and 3.5 miles/ week walking to manage patient belongings, allowing our staff to spend more time on patient care.

The improvements reduced the number of patient grievances related to belongings and freed up our ED decontamination room so it is available for immediate use in the event of emergency.

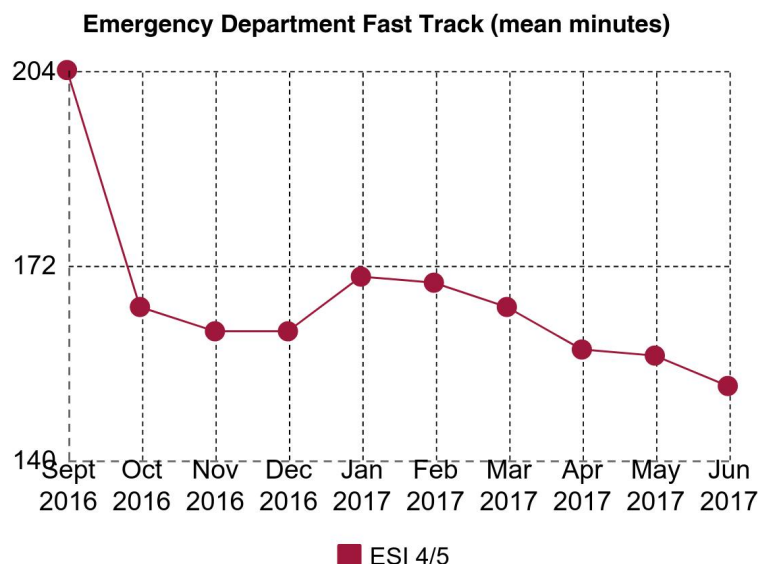


Caption: Patient volunteers joined the improvement workshop

Emergency Department Fast Track

To reduce wait times in the ED, a fast track (FT) process to rapidly assess and treat low-acuity patients was developed. The FT process was designed, tested and rolled out in the ED in FY15-16.

In FY15-16, FT reduced length of stay for low acuity patients by 45 minutes resulting in a 31% decrease in patients leaving the ED without being seen. This represents an additional 1700 patients who received care in FY15-16 who would otherwise have left. These results were sustained in FY16-17, despite moving the ED to our new acute care hospital.



TRUE NORTH STRATEGIES



CARE EXPERIENCE

4. Optimizing Care Experience



INTRODUCE

ZSFG strives to provide compassionate and respectable care each person, each time. In 2016, ZSFG formalized a commitment to improving upon the impressions that form patient experience by creating a Care Experience (CEX) department.



CONNECT

The CEX team collaborated with leaders and departments to implement the ICARE framework.



ASK



RESPOND



EXIT

Figure 1: ICARE

ICARE focuses on engaging frontline staff to develop key behaviors to be incorporated into daily work. The approach includes a coaching framework to observe staff in patient interactions.

To track progress, SFHN and ZSFG utilized real-time technology for immediate service recovery. Leaders engaged frontline staff to develop key behaviors, review and approve them.

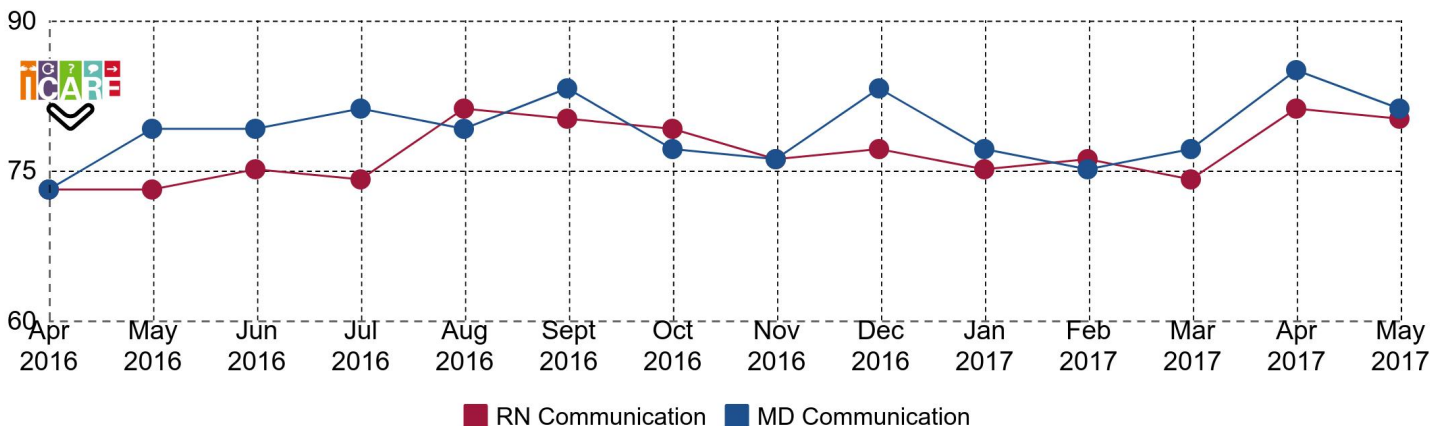
Overall, there has been improvement in patient satisfaction scores. Additionally, the number of staff trained and tools used (technology and key behaviors) have increased. To track effectiveness, ZSFG utilized and customized technology called eVideon.

ZSFG saw an increase in HCAHPS scores for Nursing Communication from 73% to 75% and for Doctor Communication from 73% to 81%. Much of that work is attributed to real-time service recovery via eVideon and patient grievances.



Caption: Attendees at iCARE class

Patient Satisfaction Score for Nursing & Doctor Communication



Graph 1: Patient Satisfaction with Nursing & Doctor Communication

TRUE NORTH STRATEGIES



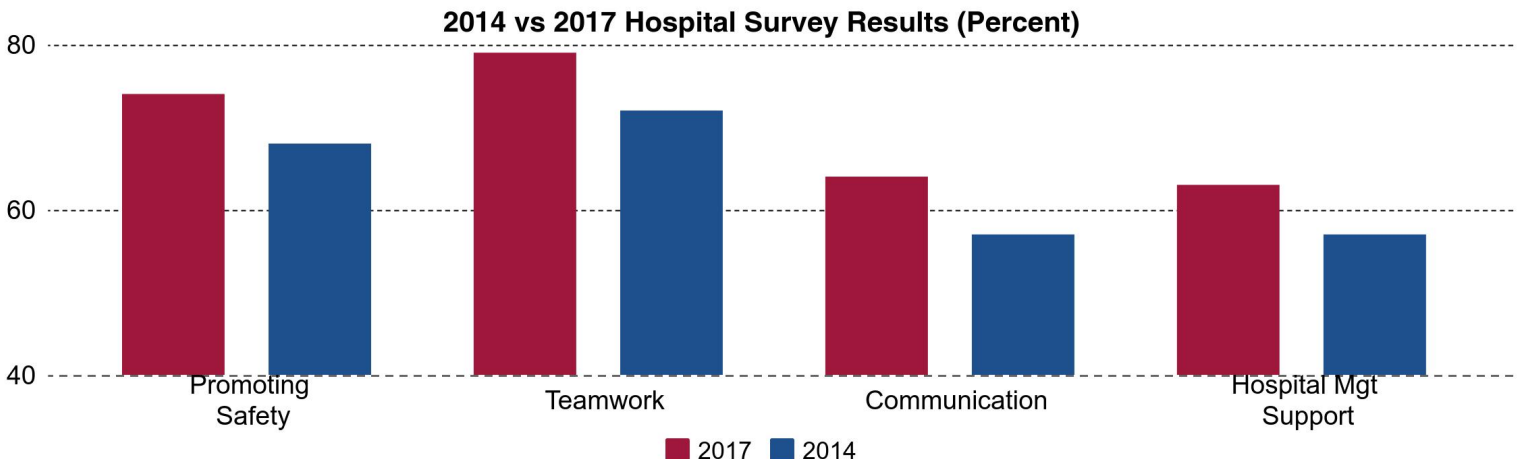
WORKFORCE CARE & DEVELOPMENT

5. Optimizing Workforce Care & Development

There is no greater asset than the (approximately) 3,700 ZSFG and 1,800 UCSF employees at Zuckerberg San Francisco General. ZSFG aims to improve workforce experience for all staff through the use of surveys, target measures, and celebrations.

In March, ZSFG concluded the Culture of Safety Survey. Thanks to 1,601 of ZSFG's team members, ZSFG had a record-breaking response to the Culture of Safety survey this year. The response was 20% higher than when ZSFG first conducted the survey in 2010, and 70% higher than the lowest response rate ZSFG received since then.

In every major category, ZSFG performed better than 2014 results. See Graph 2 for 2014 vs 2017 Hospital Survey Results. The survey provides invaluable information in order to improve our culture of safety in fundamental ways, and aligns with True north goals of quality, safety, workforce care and development, and care experience.



Graph 2: 2014 vs. 2017 Hospital Annual Survey Results

5. The ZSFG Way

The ZSFG Way is our management system. It is the way we lead and manage this organization. It is our management philosophy, style and the core principles that support them.



Graph 3: The ZSFG Way Completion Rate

The ZSFG Way includes tools, methodologies and an approach to our work. It is driven by data and analytics. It embraces the Plan-Do-Study-Adjust model of problem solving and continuous improvement.

The Executive team began training leaders in A3 Thinking, a standardized discipline and process of writing, learning and engaging during the development of an A3 to define a problem, understand the root causes, consider and test countermeasures and study and adjust for results (PDSA). With A3 Thinking training, leaders will effectively exhibit a continuous improvement mindset built on what our patients want, need and value.

TRUE NORTH STRATEGIES



FINANCIAL STEWARDSHIP

7. Building Our Future

In this strategy, ZSFG aims to meet service demands necessary to support our quality, care experience, and workforce development goals. The organization will provide a more supportive healing environment by investing in new infrastructure and capital projects for ZSFG's campus.

UCSF Research & Academic Building

The San Francisco Board of Supervisors approved a ground lease for the UCSF Research Building at ZSFG. This ground lease paves the way for UCSF to construct a 175,000 square foot building on the parking lot between Building 5 and 23rd Street. Here, UCSF will consolidate its research efforts at ZSFG, housing about 800 faculty and staff.

The lease was approved on an 11-0 vote by the full Board of Supervisors, each expressing their deep support for the City and County's partnership with UCSF and recognizing the value of research in relation to patient care.

On February 13th, staff gathered with an enthusiastic group representing UCSF, the Department of Public Health, the Health Commission, the Board of Supervisors, the Mayor and our community at large. The Mayor's signature on the ground lease was met with enthusiastic applause and a renewed commitment to our exceptional partnership.



Caption: UCSF and ZSFG leaders applaud as San Francisco Mayor Edwin M. Lee signs legislation for the new research building on Feb. 13. Photo by Noah Berger

8. Implementing an Electronic Health Record

In this strategy, ZSFG plans to implement a new enterprise electronic health record (EHR) by summer of 2019.

ZSFG, due to the volume and interdependence of its clinical service lines and business demands, represents the largest and most complicated entity when looking at the scope of that implementation.

With this improvement strategy, ZSFG aims to effectively implement and adopt a house-wide EHR by coordinating workflows with DPH and SFHN.

EXEMPLIFYING OUR VALUES

Our Values

ZSFG's values are joy in our work, thirst in learning and compassionate care, and are reflected through principles that guide our daily behaviors and decisions.

ZSFG acknowledges and celebrate all staff who exemplify these behaviors, making ZSFG a great place to work.

Joy in our work

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

Thirst in learning

A learning organization allows for transformation and continuous improvement.

Compassionate Care

Our deep social justice mission is how we distinguish ourselves.



Caption: Volunteer Appreciation Event

Volunteer Department Exemplifies

Joy in Our Work

ZSFG would like to thank Harold Santos, Volunteer Coordinator, who processes and coordinates volunteer placement for the entire organization.

Harold coordinated an event on May 19th to thank our **960 ZSFG volunteers** for their amazing efforts in supporting our work.

Harold Santos
Volunteer Coordinator



Department of Pediatrics Exemplifies

Joy in Our Work

In July 2016, the Department of Pediatrics implemented the Nocturnist service, which provides 24/7 attending-level coverage for pediatric patients throughout the hospital. This service has enhanced our comprehensive services and improved the educational experience for trainees.

Through these efforts, nearly 500 families at ZSFG received language-friendly outreach materials and in-clinic emphasis on positive interactions with their children. Overwhelmingly, families reported ongoing use of items provided and using new strategies at home based on the information their doctor gave them.

EXEMPLIFYING OUR VALUES

UCSF Library Exemplifies

Joy in Our Work

Giving patients access to their health information is crucial to empowering them and improving their care experience. Two initiatives in FY1617 have improved the number of patients who have access to MYSFHEALTH, the hospital and ambulatory patient portal for the San Francisco Health Network (SFHN).



Caption: MYSFHEALTH Team

In the past year, ten Library volunteers have visited 2496 patients at their bedside, helping 698 to enroll in MYSFHEALTH. The Library has also partnered with the UCSF Center for Vulnerable Populations to research and develop better ways to help patients overcome digital access barriers. Ambulatory patient enrollment in the MYSFHEALTH portal has increased with nearly 9,000 new patients enrolled across the network in FY1617.

Center for Vulnerable Populations Exemplifies

Joy in Our Work

EatSF is a transformative program aimed at increasing access to and affordability of healthy food in the most vulnerable communities. EatSF distributes free fruit and vegetable vouchers to low-income residents through local community organizations and clinics and works with neighborhood stores. In the past year, EatSF continued its mission of improving food security, facilitating healthy eating, and shrinking food deserts.

In 2016, Eat SF assisted more than 3,000 low-income adults and children in eating healthier diets and improving health, with 99% of participants eating more fruits and vegetables, 93% eating less unhealthy food, and 94% reporting improved health status



Caption: Adults eating healthier through EatSF

By 2020, EatSF aims to reach 20,000 households and expand the program outside of San Francisco to serve as a national model for reducing food insecurity and improving health.

EXEMPLIFYING OUR VALUES

The Center for Global Surgical Studies Exemplifies

Compassionate Care

The Center for Global Surgical Studies (CGSS) was established in 2015 with the mission to improve access to quality surgical care in low-resource settings through research and education.



Caption: Trainee research team in Cameroon

CGSS seeks to address this disparity by strengthening surgical care systems in low- and middle-income countries. The team incorporates epidemiologic, economic, biostatistical, and policy expertise into our ongoing projects and programs. Between 2016-2017, the team provided in-depth training and mentoring to a total of 26 trainees.

In the coming year CGSS will continue developing and implementing programs and projects with the mission of reducing disparities in the provision of surgical care globally.

Clinical Research Services Exemplifies

Compassionate Care

The Clinical and Translational Science Institute's (CTSI) Clinical Research Services (CRS) delivers culturally sensitive care to an ethnically-diverse and highly vulnerable population.

The CRS provides an array of adult services and translates promising clinical research ideas into successful protocols.

The team is committed to providing quality and compassionate care for patients, the information learned from these and hundreds of other studies will expand our knowledge and improve care.



Caption: Clinical Research Center Nursing, Core Lab, and Administrative Team: Back row from left to right: Lorna Beccaria, RN, Joann Volinski, RN, Fatima Rodriguez, H.A., Lenneth Balmes, RN, Leslie Grizzell, Analyst. Front row from left to right: Lynn Kane, Core Lab SRA, Bernadette Tobin, RN, Nurse Manager, and Lisa Chavez, Core Lab SRA.

EXEMPLIFYING OUR VALUES

Wraparound Project Exemplifies

Compassionate Care

The San Francisco Wraparound Project (Wraparound) is a hospital-based violence intervention program that aims to close the revolving door of violent injury in San Francisco. Since Wraparound's inception, injury recidivism in Zuckerberg San Francisco General Hospital has reduced from 8% to 4%. In the 2016-2017 fiscal year, Wraparound has provided a variety of services to over 75 victims of violent injury.

Through these efforts, Wraparound provides victims of violent injury with the tools to not only survive but thrive after an injury and strengthens ZSFG's relationship with the community.



Caption: Wraparound Team

Newcomers Health Program Exemplifies

Compassionate Care

Providing compassionate, culturally and linguistically appropriate services to refugees, asylees, and victims of trafficking

For the last 37 years, the Newcomers Health Program (NHP) based at the ZSFG Family Health Center (FHC) has been providing compassionate, culturally and linguistically appropriate services to refugees, asylees, and victims of trafficking. This past year, the center welcomed 213 refugee patients who were forced to flee their home country to escape war and persecution from 28 different countries around the world, including Guatemala, El Salvador, Honduras, China, Mexico, Syrian, Nepal, Afghanistan, Iraq, Iran, and Eritrea.

FHC piloted a project to address barriers to accessing health care. NHP introduced local transportation kits specifically tailored to the needs of each family, which include SF MUNI bus tokens and/or pre-loaded Clipper cards, transportation tips, and referrals to free or low-cost bus passes. With this support, patients are able to attend appointments that support their successful resettlement in the Bay Area.



Photo credit to Baig, Mehroz (DPH)
Staff next to the Refugee Medical Clinic sign

EXEMPLIFYING OUR VALUES

Transgender Spiritual Care Exemplifies

Compassionate Care

Supporting some of the most marginalized people in our healthcare system.

Sojourn Chaplaincy, our multi-faith spiritual care department launched the Transgender Spiritual Care Initiative in 2017 to ensure medical care for Transgender and gender variant people. Through the generous support of the Horizons Foundation and individual donors, the spiritual care department was able to contract with two Trans Spiritual Care consultants who have been working closely to develop the first national curriculum for spiritual care providers on working with some of the most marginalized individuals in our healthcare system.



Caption: Spiritual Care Team

Sojourn has also partnered with neighborhood parishes to develop training in Spanish for community members to bring communion to Spanish speaking Roman Catholic patients.

Health Advocates Exemplifies

Compassionate Care

Improves patient care by connecting patients with volunteers, social workers, and legal aid providers who help ZSFG families overcome the social, economic, and legal barriers to good health.



Caption: Health Advocate Team

Health Advocates are student and community volunteers who conduct standardized social and legal needs screening with families in the Children's Health Center, the Women's Health Center, and the Family Health Center. This screening includes questions related to food security, housing stability, financial security, and healthcare access. Advocates then connect families with services and programs, clinical social workers or lawyers who can provide professional advice and support.

The program was highlighted in a January 2017 report produced by America's Hospital Association and the Association for Healthcare Volunteer Resource Professionals as one of five model volunteer programs that improves population health.

EXEMPLIFYING OUR VALUES

The Ambulatory Safety Center for Innovation Exemplifies

Thirst in Learning



Caption: ASCENT Led by Dr. Urmimala Sarkar

The Ambulatory Safety Center for Innovation (ASCENT) is a transdisciplinary learning laboratory that aims to improve the quality of outpatient care in the San Francisco Health Network.

ASCENT analyzes high-priority patient safety issues, then designs, tests, and integrates solutions into the delivery of care. Led by Dr. Urmimala Sarkar, ASCENT is a collaboration with researchers, hospital leaders, stakeholders across the network, and frontline clinicians and staff.

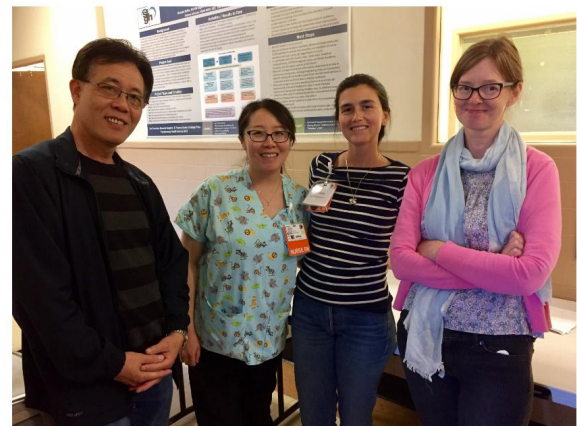
ASCENT's overall mission is rooted in the hospital's dedication to compassionate care for vulnerable populations that may experience a disproportionate risk of patient safety errors and adverse events.

Department of Public Health, and UCSF work together to improve test result management and patient monitoring. The technology, which empowers clinicians to more efficiently track test results and follow-up care, is designed to integrate with and add value to existing and future electronic health records while also complementing clinical workflows.

Urgent Care Center Exemplifies

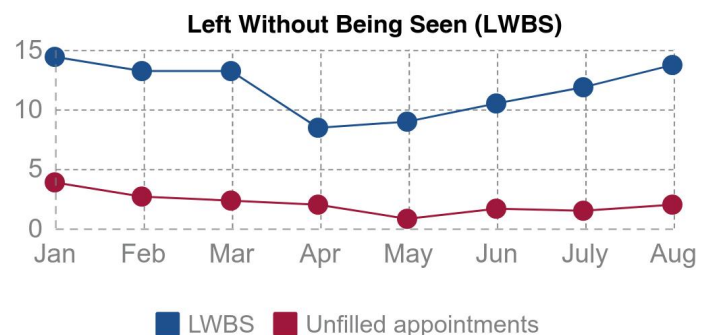
Thirst in Learning

In 2016, UCC implemented a scheduling processes to recapture missed opportunities (i.e., unfilled appointments) related to no-shows, cancellations, and patients who left without being seen (LWBS). UCC consistently contacted patients to confirm appointments. This process allowed the clinic to maximize capacity and increase available appointments for our drop-in patients.



Caption: Urgent Care Center Team

LWBS rates have decreased from 3.8% to 1.5%. Missed opportunities decreased from 14.4% to 10.3%. Moving forward into the next fiscal year, UCC plans to continue the current work and focus more efforts towards Workforce Care and Development.



Graph 4: Left without being seen 2017

EXEMPLIFYING OUR VALUES

Pharmacy Technicians Exemplify

Thirst in Learning

Improving Medication Safety for Patients

Medication reconciliation is a critical patient safety goal nationally and aligns with ZSFG's strategic goal of improving patient flow by ensuring safe transitions of care for our diverse patient population.

In 2014, in an interdisciplinary collaboration between hospital executive leadership, pharmacy, informatics, clinical champions, patients and caregivers, ZSFG began a program involving experienced multilingual pharmacy technicians in the collection of patients' home medications at the time of admission.

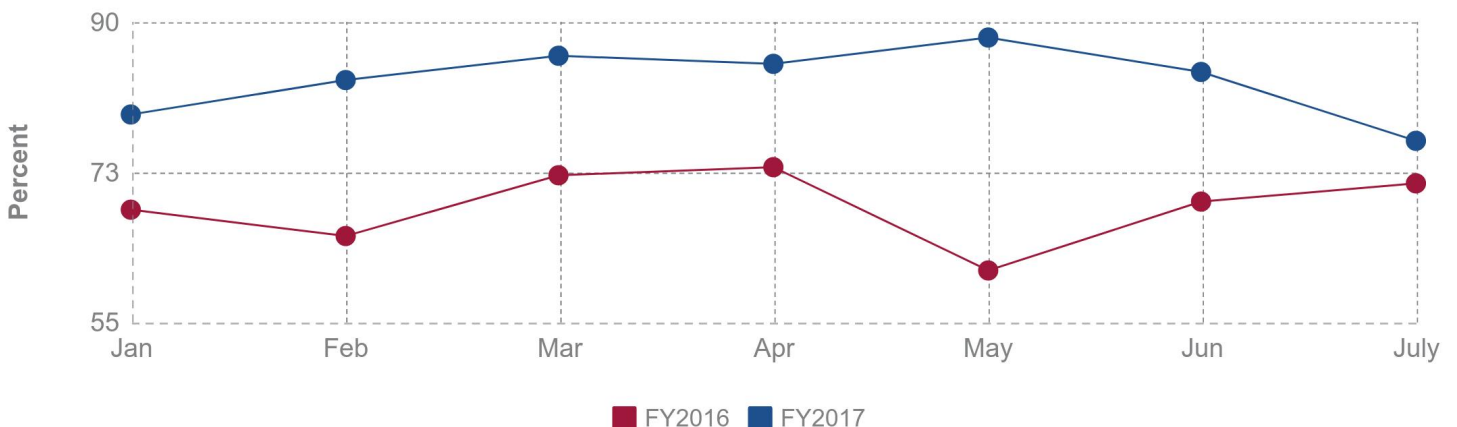
The pharmacy technician-based home medication review program was able to reach 77% of all inpatient admissions to medical or surgical service at ZSFG, representing 11,676 patient admissions in FY 2016-2017, including identification of 948 discrepancies in how our patients took their high-alert medications.



Caption: Pharmacy Technicians

This program has allowed the team to learn more about the medication-taking behaviors of the population we serve and has served as the basis for additional ongoing quality improvement work. We are thrilled by the difference this program has made to our patients and staff.

2016 vs 2017 Medrec Completion Rate



ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

2017 Executive Team



Aiyana Johnson, MSW, MPH
Chief Patient Experience Officer



Brent Andrew
Chief Communication Officer



David Woods, Pharm. D
Chief Pharmacy Officer



Eric Shaffer, RN CCDS
Director of Clinical Informatics



Jim Marks, PhD, MD
Chief Performance Excellence



Karen Hill
Departmental Personnel
Officer
Human Resources



Kim Nguyen, MHSA
Director of Administrative
Operations



Margaret Damiano
Associate Dean for
Administration and Finance



Sue Carlisle, PhD, MD
Vice Dean ZSFG



Susan P. Ehrlich, MPP, MD
Chief Executive Officer



Terry Dentoni, MSN, RN, CNL
Chief Nursing Officer



Todd May, MD
Chief Medical Officer



Tosan Boyo, MPH, FACHE
Chief Operations Officer



Troy Williams, RN, MSN
Chief Quality Officer



Valerie Inouye
Chief Financial Officer



SAN FRANCISCO HEALTH COMMISSION

Joint Conference Committee for Zuckerberg San Francisco General

As the governing and policy-making body of the Department of Public Health, the San Francisco Health Commission is mandated by the City & County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services, and all matters pertaining to the preservation, promotion, and protection of the lives, health, and mental health of San Francisco residents. The Joint Conference Committee (JCC) for ZSFG. Committee members are appointed by the Health Commission President.



Edward A. Chow, M.D.

Dr. Chow is a practicing internist. He is Board Advisor to the Chinese Community Health Care Association and is the Senior Advisor for the Chinese Community Health Plan. He is also Treasurer of the Board of Directors of the Institute of Medical Quality, a subsidiary of the California Medical Association. Dr. Chow is currently the President of the San Francisco Health Commission and chairs the San Francisco General Hospital Joint Conference Committee. He is serving his seventh term on the Health Commission.



David Pating, M.D.

David Pating, MD, is a psychiatrist and Chief of Addiction Medicine at Kaiser San Francisco Medical Center. He is an Associate Clinical Professor at UCSF School of Medicine and site-director for the UCSF fellowship in Addiction Psychiatry. As a member of the Permanente Medical Group, Dr. Pating served as regional chair of Addiction Medicine. He was also Vice-chair of California's Mental Health Services Oversight and Accountability Commission (Proposition 63); past-president of the California Society of Addiction Medicine; a member of the California Medical Association, California Psychiatric Association and American Society of Addiction Medicine; and an active board member of the California Public Protection and Physician Health, Inc., the California Institute of Behavioral Health Solutions, San Francisco Medical Society, and National Quality Forum's Behavioral Health Standing Committee. Dr. Pating joined the health commission in 2014.



David J. Sánchez, Jr., Ph.D.

Dr. Sanchez is Professor Emeritus at University of California, San Francisco. Dr. Sanchez is a member of the San Francisco General Hospital Joint Conference Committee and Chair of the Laguna Honda Hospital Joint Conference Committee. He is a member of the San Francisco General Hospital Foundation Board. He has also served on the San Francisco Board of Education and the Community College Board, the San Francisco Police Commission, and is Trustee Emeritus of the San Francisco Foundation. He was appointed to the California Commission on Aging in 2013. He has served on the Health Commission since 1997.



Mark Morewitz, MSW, is the Health Commission Executive Secretary

Mr. Morewitz has worked in public health research; program development and evaluation; and non-profit program administration. At the SFDPH, he has worked in HIV service contracting and monitoring; provided social work services; and served as Director of the Forensic AIDS Project. He has worked with the Health Commission since 2009.