



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# ZSFG FY1617 ANNUAL REPORT

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November 21, 2017



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 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

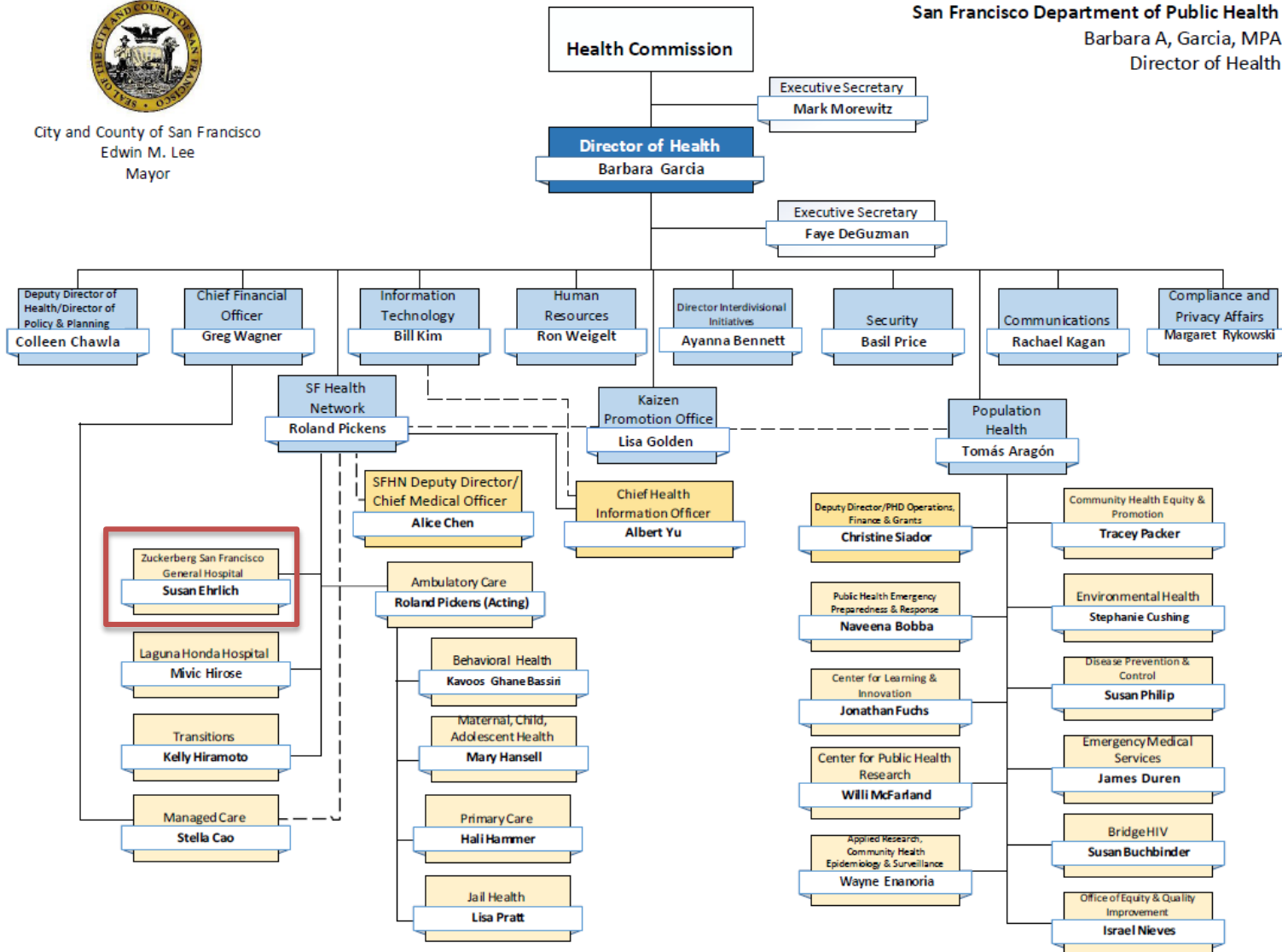
- A learning organization allows for transformation and continuous improvement

# ABOUT ZSFG: ORGANIZATIONAL CHART



City and County of San Francisco  
Edwin M. Lee  
Mayor

San Francisco Department of Public Health  
Barbara A. Garcia, MPA  
Director of Health



Last Updated: 9/25/2017

11/14/2017

Zuckerberg San Francisco General  
Hospital and Trauma Center

# HIGHLIGHTS IN FY 2016-2017

## ZSFG Move Team Selected to Receive 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.

## The Joint Commission Triennial Accreditation Survey



The collaborative teamwork across the organization ensured a successful survey. Staff and medical leadership were engaged throughout the survey process and engaging in opportunities for learning.

## NRC Health Symposium Excellence Award



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.

# HIGHLIGHTS IN FY 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 with an afternoon symposium featuring presentations and panels led by CVP faculty, staff, and community partners.

## 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.

## America's Essential Hospital The Gage Awards



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 YEAR IN REVIEW



PATIENTS  
SERVED

106,297



OUTPATIENT  
VISITS

590,790



MEDICAL &  
PSYCHIATRIC  
EMERGENCY  
VISITS

76,057



UCSF STAFF

1,900



DPH STAFF

3,400



TRAUMA  
ACTIVATIONS

3,836



LICENSED  
BEDS

397



ADULT AND  
PEDIATRIC  
URGENT CARE  
VISITS

29,872



BABIES  
BORN

1,185



VOLUNTEERS

960

# ZSFG FINANCIALS

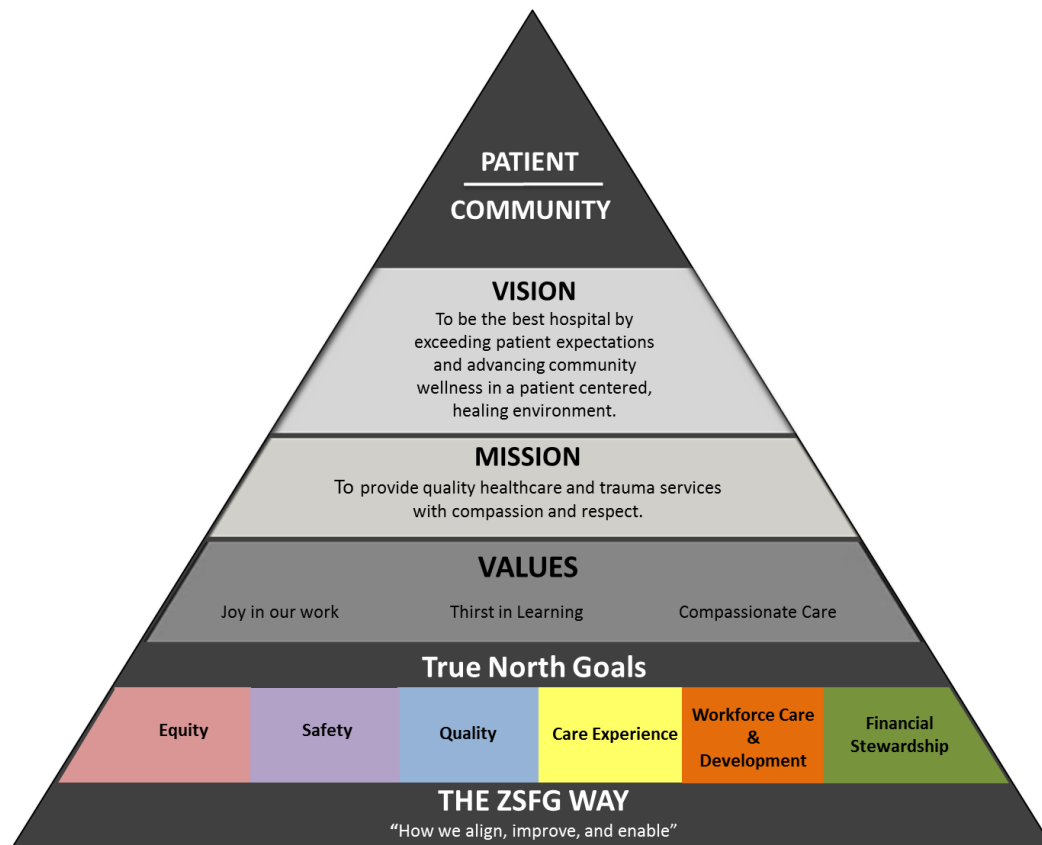
	FY 16-17	FY 15-16
Total Operating Revenues	\$829,411,000	\$748,908,000
Total Operating Expenses	\$998,102,000	\$966,546,000
General Fund	\$168,691,000	\$217,638,000
Salaries and Fringe Benefits (included in total operating expenses)	\$499,086,000	\$473,573,000

# ZSFG PAYOR SOURCES

	FY 16-17 FY 15-16 Inpatient Days		FY 16-17 FY 15-16 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%



# TRUE NORTH



# TRUE NORTH OVERVIEW

6

## TRUE NORTH GOALS

*Goals are defined by our mission, vision, values, tactics, and metrics that represent the direction we are heading in.*

8

## STRATEGIES

*Each True North Goal has 1-2 improvement strategies to guide the work.*

16

## PERFORMANCE METRICS

*Performance measured throughout 2017 to drive outcomes*

16

## OUTCOMES METRICS

*Outcomes measured over 5 years.*

# TRUE NORTH STRATEGIES

## 6 TRUE NORTH GOALS



Equity



Safety



Quality



Care Experience



Workforce Care and  
Development



Financial Stewardship

## 8 STRATEGIES



Advancing Equity



Improving Value and Patient  
Outcomes



Ensuring Flow and Access



Optimizing Care Experience



Optimizing Workforce Care &  
Development  
The ZSFG Way



Building for the Future  
Implementing an enterprise-  
wide Electronic Health Record

# EQUITY

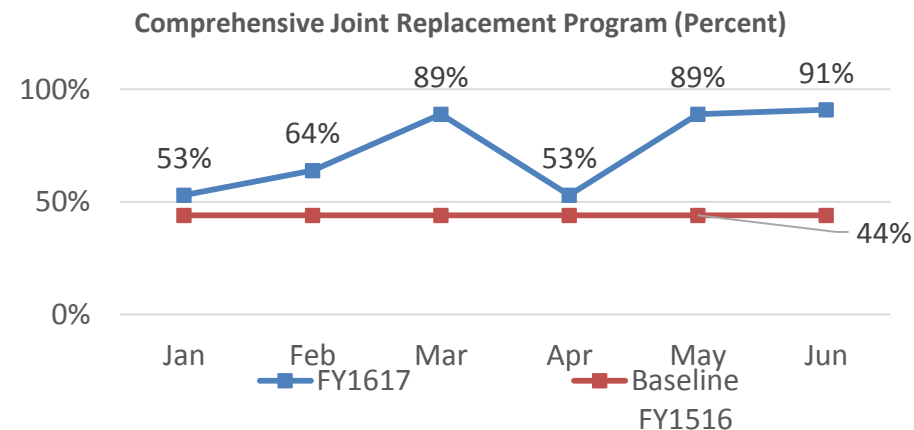
## *EQUITY COUNCIL*

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.

# SAFETY

## *COMPREHENSIVE JOINT REPLACEMENT (CJR) PROGRAM*

Increase of patients scheduled for elective Comprehensive Joint Replacement Program (CJR) surgeries discharged home from a baseline of 44% to 62%. The team met their target of 60%.

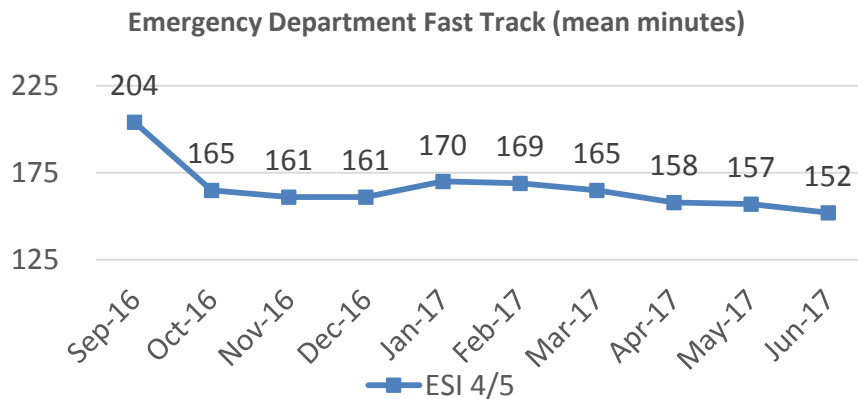




# QUALITY

## EMERGENCY DEPARTMENT FAST TRACK (FT)

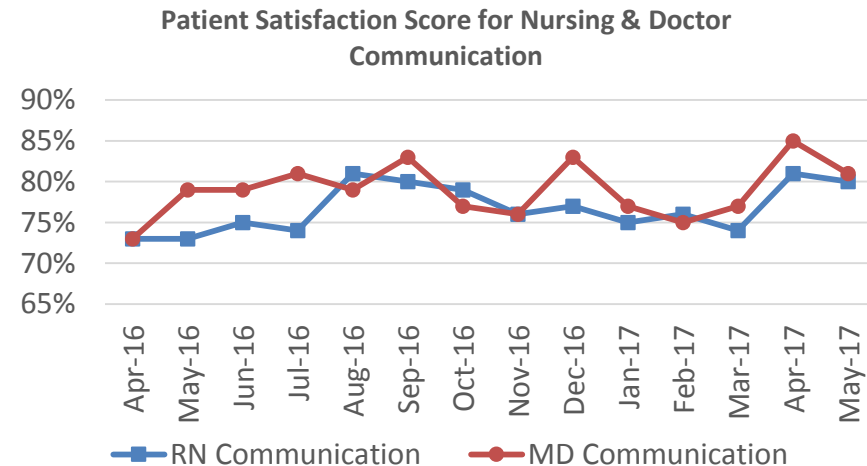
FT reduced length of stay for low acuity patients by 45 minutes resulting in a 31% decrease in patients leaving the ED without being seen. These results were sustained in FY16-17, despite moving the ED to our new acute care hospital.



# CARE EXPERIENCE

## PATIENT SATISFACTION SCORES

ZSFG saw an increase in patient satisfaction scores for Nursing Communication from 73% to 80% (May 2017)



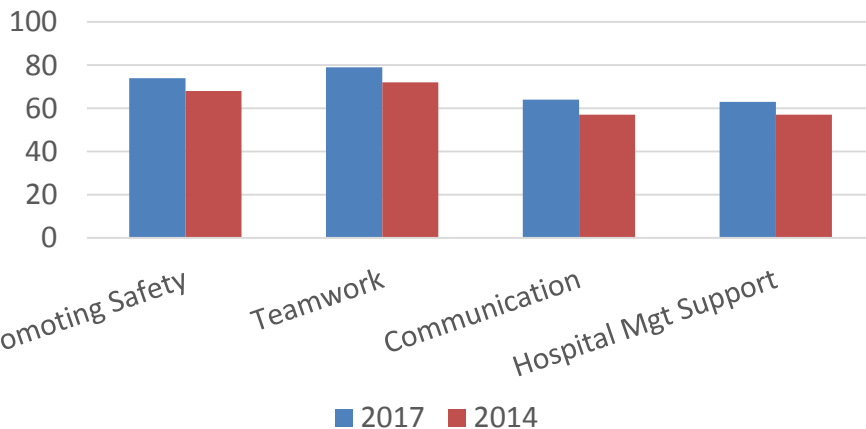


# WORKFORCE CARE & DEVELOPMENT

## OPTIMIZING WORKFORCE CARE & DEVELOPMENT

ZSFG had a record-breaking response (n=1,601) to the Culture of Safety survey this year. The response was 20% higher than when ZSFG first conducted the survey in 2010.

2014 vs 2017 Hospital Survey Results (Percent)



# FINANCIAL STEWARDSHIP

## UCSF RESEARCH & ACADEMIC BUILDING

The San Francisco Board of Supervisors approved a ground lease for the UCSF Research Building at ZSFG.

## ELECTRONIC HEALTH RECORD PREPARATION

Effectively implement and adopt a house-wide EHR by coordinating workflows with DPH and SFHN.

## BUILDING 5 PREPARATIONS

Investing in new infrastructure and capital projects for ZSFG's campus.

# OUR VALUES

# EXEMPLIFYING OUR VALUES

## JOY IN OUR WORK



### *Eat SF*

EatSF is a transformative program aimed at increasing access to and affordability of healthy food in the most vulnerable communities.

## COMPASSIONATE CARE



### *Sojourn Chaplaincy*

Sojourn Chaplaincy, our multi-faith spiritual care department launched the Transgender Spiritual Care Initiative in 2017

## THIRST IN LEARNING



### *Improving Medication Safety for Patients*

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.



# IN SUMMARY





# THANK YOU