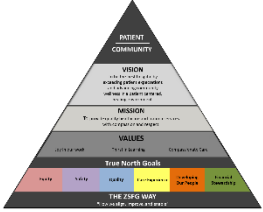


# ***Hospital Operations & Patient Care Report***

Presented to the Health Commission – ZSFG on June 23, 2020

ZSFG Executive Team Report

## **Report Updates**



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# SAFETY

## 1. COVID Preparedness/Response

### ***CoVid Preparedness***

For the past four months, ZSFG has been fully engaged with the SFDPH and the city to plan to manage the CoVid-19 pandemic, including planning for a potential surge in patients, as well as a demobilization. In doing so, we have been working closely with all other hospitals in the city to plan for as much capacity as possible, as well as using state and federal regulatory flexibility to use all spaces as efficiently as possible. ZSFG is part of the city's incident command team that identifies and operationalizes spaces that can be used as field clinics, field hospitals and medical shelters. The entire city structure is poised with us to meet the pandemic head on.

### ***Staff Screening***

To uphold the Health Order, our team has implemented a phased approach to ensure our staff and visitors are properly screened. The Screening Work Group (SWG) includes stakeholders from operations, the Sheriff's Department, Security, Care Experience, Education & Training, and Facilities. The team meets daily in order to understand current conditions and improve.

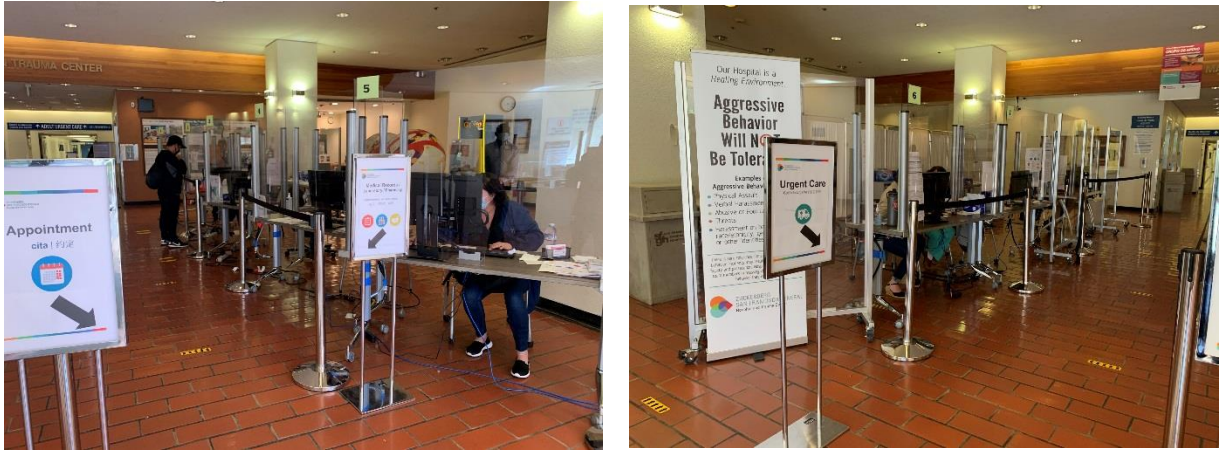
With the reopening of clinics, the team has observed physical space challenges and limitations. The SWG has been able to think creatively and find new ways to optimize space. For example, the Bldg. 5 Outpatient lobby is home to the 1N and 1M clinic, Patient Access, Outpatient Pharmacy, and now staff screening. With the increasing patient volume of these departments, this area has become very crowded during peak hours. Within the span of one week, the SWG planned, designed and piloted a relocation of the staff screening line to the Building 25 Lobby to co-locate with their patient and visitor screening area. Staff screening is now in Building 25, which provides a bigger physical space. Many thanks to the SWG who are constantly evolving and working to fix new challenges every day!



Building 25 Lobby New Screening Area

### ***Increasing Capacity of Clinics***

On May 15, 2020 a new Health Order was issued and stated that Essential Medical Appointments, Essential Counseling Appointments and Essential Healing Arts Appointments may take place in person when deemed necessary by the service provider. With this health order, ZSFG's clinics increased their capacities to 30%. In tandem, the SWG began working with clinical stakeholders to plan for the future state of the campus. Together they update screening workflows and procedures and create staffing plans to redeploy staff to the areas of greatest need. Additionally, because the screening of patients and visitors will continue indefinitely, Facilities has implemented full registration stations for our Eligibility Workers in the Building 5 Main Lobby to allow them to operate multifunctionally – both screening patients and visitors and checking them into their appointments.



Building 5, Main Lobby Registration Stations

### Visitation Restrictions

With the latest Visitation Health Order that was released on May 26<sup>th</sup>, the Care Experience team has revised ZSFG's guidelines to allow visitation under specific exceptions for COVID+ patients and PUIs. Previously, the only visitors allowed were: one parent with their child; one visitor for patients who are critically ill, who are facing imminent death, or who need a companion because of their medical condition. Now, in the inpatient setting, all COVID negative hospitalized patients are allowed one visitor per day for a three-hour duration during visiting hours in addition to the increased visitation exceptions listed below. Furthermore, visitation expectations and restrictions have now been implemented in which all visitors must adhere to, otherwise terminating their visit. These include, but are not limited to passing screening questions, wearing appropriate PPE and practicing social distancing at all times within the hospital.

Visitor Exceptions	COVID-19+/PUI	COVID-19 negative
<b>Pediatrics</b>	Two (2) parent/guardian daily during inpatient stay	Two (2) parent/guardian daily during inpatient stay
<b>End of Life</b>	<u>Pediatrics</u> : Two (2) parents/guardians per day <u>Adult</u> : Two (2) visitors per day. The visitor leaving the room signifies the end of the visit	<u>Pediatrics</u> : Two (2) parents/guardians per day <u>Adult</u> : Two (2) visitors per day
<b>Labor</b>	One (1) visitor for patient giving birth	One (1) visitor for patient giving birth
<b>Mobility Support</b>	<u>Outpatient only</u> : One (1) visitor per day	<u>Outpatient only</u> : One (1) visitor per day
<b>Dependent Patient Support</b>	<u>Outpatient only</u> : One (1) visitor per day for patients with physical, intellectual and/or developmental disabilities and/or cognitive impairment	<u>Outpatient only</u> : One (1) visitor per day for patients with physical, intellectual and/or developmental disabilities and/or cognitive impairment
<b>Surgery or Procedure</b>	One (1) visitor to accompany patient to a high-risk procedure or surgery	One (1) visitor to accompany patient to a high-risk procedure or surgery

Alternatively, the team understands that central to patient recovery and well-being is having a strong social support network. The Care Experience team has reviewed measures to support social connections, including providing tablets for patients and their families to facilitate better communication and connections. ZSFG piloted a student and resident-led program to keep hospitalized patients connected with their loved ones through video calls. As of June 1st, the team has transitioned the pilot to a unit-based RN led program to support COVID-19+ and PUI patients to connect to their loved ones. Pilot areas are H34, H62/64, H66/68 and Labor and Delivery. A permanent program to provide tablets across the hospital is being developed by the Care Experience team in partnership with Nursing, thanks to the donation of Google tablets. We are grateful to the UCSF house staff and medical student partners for their dedication in developing the interim solution.

### Communication

The Communication, Care Experience, and Operations team issue daily information for all our staff to ensure they have the most up to date information. The COVID-19 situation is quickly evolving, and consistent communication means staff can escalate questions to ensure their patients and colleagues stay safe and healthy. One example is that our staff may utilize a QR code, at any time, to submit questions via mobile phone or the computer. The team responds to those submissions and develops a frequently asked question sheet every week.

Additionally, after a brief pause since March, the team has re-started Management Forum in June. Because of COVID, both the mobilization for our response and the health orders preventing large group meetings, required the team to suspend the monthly meeting. On Tuesday, June 9<sup>th</sup>, the team hosted its first ever virtual Management Forum through Microsoft Teams. Over 200 staff members were able to watch the presentations remotely and provide live stream of questions and answers (Q&A). This was a valuable step for our leadership team as we aim to ensure our staff receive the most updated information in a timely matter.

### Staff Appreciation

Over the past few months, staff appreciation efforts have greatly increased. Thanks to the generosity of the SFGHF and donations from local businesses, the Care Experience team has been able to host weekly all staff giveaways and daily prize giveaways to select staff. Every Wednesday for the past couple of months, the team has hosted various giveaways, ranging from Johnny's Doughnuts to Urban Remedy Juices to Ritual Coffee. For smaller donations from the community, the team created a daily Golden Star Giveaway. For this giveaway, the Care Experience team puts a golden star on five random staff screening stickers every day. Once the lucky winner receives the golden star sticker, they can obtain a prize.

Lastly, the community and staff have had many opportunities to express their love and support for ZSFG during this time. From the community, support has come in the form of love letters to our healers, with drawings and special notes, thanking our staff for all the incredible work they do. These love letters are displayed in the Building 5 Outpatient Lobby and the Building 80/90 lobby. From staff to each other, the Care Experience team has put on events such as Chalk the Walk, where staff were able to write encouraging messages to each other and an event in which staff took pictures to be recognized on the Staff Appreciation Photo Wall that can be viewed on the Building 25, 2<sup>nd</sup> floor mezzanine.



All Staff Giveaway: Happy Moose Juice



Chalk the Walk



Staff Appreciation Photos

***Many thanks to our staff and their dedication to one another. Our staff is our greatest asset and we would not be the remarkable institution we are today without the amazing work they do each day.***



# EQUITY

## 2. Health Equity Update

Since 2017, equity has been a True North Goal for ZSFG. At ZSFG, we defined health equity as both an outcome, where everyone has a fair and just opportunity to be as healthy as possible, and a roadmap. In order to get there, those with the greatest needs and least resources will require more, not equal effort and resources to equalize opportunities. Our current strategy is informed by a staff equity survey from 2018 to which almost 2,000 staff responded and an A3 that focuses on three aspects:

- Understanding our patients through improving our process to collect race, ethnicity, and language data (REAL), and sexual orientation and gender identity data (SOGI);
- Reducing disparities through department specific equity metrics, which are stratified by REAL and countermeasures to address them; and
- Developing our workforce through initiatives to equip our staff with ongoing tools and spaces to have conversations about equity and take action to advance the work in their own units.

YTD, over 90% of our patient have completed REAL data and over 60% of our departments have an equity metric. A quarterly newsletter provides updates about equity to all staff and 17 champions throughout the hospital are provided with protected time to continue learning about equity and work on projects to advance equity in their own unit.

Due to the COVID response, some of our A3 countermeasures, such as the equity pop-up lounge for night staff had to be postponed. With the plan to de-surge and the current civil movement that demands direct actions to advance equity for both our patients and staff, we have updated our countermeasures to create more tools and accountability for all staff to advance equity.

Our updated countermeasures include:

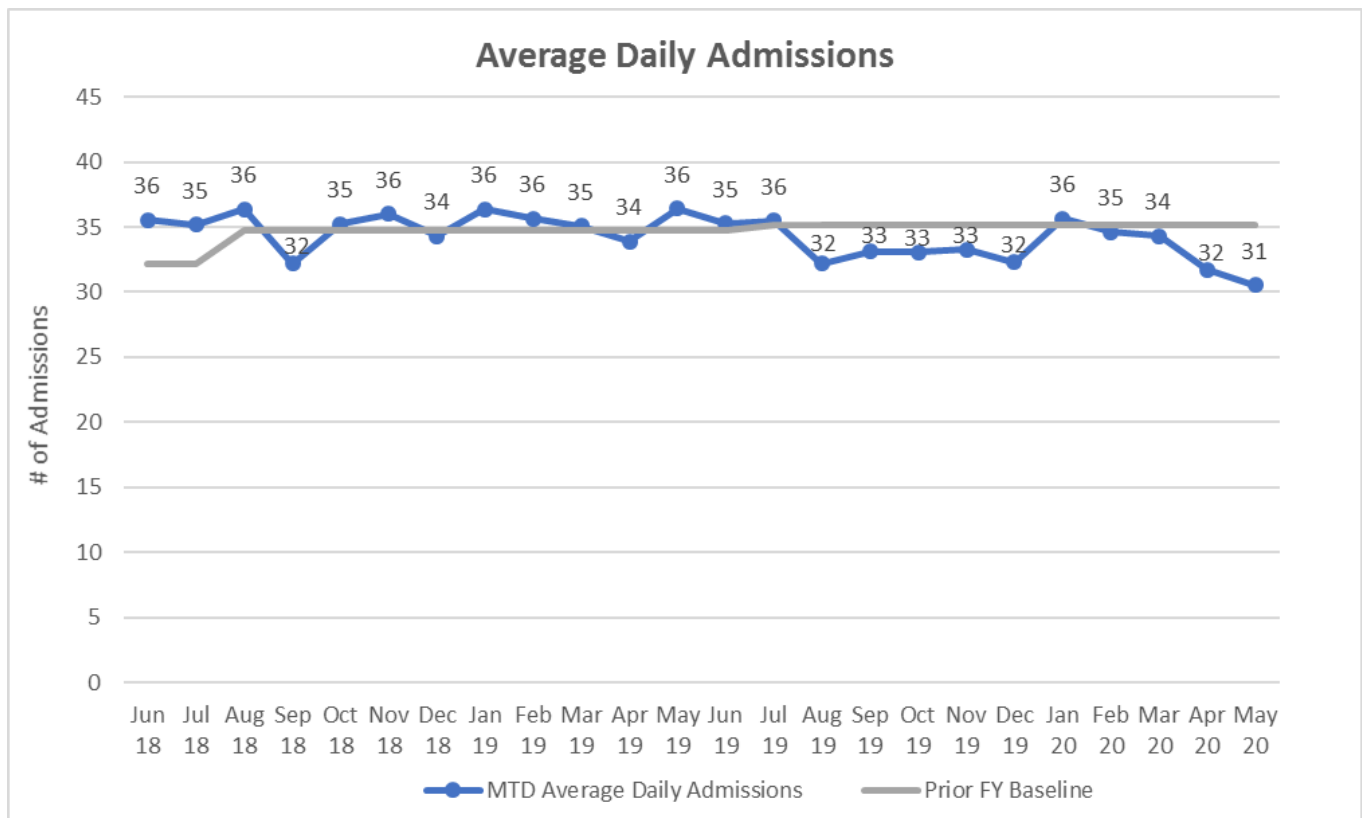
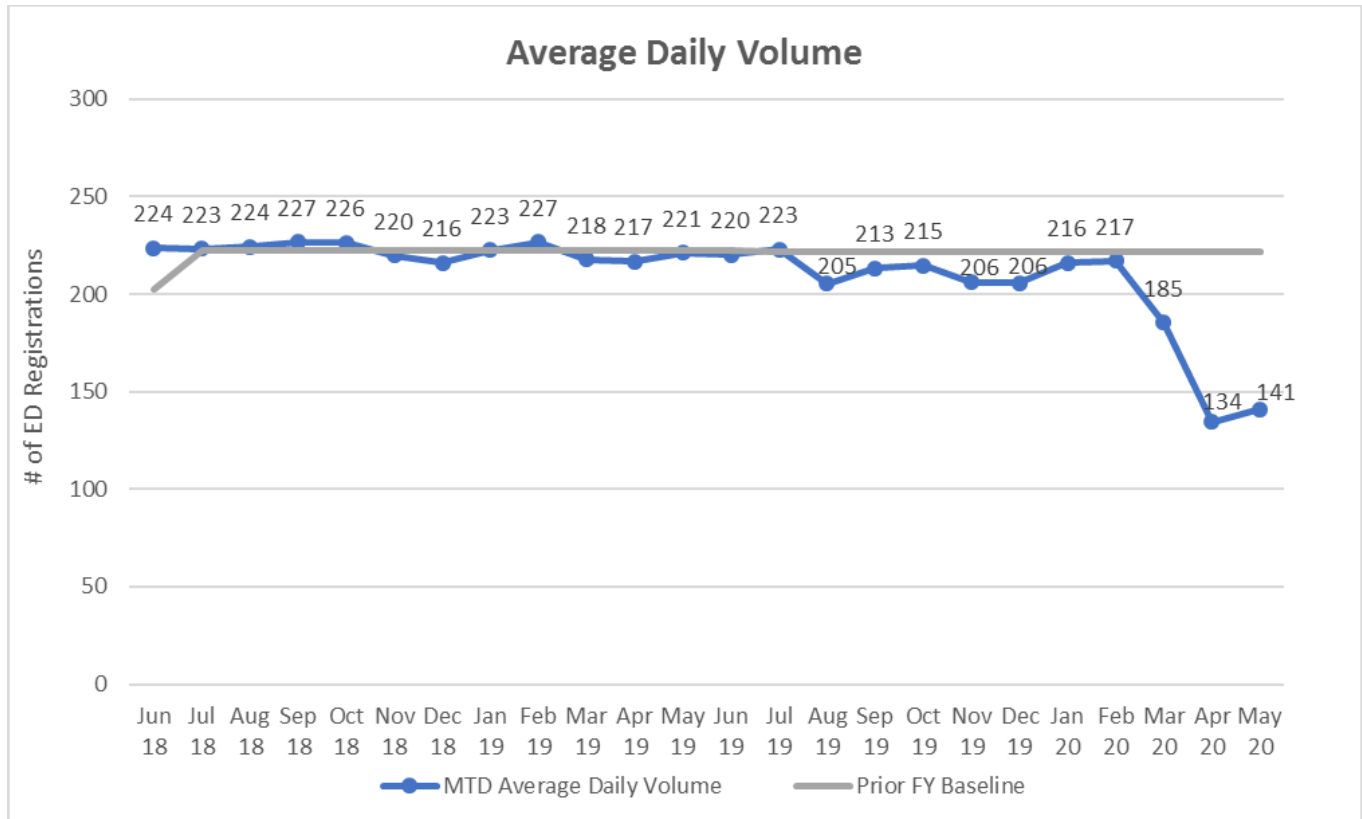
1. Create additional venues for communication about equity.
2. Revise the format of equity pop-up lounges for night staff in response to COVID-19.
3. Equip equity champions with new resources to lead conversations about race and racism.
4. Enhance existing equity training resources for staff with online training and support for an in-unit learning series.
5. Create follow up sessions after PIPS with departments that have stratified data, to assist them in creating countermeasures.
6. Implement DPH's respect policy and create a response team to track and measure success.
7. Create a follow up process after equity trainings to track and support equity practices through the Daily Management System.
8. Create spaces to learn from the experience of Black staff members and listen to their proposed solutions.

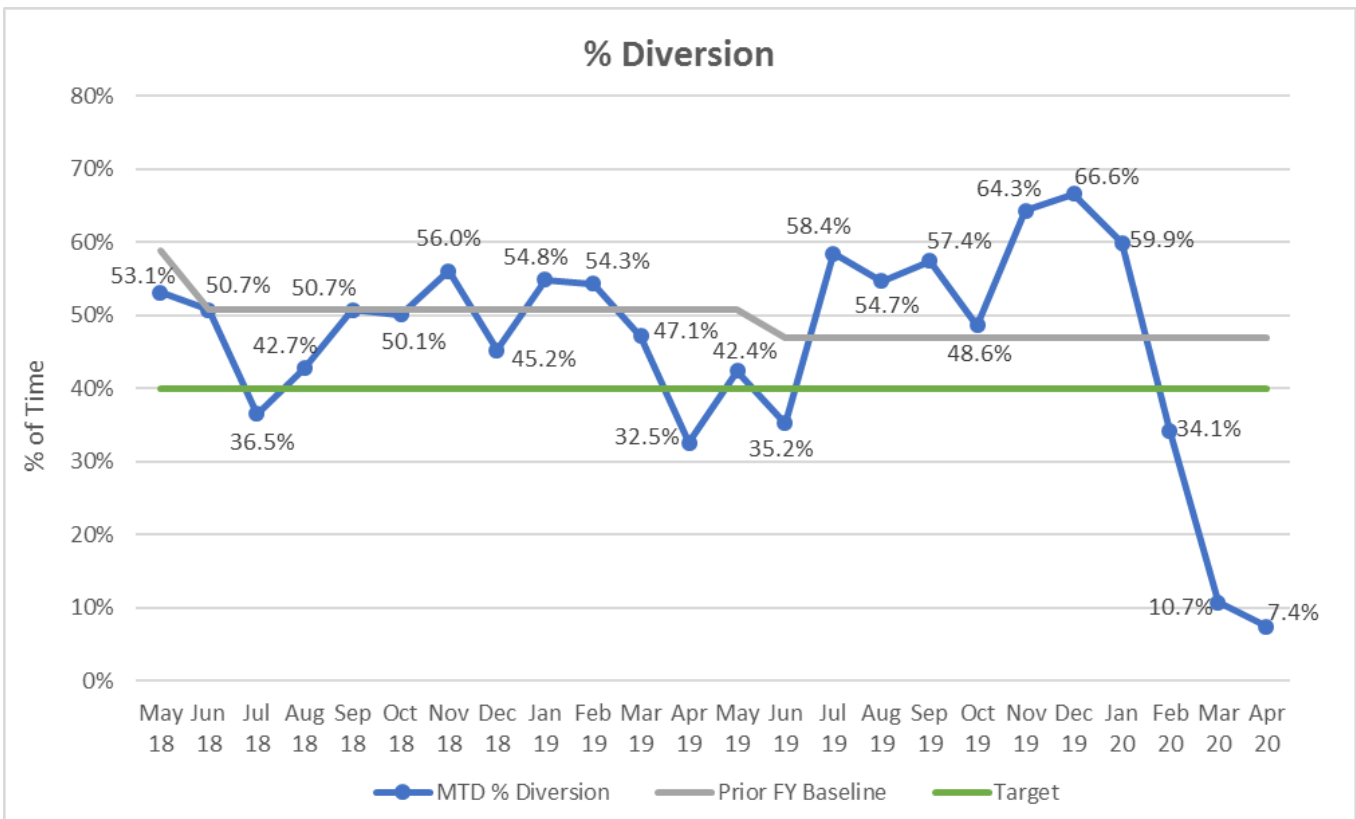
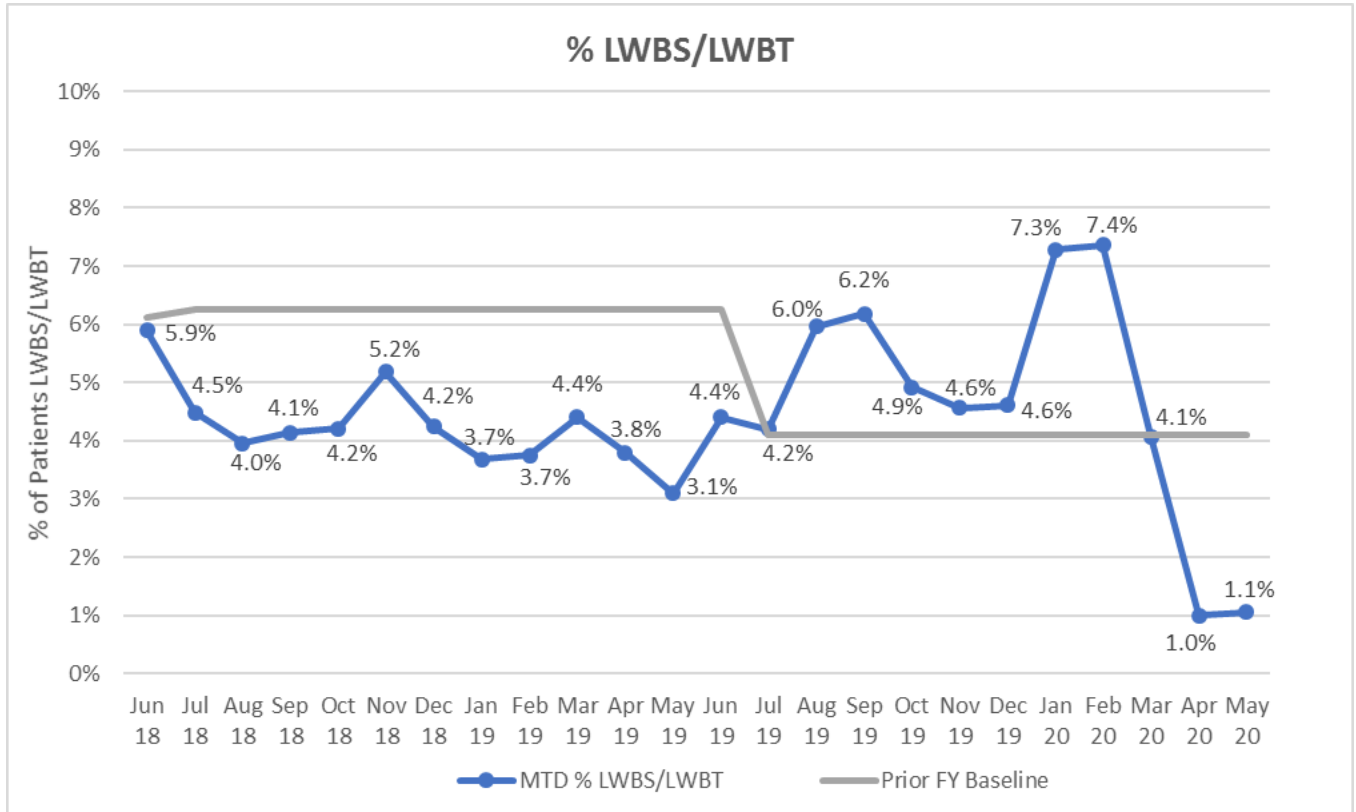
On June 2nd, hundreds of ZSFG staff knelt for 9 minutes in honor of George Floyd and all the Black people who have been murdered by police brutality. Our collective action signaled a renewed commitment to continue to show up for our most vulnerable patients and colleagues whose health outcomes and well-being are impacted everyday by racism and other forms of oppression, so that one day, everyone can have a fair and just opportunity to be as healthy as possible.



George Floyd Vigil

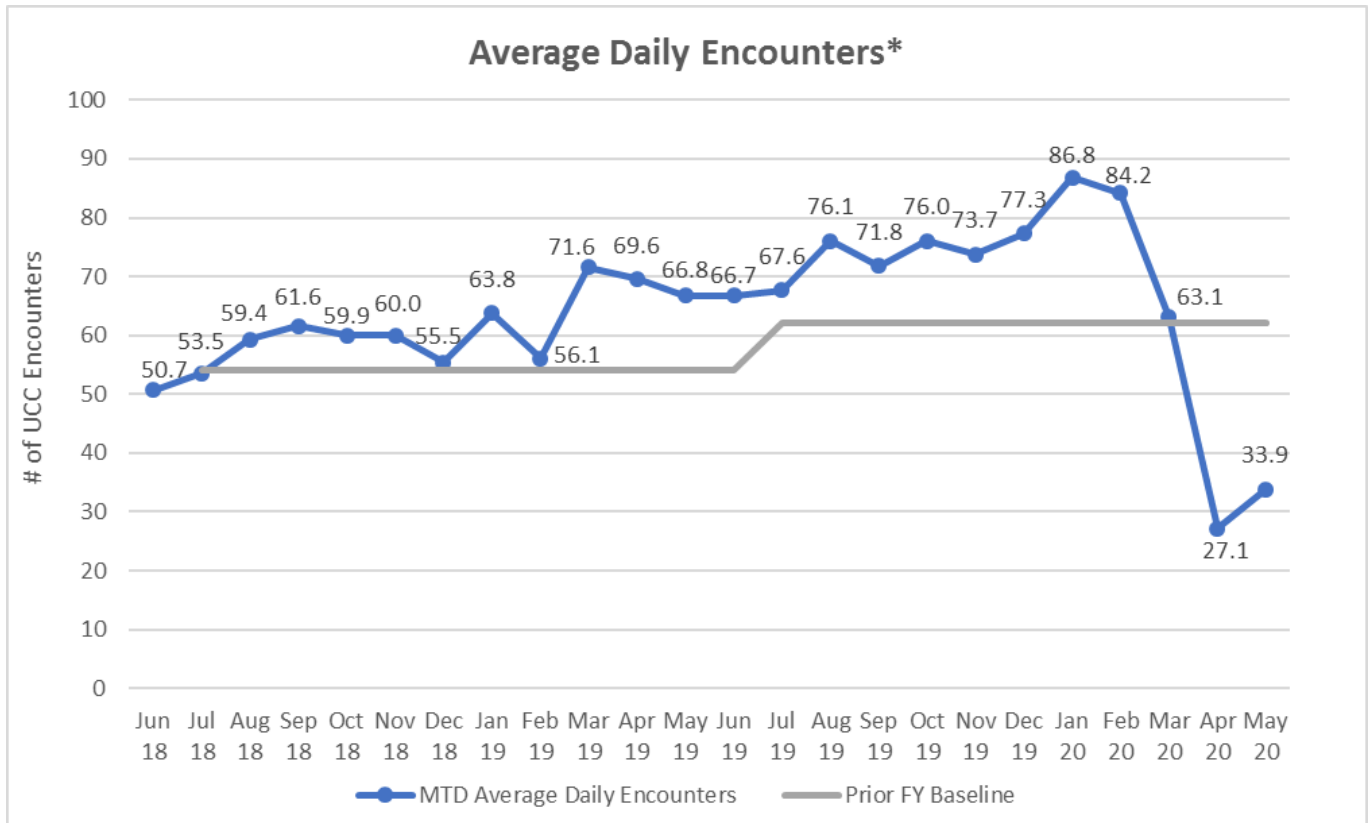
# QUALITY      Emergency Department Activities



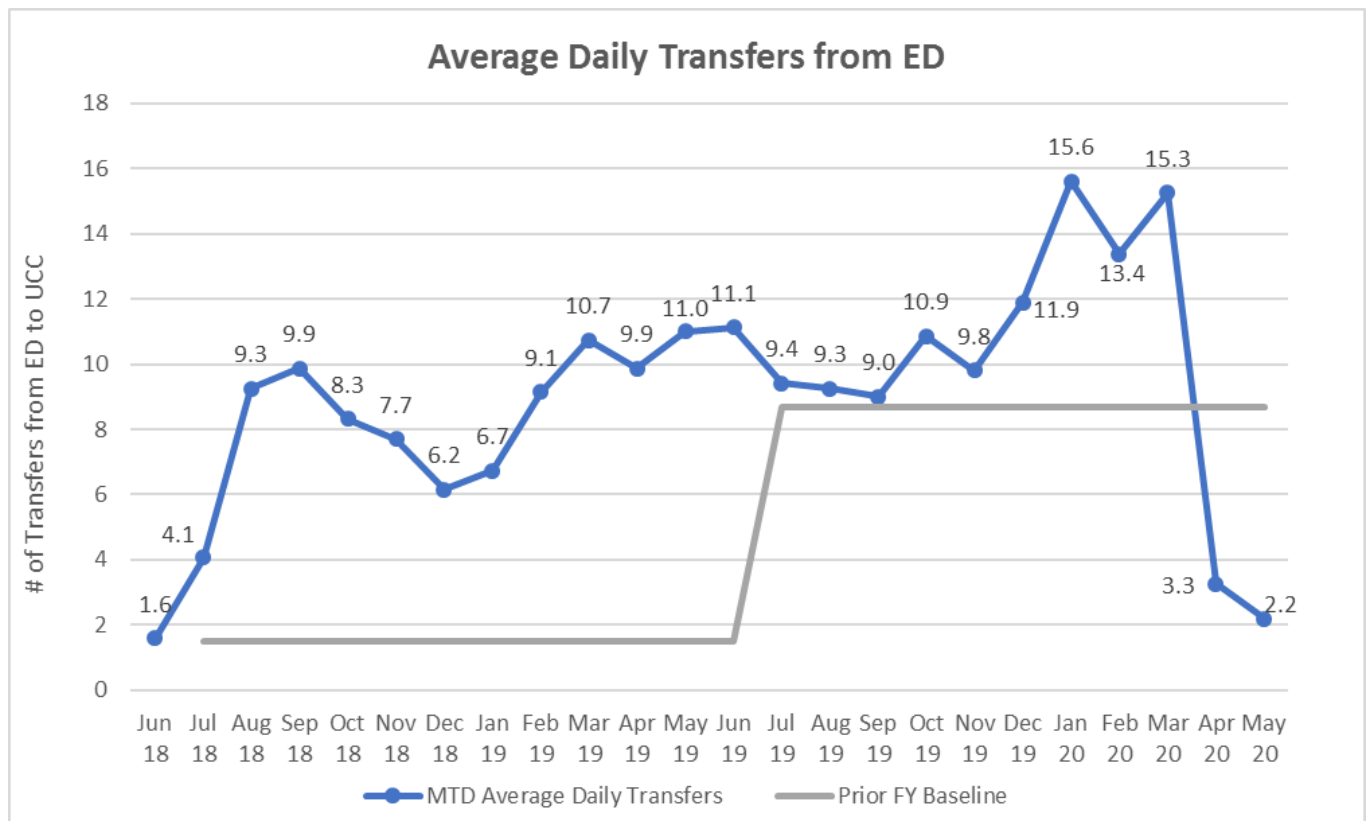


# QUALITY

## Urgent Care Clinic Activities

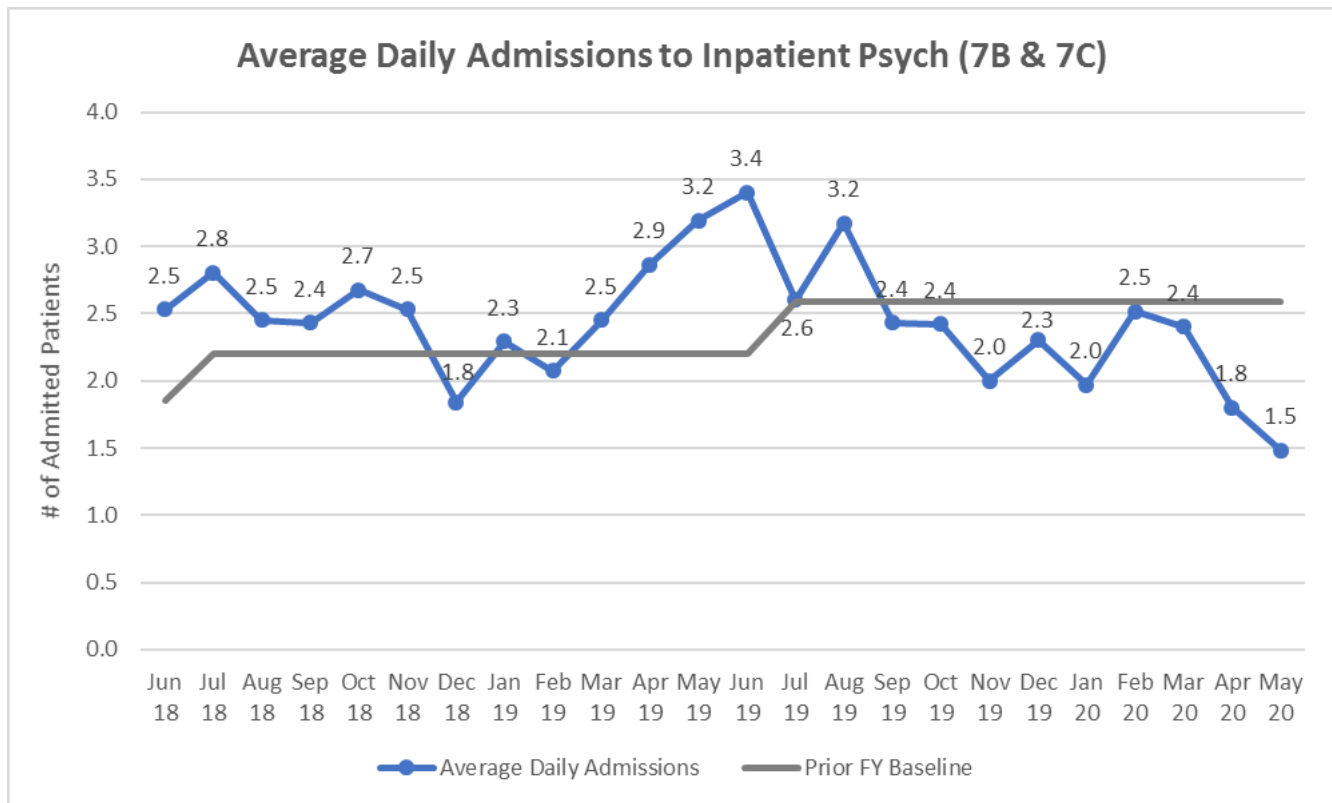
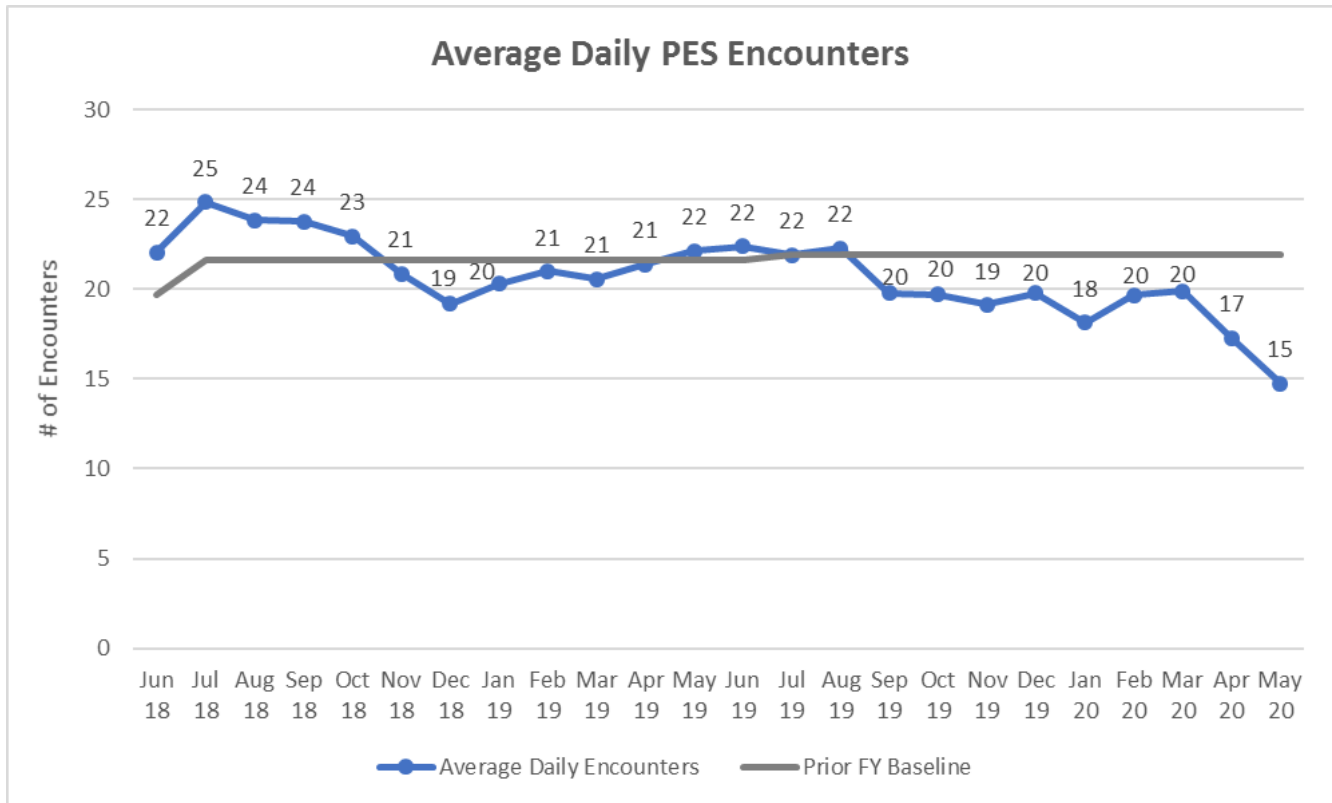


\*Telehealth visits have been added into Average Daily Encounters starting from August 2019.

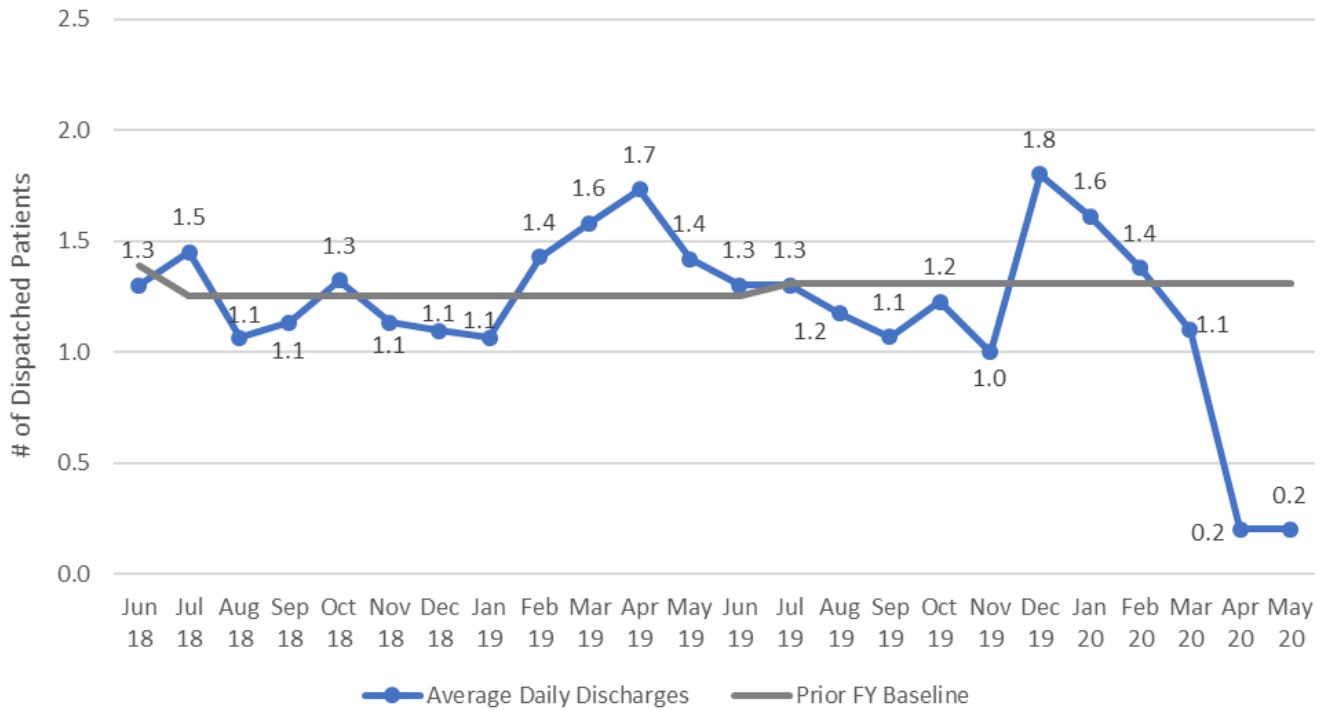




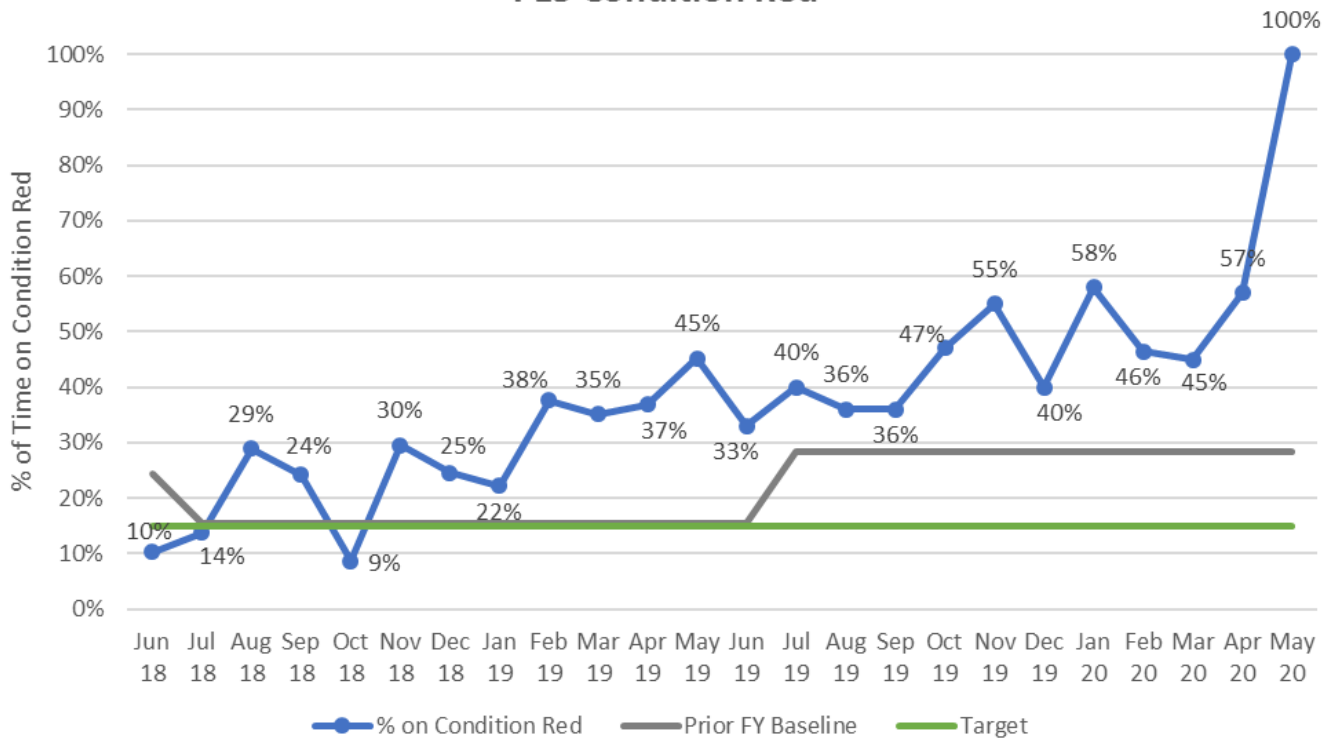
# QUALITY      Psychiatric Emergency Services Activities



### Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



### PES Condition Red



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## QUALITY     Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 160.94 which is 103.16% of budgeted staffed beds and 89.91% of physical capacity. 18.74% of the Medical/Surgical days were lower level of care days: 6.15% administrative and 12.59% decertified/non-reimbursed days.

### **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 26.52 which is 94.70% of budgeted staffed beds and 45.72% of physical capacity of the hospital.

### **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 19.84 which is 94.70% of budgeted staffed beds and 45.72% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

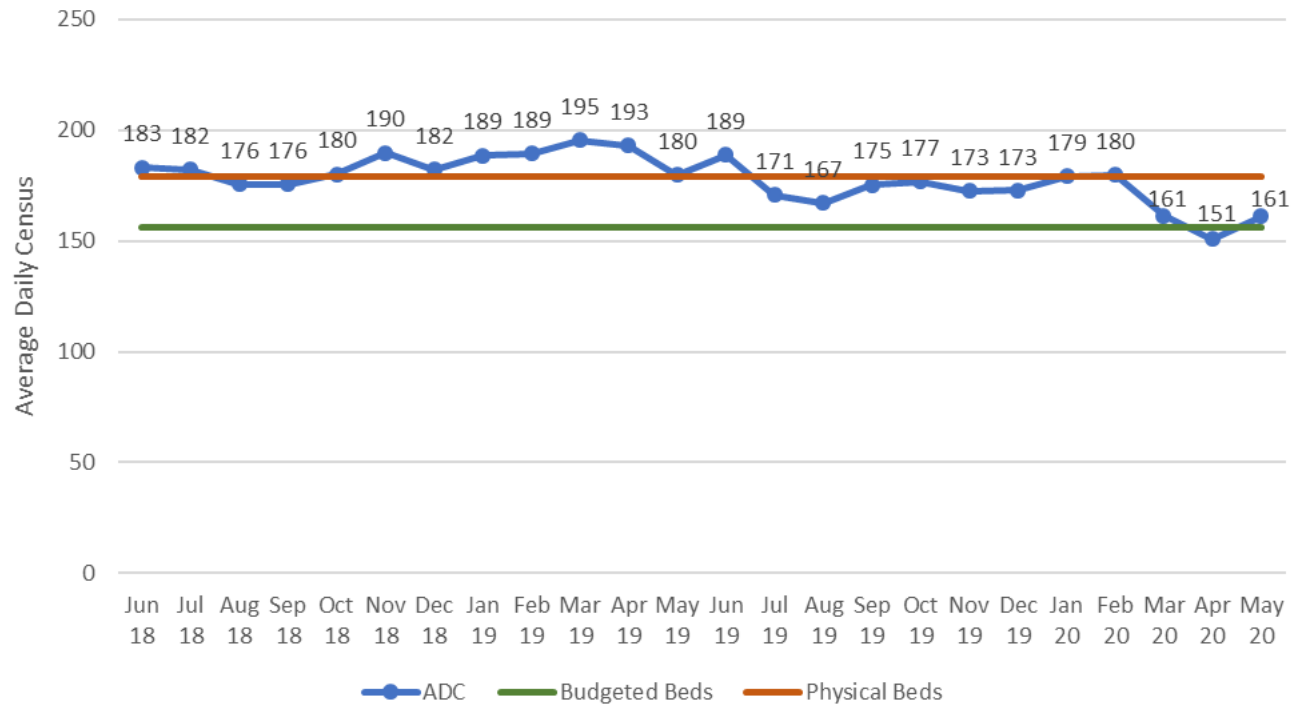
Average Daily Census for Psychiatry beds, excluding 7L, was 40.90, which is 92.96% of budgeted staffed beds and 61.05% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.32, which is 76.04% of budgeted staffed beds (n=7) and 44.35% of physical capacity (n=12). Utilization Review data shows 81.47% non-acute days (30.52% administrative and 50.95% non-reimbursed).

### **4A SKILLED NURSING UNIT**

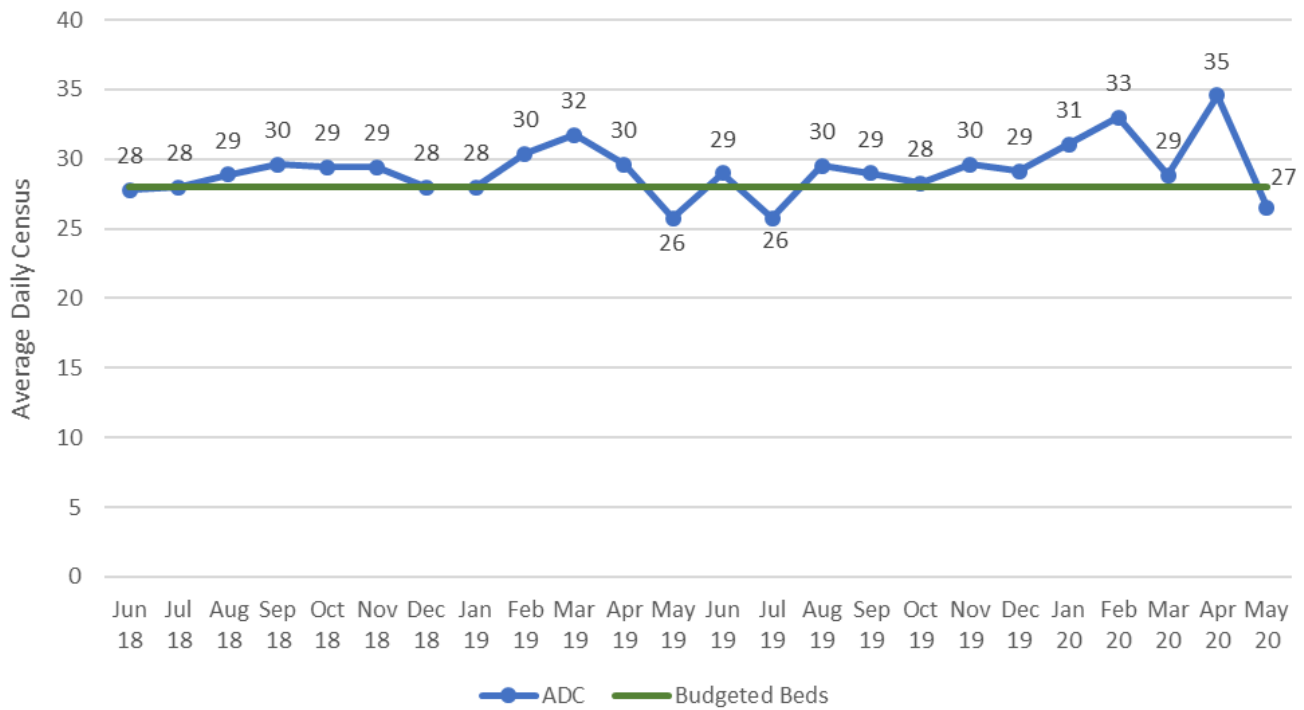
Average Daily Census for our skilled nursing unit was 28.16, which is 100.58% of our budgeted staffed beds and 93.87% of physical capacity.

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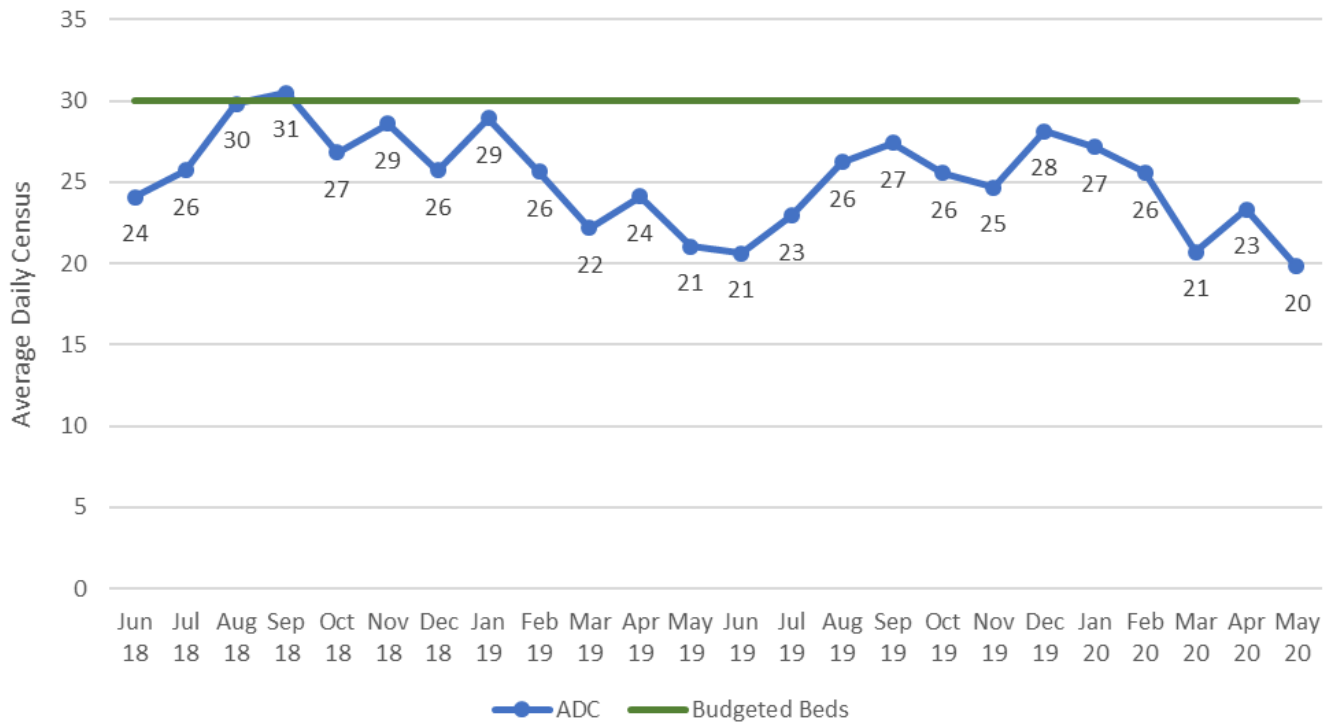
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



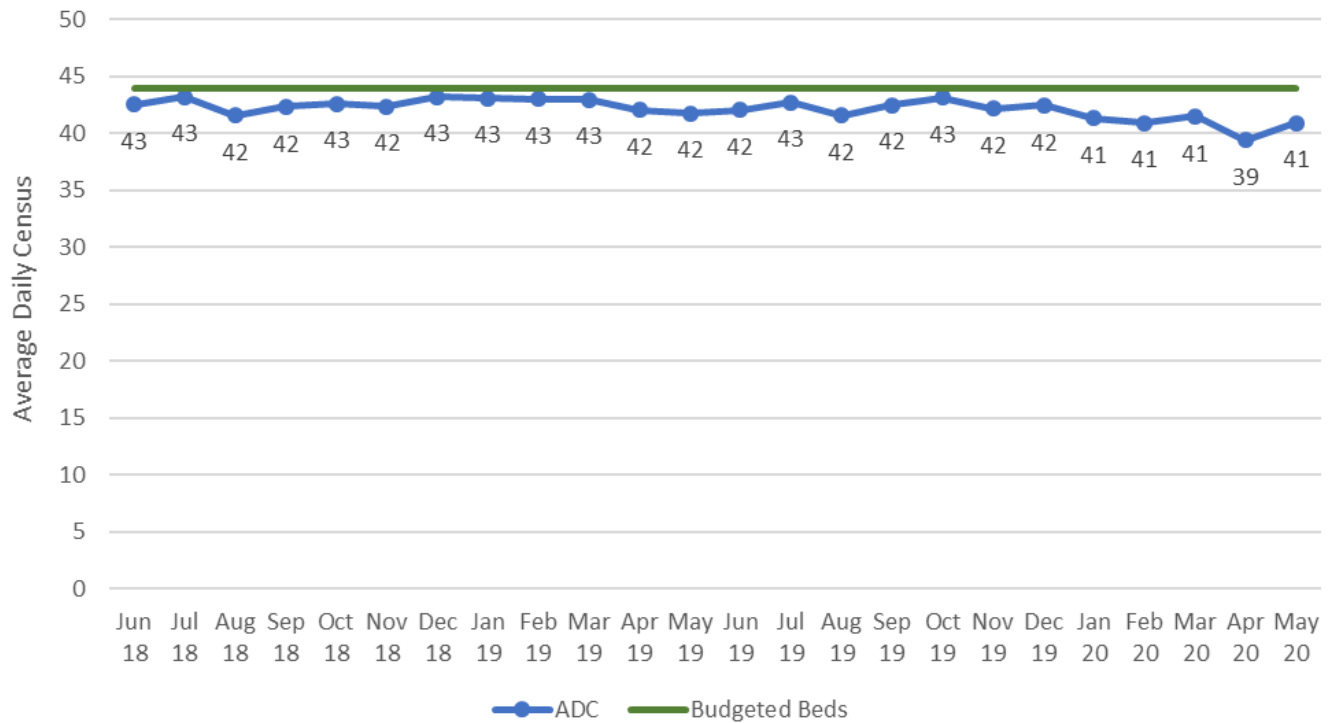
### Intensive Care Unit Average Daily Census



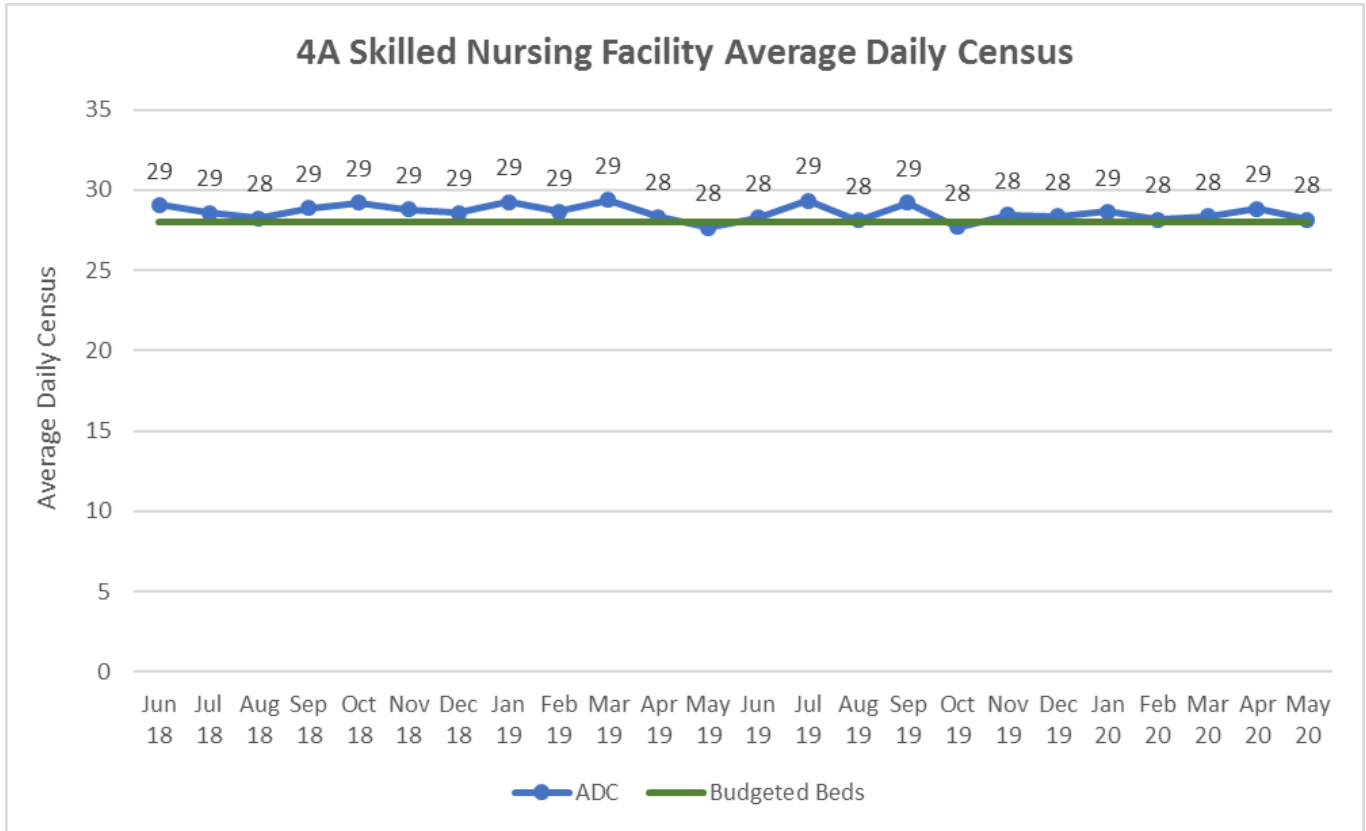
### Maternal Child Health Average Daily Census



### Acute Psychiatry (7B & 7C) Average Daily Census







# QUALITY      Lower Level of Care Average Daily Census

