



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

ZSFG FY 19-20 ANNUAL REPORT

Susan Ehrlich, MD, MPP
November 17, 2020



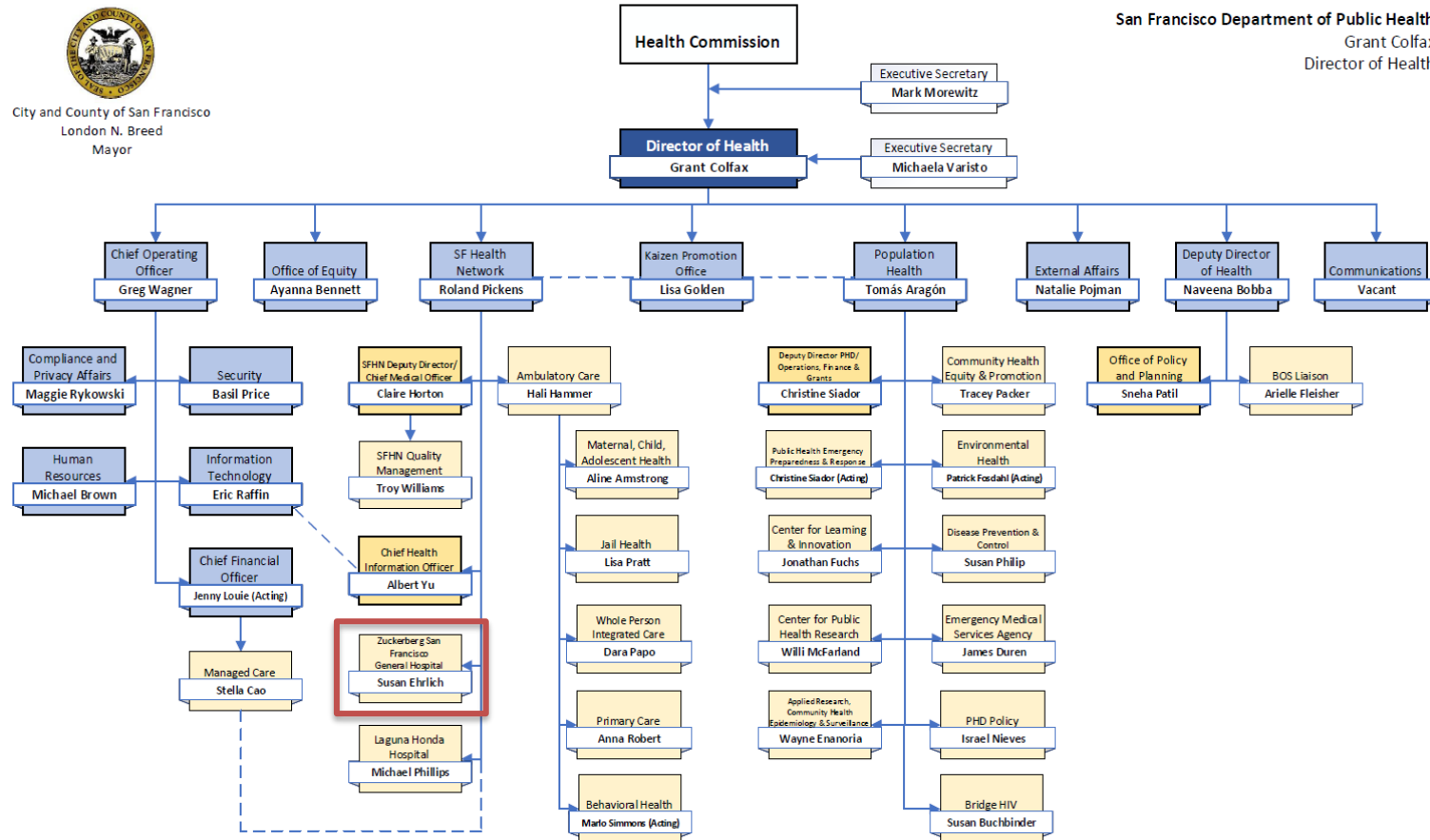
San Francisco Department
of Public Health

About ZSFG: Organizational chart



City and County of San Francisco
London N. Breed
Mayor

San Francisco Department of Public Health
Grant Colfax
Director of 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.

A Year in Review



OUTPATIENT VISITS
338,085



PATIENTS SERVED
94,968



UCSF STAFF
2,100



TRAUMA ACTIVATIONS
2,557



URGENT CARE VISITS
33,670



DEPARTMENT OF
PUBLIC HEALTH STAFF
3,500



MEDICAL & PSYCHIATRIC
EMERGENCY VISITS
74,833



BABIES BORN
1,079



VOLUNTEERS
400

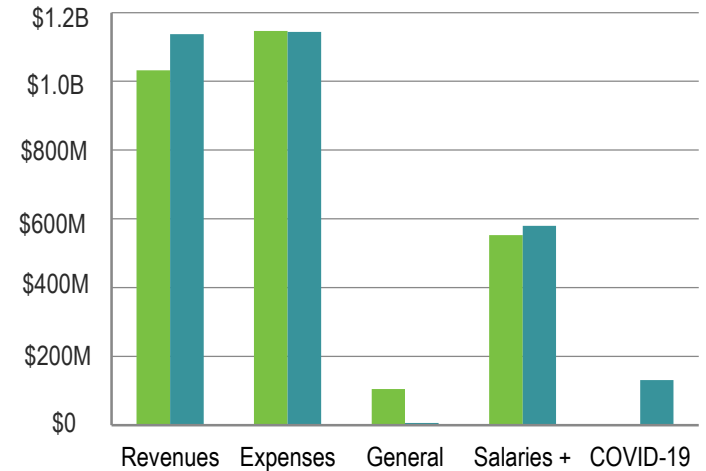


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397

ZSFG Financials

Financials*

	FY 18-19	FY 19-20
Total Operating Revenues	\$1,032,410,113	\$1,137,363,376
Total Operating Expenses	\$1,146,753,580	\$1,143,475,761
General Fund	\$104,870,000	\$6,112,385**
Salaries and Fringe Benefits (included in total operating expenses)	\$552,383,910	\$579,920,734
Total Department of Public Health COVID Expenditure (not incl. in Operating Exp)	N/A	\$130,944,019

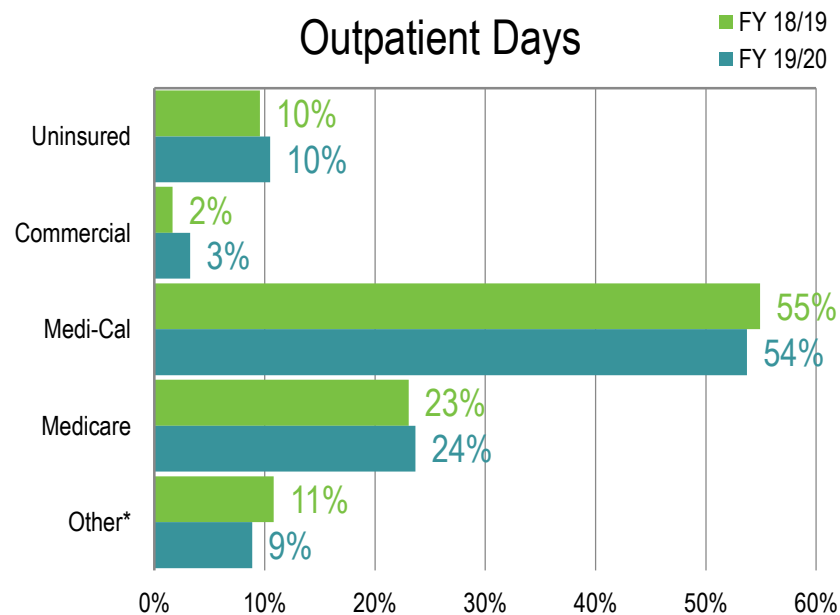
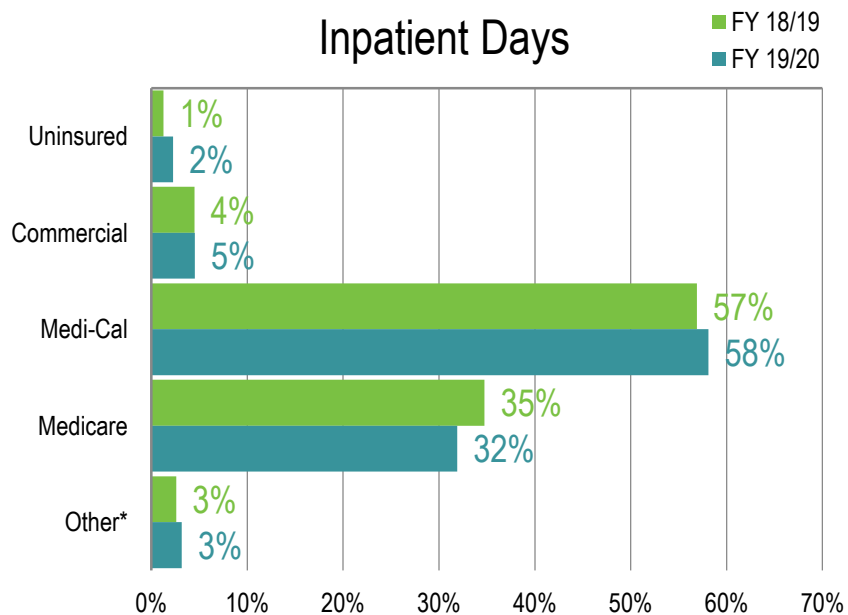


*The Financials data collection methodology has changed. Financial data from FY1819 and FY1920 reflect the new methodology. Data Source – ZSFG Q4 Health Commission Report.

**FY1920 General Fund Support may change due to Controller adjustments and has decreased due to one-time revenue.

ZSFG PAYOR SOURCES

Payor Sources



*Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal, CHN Capitated plans

Partnership with UCSF

Equity

Unidos En Salud

Diane Havlir

In a unique partnership between Mission community organizers in the Latino Task Force for COVID-19, UCSF and City staff, researchers determined that the Latinx Community, men and those who are economically vulnerable are at highest risk for contracting COVID-19.

Usability Testing of Virtual Reality for Opioid-Sparing Pain Management Among Diverse Patients

Urmimala Sarkar

With funding from FDA-CERSI, Dr. Sarkar is working to identify if therapeutic virtual reality (VR) is a feasible approach for pain management in safety-net health systems serving diverse patients.

COVID-19

Addressing COVID-19 Fear to Encourage Sick Patients to Seek Emergency Care

Amanda Sammann

Dr. Sammann and team worked to address the sudden drop in Emergency Department visits after the statewide stay-at-home order was issued.

Searching for the Silver Bullet

Annie Luetkemeyer

Dr. Luetkemeyer led a team of UCSF clinical researchers in testing promising therapies for COVID-19.

Highlights in FY 2019-2020

10th Anniversary of the Institute of Global Orthopedics and Traumatology (IGOT)

2019 marks the 10th Anniversary of the Institute for Global Orthopedics and Traumatology (IGOT), an exceptional international initiative of the Department of Orthopedic Trauma Institute (OTI).



Opioid Safety Excellence

ZSFG is one of 60 hospitals that voluntarily participated in the pilot year of the Cal Hospital Compare Opioid Care Honor Roll Program. ZSFG's initiatives with this work impact approximately 200 patients each month, making us a statewide leader in opioid safety and the treatment of opioid use disorder.

2020 HEI Top Performer

ZSFG is listed as one of the 2020 Human Rights Campaign's (HRC) Healthcare Equality Index (HEI) Top Performers!

Highlights in FY 2019-2020

Dia De Los Muertos Celebration in the Family Birth Center

The Family Birth Center's Latinx UCSF and ZSFG nurse midwives, nurses, residents, faculty, and medical evaluation assistant staff celebrated Dia de los Muertos by building a welcoming, inclusive and nondenominational altar at the entrance of unit H22 on October 31, 2019.



Successful Surveys

- Centers for Medicare & Medicaid Services (CMS) Complaint Validation Survey
- 2020 California Department of Public Health General Acute Care Relicensing Survey
- Joint Commission Laboratory Accreditation Survey
- San Francisco Emergency Medical Services Agency
- Trauma Center Designation Survey
- 4A Skilled Nursing Facility Annual Recertification Survey
- 4A Skilled Nursing Facility Fire Life Safety Survey
- California Department of Public Health General
- Acute Care COVID-19 Infection Control Survey
- California Department of Public Health End Stage
- Renal Disease (Ward 17) Infection Control Survey

COVID-19 Response

Hospital Plans

HICS

The Hospital Incident Command System (HICS) has been activated since early March 2020 to allow us to closely monitor hospital operations 24/7.



Surge & De-Surge Planning

ZSFG developed and operationalized our plan to care for persons under investigation (PUI) and COVID-19 + patients.

Protecting our Patients

Patient Screening & Triage

To uphold the Health Order, a Screening Work Group (SWG) was created to implement a phased approach to screen our staff, patients and visitors. In collaboration with the SWG, the ED, PES, Urgent Care Clinic and Richard Fine People's Clinic developed a model that best triages and treats patients coming to the campus with respiratory and non-respiratory symptoms.



Protecting our Staff



Staff Screening

The SWG developed a similar process to patient screening and reduced a total of 13 known staff entrances to only two – the Bldg. 25 lobby and the Bldg. 80/90 garden entrance. Since its inception, they have made multiple changes to the process, starting with a paper form and evolving to an online staff screening form, introducing temperature scans, and relocating from the Bldg. 5 outpatient lobby to the Bldg. 25 lobby.

COVID-19 Response

Supporting our Staff

Love Letters to our Healers

ZSFG has received an abundance of letters from our patients, visitors and the community.



Staff Recognition and Pop-Up Giveaways

The Care Experience team implemented a few staff recognition efforts: Chalk the Walk, daily individual giveaways, and a staff shout-outs page. Also, through generous donations from our community, they hosted weekly Pop-Up Gift Giveaways to all staff.



Supporting our Patients

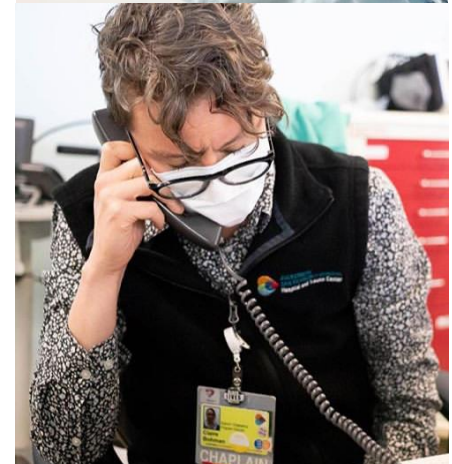
Homemade Masks

Factory-made and home-sewn masks from the public were accepted by ZSFG and distributed to patients to wear as they move about the community.



Keeping Patients and Families Connected

ZSFG provided tablets for our patients and our Spiritual Care Team helped to facilitate video calls for them with their families who were unable to visit.



Advancing Equity at ZSFG

Equity Pop-Up Lounge

In December 2019, the Equity Team launched the Pop-Up Lounge Series aimed at providing ZSFG's night staff with the opportunity to learn about and participate in facilitated conversations around health equity.



Ward 86's Cultural Humility Lecture Series

Ward 86 started their Cultural Humility Lecture Series in 2019 to create a platform for staff to teach, learn and practice collective reflection on their work as community health providers through a lens of racial equity.

21-Day Racial Equity Challenge

On July 21st, ZSFG, began participating in DPH's 21-Day Racial Equity Challenge. Led by Dr. Ayanna Bennett, DPH's Office of Health Equity challenged all DPH staff to read, watch, listen and learn about the racial inequities that have and are currently taking place across the country.

Equity Retreat

ZSFG Equity Council held their second retreat in August to discuss how ZSFG can be more responsive to this unique moment.

True North Strategies



Becoming the Best Place to Work

Key Accomplishments

- Developed and disseminated a Staff Engagement Pulse Survey
- Implemented staff appreciation and recognition countermeasures:
 - Daily virtual fitness classes
 - All staff appreciation meals
 - Bi-weekly all staff giveaways
 - Increased spiritual care support
 - Daily giveaways for 3-5 staff per day
 - Staff appreciation events
 - Staff shout-out webpage
- Added new forms of communication between ZSFG leadership and frontline staff through:
 - Daily Digest
 - Weekly Bulletin
 - A Moment to Pause



Optimizing and Leveraging Epic to Respond to COVID-19

Key Accomplishments

- Better understood and modeled the pandemic
- Facilitated our ability to provide excellent inpatient care in surge
- Facilitated our ability to provide testing services
- Enacted community mitigation efforts
- Enabled CUSF researchers to conduct a clinical trial investigation of COVID-19 therapies
- Improve patient experience



Building our Future

Key Accomplishments

- Construction of the UCSF Research and Academic Building began this year
- Escrow closed on August 5, 2020



The ZSFG Way

Key Accomplishments

- Two major 3P Improvement workshops took place for Psychiatric Emergency Services and the Kaizen Promotion Office.
- The ZSFG Way Strategic team hosted the Expanded Executive Committee Retreat on November 22, 2019.
- 24 of 50 Expanded Executive Leaders submitted their personal development targets by February 2020.
- Departments adapted DMS tools in response to COVID-19.



STAFF SHOUT-OUTS



“Shout out to all the ZSFG NICU nurses for staying calm in stressful code situations and for always helping residents find their way.”

“Sam Hoffman & the entire Materials Management department. Thank you for an amazing & tireless effort to keep our needed supplies available!” - Tom Taylor

“I want to share my appreciation of the staff and management at the BHC ARF, RCFE and MHRC. We are all working together as a great team. The challenges are tough, but we are strong and unified. Thank you.” -A Team Leader



“Thank you to the amazing OTOP staff: Nurses, NP, MD and counselors who deliver outstanding care every day to our patients.”

“Thanks to all staff for Protecting Each Other with face coverings and social distancing while waiting in line for the screening process to begin their shifts.”

“I’d like to shout out an appreciation to the team who is making our policies around COVID19. They are adopting changes constantly, based on the most current information, to keep us all safe. It’s not an easy job. I want to say thanks because the ZSFG policies allow me to come to work each day and feel protected. Thank you!”

“Shout out to all the staff in 6G (Women’s Option Center) who go above and beyond for their patients. You guys are an awesome team! Definitely a rare Gem!”

PATIENT LOVE LETTERS

Dear COVID-19 Response Team

You are **AMAZING!**

Thank you so much for all the hard work you do.
You are tremendously appreciated!
You work day and night to make sure others are healthy.

Truly you are **SELFLESS!**

You are kind, committed, dedicated, and respected. It is people like you that help keep others going, such inspiration should be admired.

You are **GREAT!**

We have so much gratitude towards you! Hopefully you are also taking care of yourself and staying safe and healthy! We are praying for you always.

Thank you so much!

“To: the SF General Staff & Emergency Personnel, thank you for relieving the suffering of others. Thank you for being a positive addition to humanity, your work is appreciated. I’m grateful.”

Dear COVID-19 Response Team

“To the healthcare workers at GH, thank you! For all that you are doing in this time of crisis. I know you are making HUGE personal sacrifices every day you go to work, and yet you still do. I hope you are getting the support you need.”

Thank you so much!

“Wow, thank you so much for ALL you do! I’m not even sure where to begin with all of my appreciation for you and everything you are doing in this great time of need. Know I am staying home and thinking about you and your family every day. We wouldn’t get through this without you! Thank you!”

“Thank you all so much for your service and literally keeping the community alive. I can’t wait to turn these lemons into cocktails for you all.”



IN SUMMARY

Historic Year

This year was marked by our incredible adaptability and response to multiple public health emergencies.

COVID-19

ZSFG staff rose to the challenge this year by working together to provide the highest quality of care to our patients amidst a global pandemic.

Gratitude

ZSFG would like to express deepest gratitude to our patients and community of San Francisco. We will continue to improve in FY2020-2021.



THANK YOU