HOSPITAL HEALTHCARE UPDATE REPORT

Presented to the JCC-ZSFG on February 28, 2017

By Susan Ehrlich, ZSFG Chief Executive Officer

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1 INPATIENT FLOW TEAM IMPROVEMENT WORKSHOP

During the week of February 6th, the Inpatient Flow team conducted a week-long improvement event focused on flow in our inpatient units.

The Flow team partnered with the Outpatient pharmacy to reduce delays in the discharge process associated with medications. At baseline, half of discharges are held up an average of 1 hour and 45 minutes due to medications. The delay had obvious implications for both patient experience and overall hospital flow.

During the workshop, the team standardized both the prescription delivery from the unit and the internal discharge pharmacy workflow. By standardizing the workflow, the team eliminated 85 minutes of wait per patient and reduced process steps to allow for every 30 minute deliveries.

Many thanks to the inpatient flow team for a successful improvement workshop!

2 UCSF Center for Vulnerable Population at ZSFG Celebrated 10th Anniversary

On Tuesday, January 31st, the 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. The CVP capped off its day of learning with an evening reception that featured a book reading by and discussion with the award-winning author Michael Chabon. 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 and is located on the campus of ZSFG. Beyond the local communities it serves, 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, including literacy, food policy, poverty, and minority status, with a focus on the clinical conditions of pre-diabetes, diabetes, and cardiovascular disease.

3 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.

“The clinic is a long-needed addition to Ward 86, where 1,600 of its 2,500 patients are 50 years or older, and where many have lived with HIV for at least two decades”, said Dr. Monica Gandhi, medical director of the ward.

4 Joint Commission IntraCycle Monitoring Educational Survey & CDPH Relicensing Survey

Joint Commission IntraCycle Monitoring Educational Survey

On February 1st, three Joint Commission surveyors began Day 1 of the ZSFG Joint Commission Intra-cycle Monitoring Education Survey. During the three-day survey, surveyors conducted individual tracer

tours on the inpatient units, reviewed hospital practices in infection control, data management, environment of care, and emergency management and surveyed the Skilled Nursing Care Center.

The survey went well and the findings we will respond to will help ensure our regular unannounced triennial survey – that could happen anytime between now and the summer -- will go as well as possible. Upon exit, the surveyors were complimentary of our staff and the organization's survey preparedness. Many thanks to our staff for their hard work. This survey will serve ZSFG well as we continue to prepare for Triennial JC Survey.

CDPH Relicensing Survey

On February 14th, CDPH surveyors arrived to conduct a four day survey with hospital leadership. The survey was focused on patient safety, medication management, hospital medication-error reduction plan (MERP), and nursing care.

The triennial re-licensing survey was successful and ZSFG is officially re-licensed 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.

The surveyors were complimentary of the nursing care provided by ZSFG's nursing staff. There were no direct findings in patient care. The surveyors stated they enjoyed their week interacting with our frontline staff and patients.

On February 17th, the surveyors exited and shared findings that were minor in scope.

Congratulations to all the staff who continue to live the mission of the organization each day!

5 ZSFG 36TH ANNUAL EMPLOYEE RECOGNITION DINNER JANUARY 20TH

On January 20th, ZSFG celebrated the 36th Annual Employee Recognition Dinner. Employees who have served 10, 15, 20, 25, 30, or 35 years were invited to attend a milestone recognition reception. This years' Service Awards ceremony honored over 170 employees.

After opening remarks from Susan Ehrlich, Chief Executive Officer, and Todd May, Chief Medical Officer, our very own Elizabeth Carthagena-Meyer recognized each employee in attendance with a service pin.

ZSFG is especially proud to recognize Wilfredo Lim, Accounting Manager, for the Executive Administrator's Award. During his time at ZSFG, Wilfredo worked diligently on many projects, such as Bldg. 5 renovation and retrofit, elevator replacement, service building retrofit, emergency generator, and implementation of the Materials Management purchasing and inventory control system.

Most recently, Wilfredo has been instrumental in the selection and testing of the new city wide People Soft Accounting system, F$P, that will replace the old FAMIS system. This project has been several years in the planning and will soon be a reality in July 2017.

ZSFG and the city have been fortunate to have such a dedicated, knowledgeable, humble and outstanding Accounting professional. ZSFG not only recognized Willie for his dedication, but also for his 35 years of service at ZSFG.

Many thanks to our honorees and Wilfredo Lim for continuing to make ZSFG an exceptional place.

6 THE MAYOR'S SIGNING CEREMONY AND RECEPTION FOR NEW RESEARCH AND ACADEMIC BUILDING AT ZSFG

On February 13th, San Francisco Mayor Ed Lee and UC San Francisco (UCSF) Chancellor Sam Hawgood held an official signing ceremony marking the approval of the ordinance that allows UCSF to construct a new research and academic building at ZSFG. The ceremony was followed by a celebration that included leaders from the Department of Public Health, the City and County of San Francisco, UCSF, and many community representatives.

ZSFG represents a partnership between UCSF and the City and County of Francisco that spans nearly 150 years. Approval for UCSF to construct a state-of-the-art research and academic building on the ZSFG campus – together with the new hospital and soon-to-be-renovated ambulatory care center – ensures that ZSFG will be in a strong position to provide for and protect the health of all San Franciscans for years to come.

7 VIDEO: HEALTH CARE AND HIGH RELIABILITY – A CAUTIONARY TALE FROM THE JOINT COMMISSION

The Executive Team will share a Joint Commission video titled, "Health Care and High Reliability: A Cautionary Tale". Joint Commission President Mark R. Chassin, M.D., FACP, M.P.P., M.P.H., discusses how far away health care is from high reliability and The Joint Commission's efforts to accelerate high reliability.

The direct link can be accessed via https://vimeo.com/148549647

8 PATIENT FLOW REPORT FOR JANUARY 2017

Attached please find a series of charts depicting changes in the average daily census.

Medical/Surgical

Average Daily Census was 224.10 which is 110% of budgeted staffed beds level and 89% of physical capacity of the hospital. 6.91 % of the Medical/Surgical days were lower level of care days: 1.07% administrative and 5.84% decertified/non-reimbursed days.

Acute Psychiatry

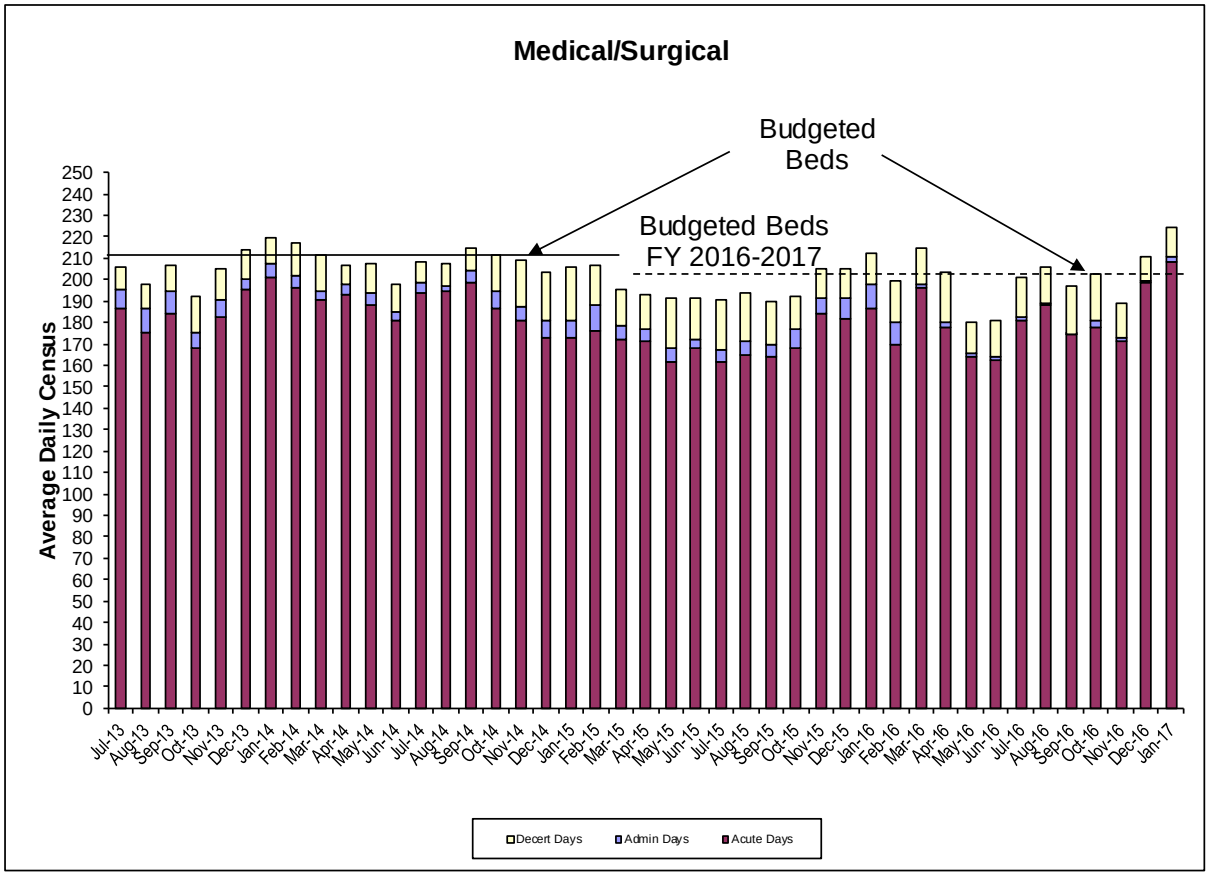
Average Daily Census for Psychiatry beds, **excluding 7L,** was 43.52, which is 98.9% of budgeted staffed beds and 64.9% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.74, which is 82% of budgeted staffed beds (n=7) and 47.8% of physical capacity (n=12). Latest Utilization Review data from the INVISION System shows 58.64% non-acute days (56.26% lower level of care and 2.37% non-reimbursed).

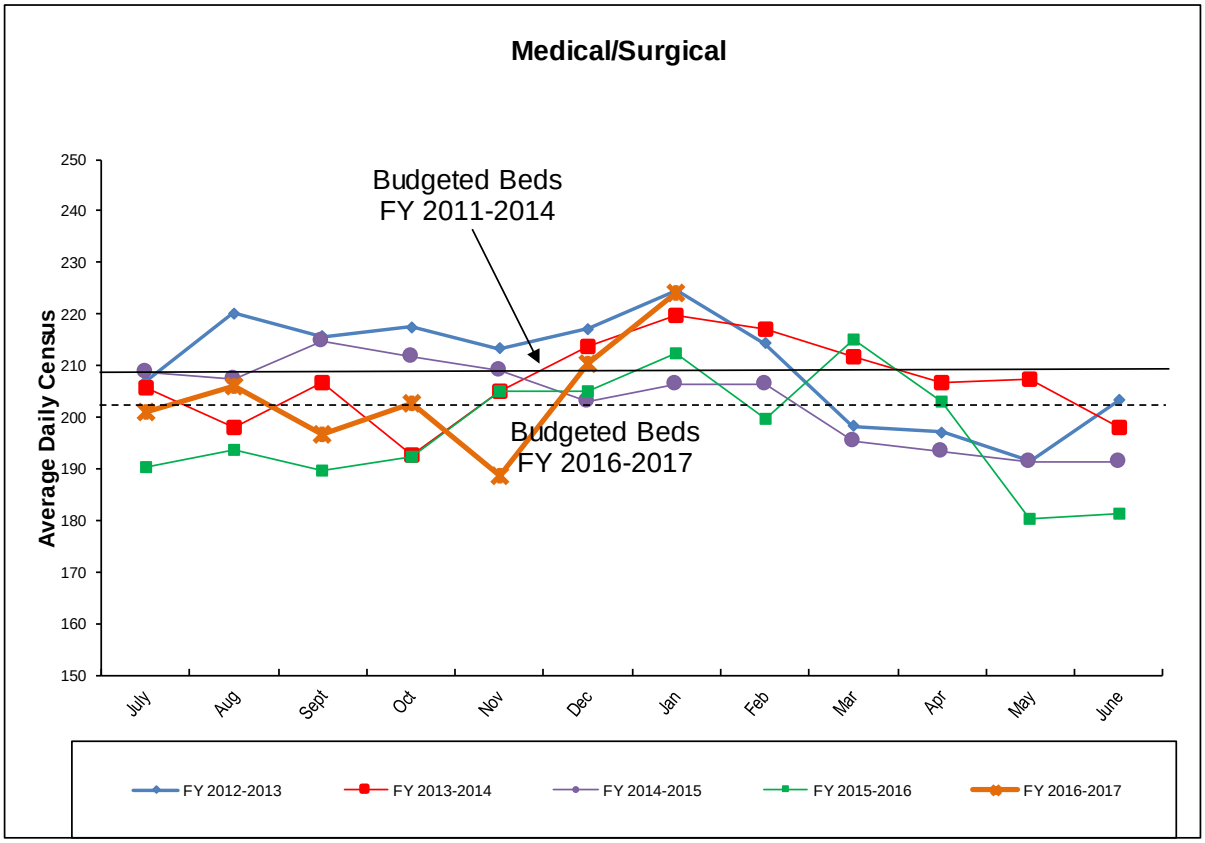
4A Skilled Nursing Unit

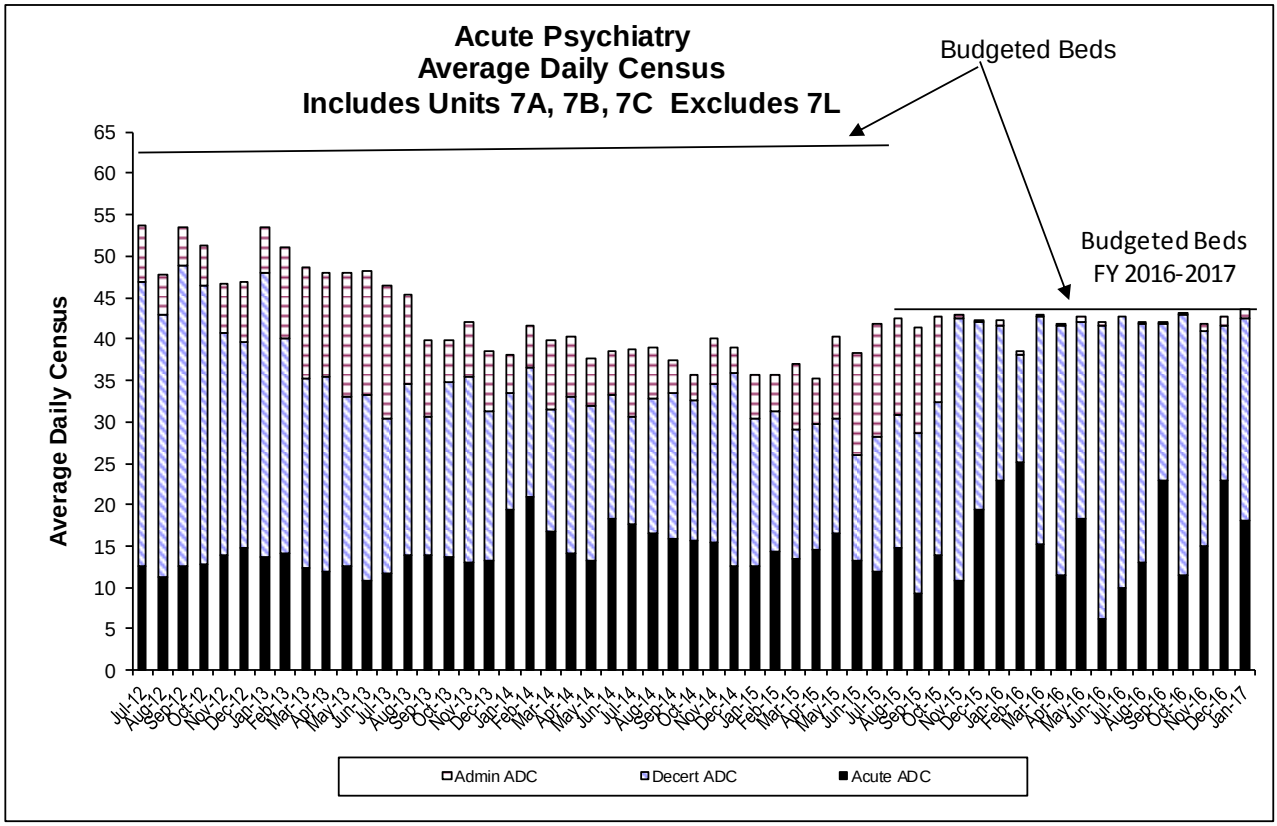
ADC for our skilled nursing unit was 25.67, which is 91.7% of our budgeted staffed beds and 85.6% of physical capacity.

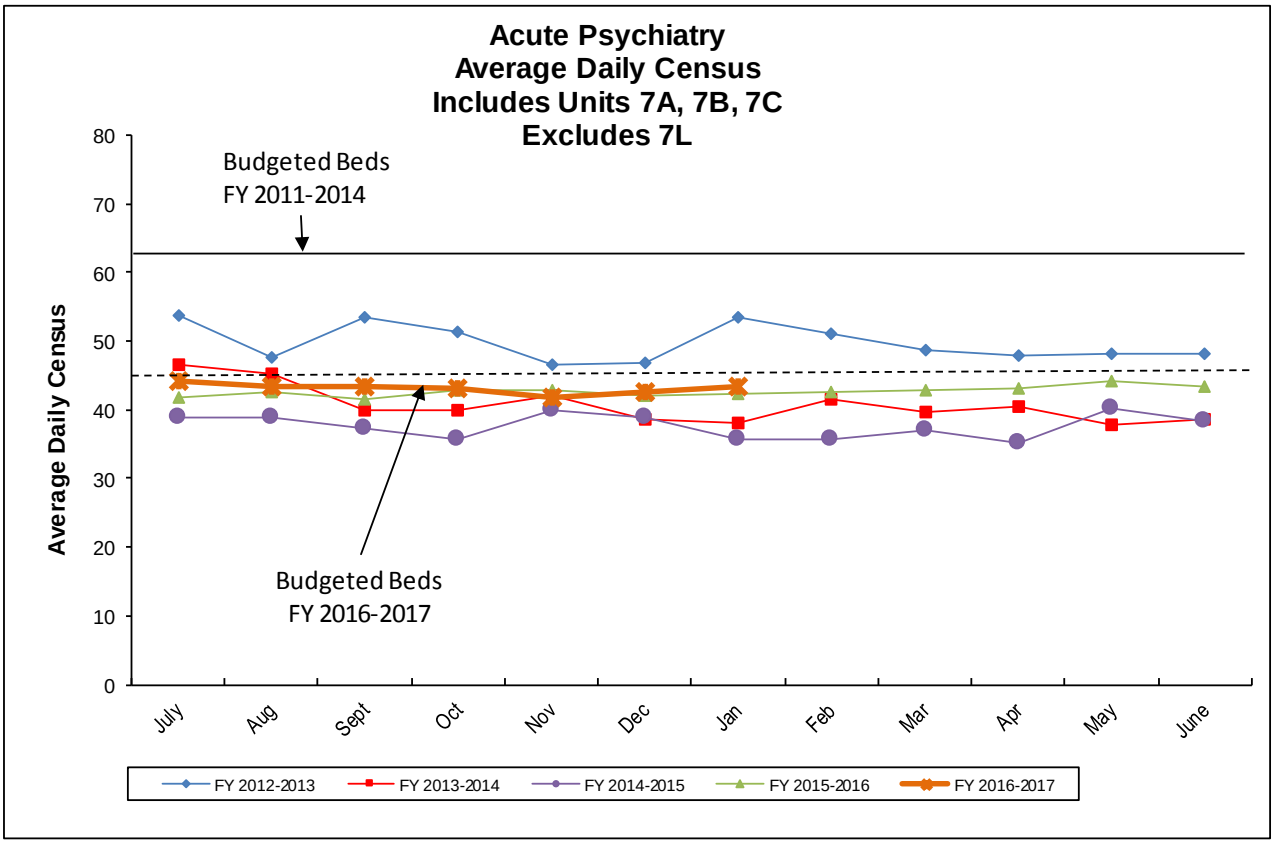
9 SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2016-2017

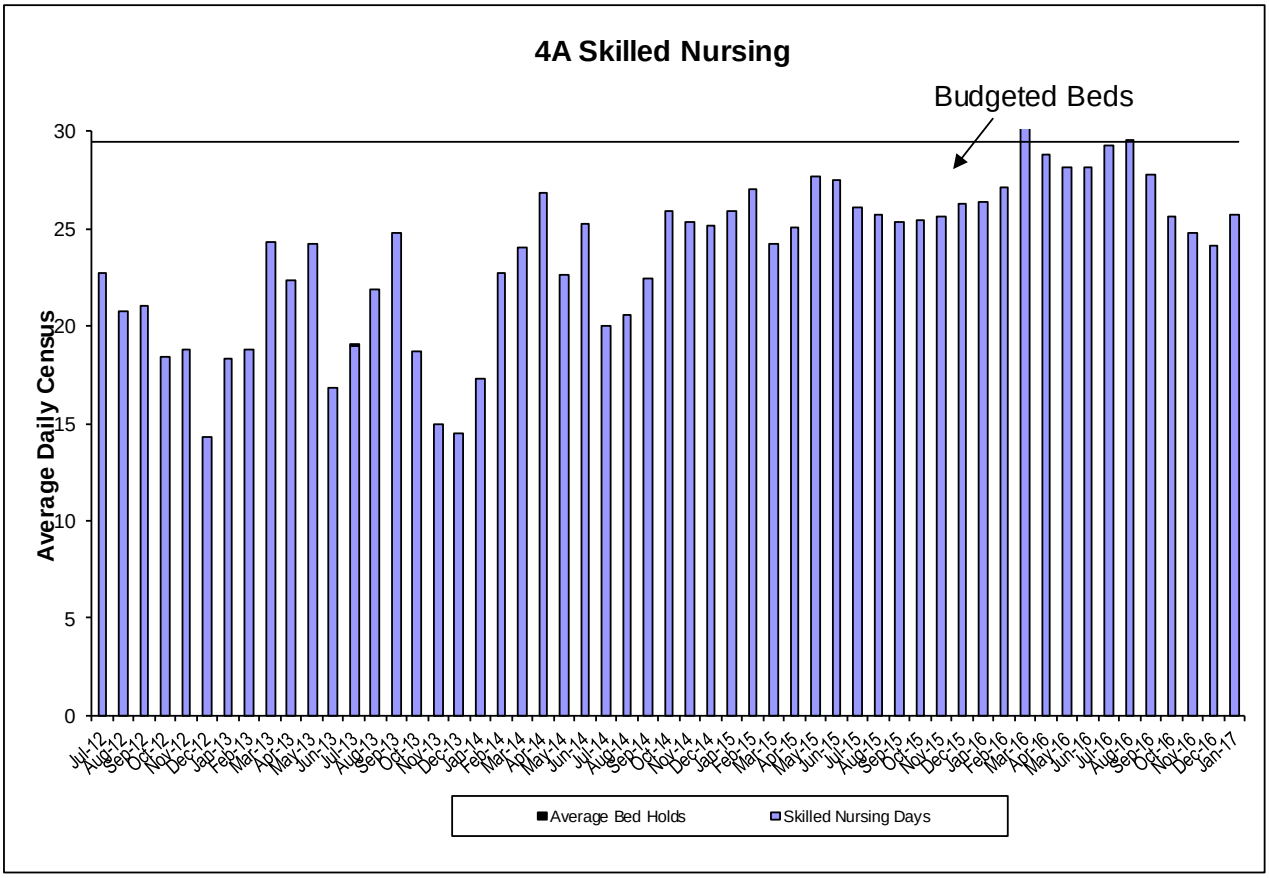
For Pay Period ending January 27, 2017, Zuckerberg San Francisco General recorded a 3.68% variance between Actual and Budgeted salary cost – actuals were $526,736 over budget. For variance to budget year-to-date, San Francisco General Hospital has a negative variance of $5,213,450 /2.6%.

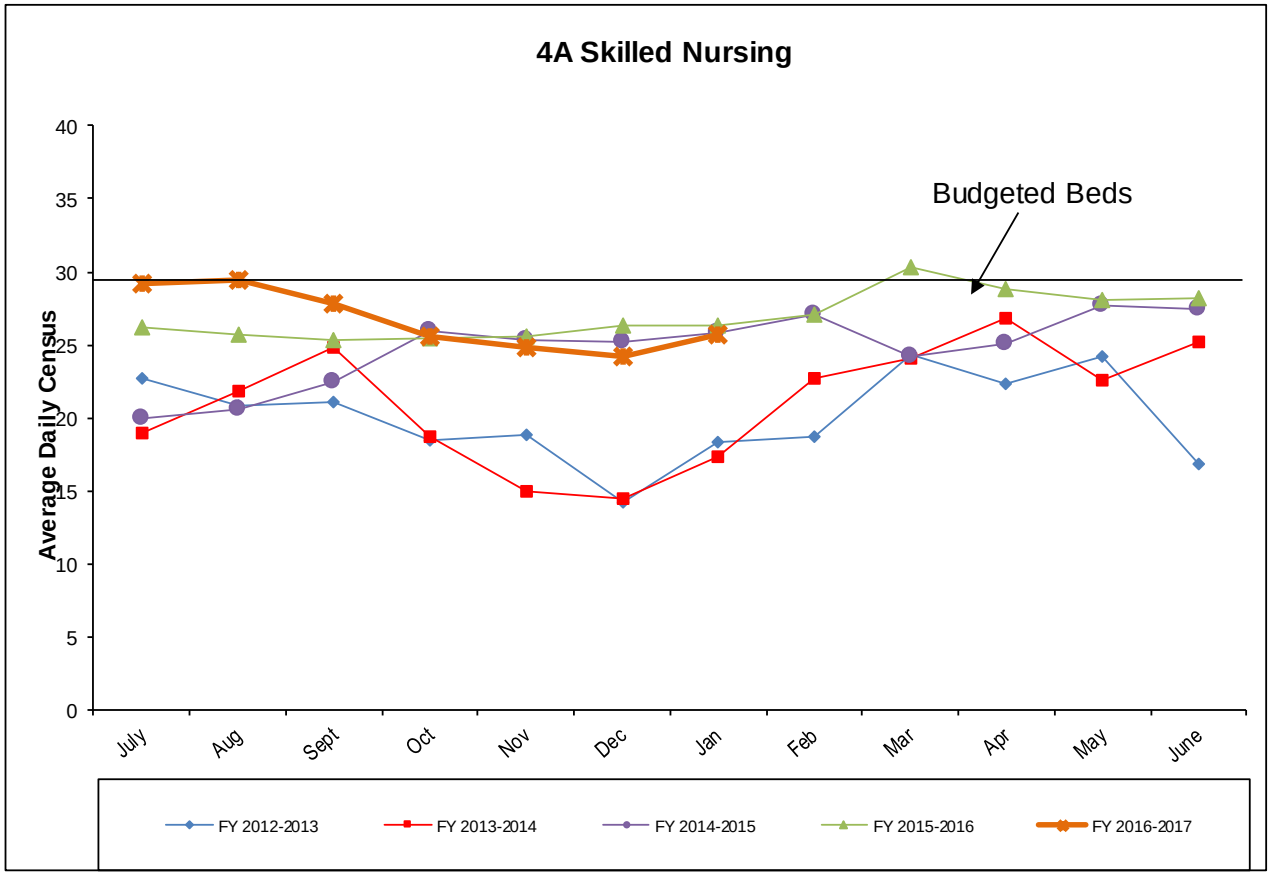

Medical/Surgical
Budgeted Beds
Budgeted Beds FY 2016-2017
Average Daily Census
Decert Days
Admin Days
Acute Days

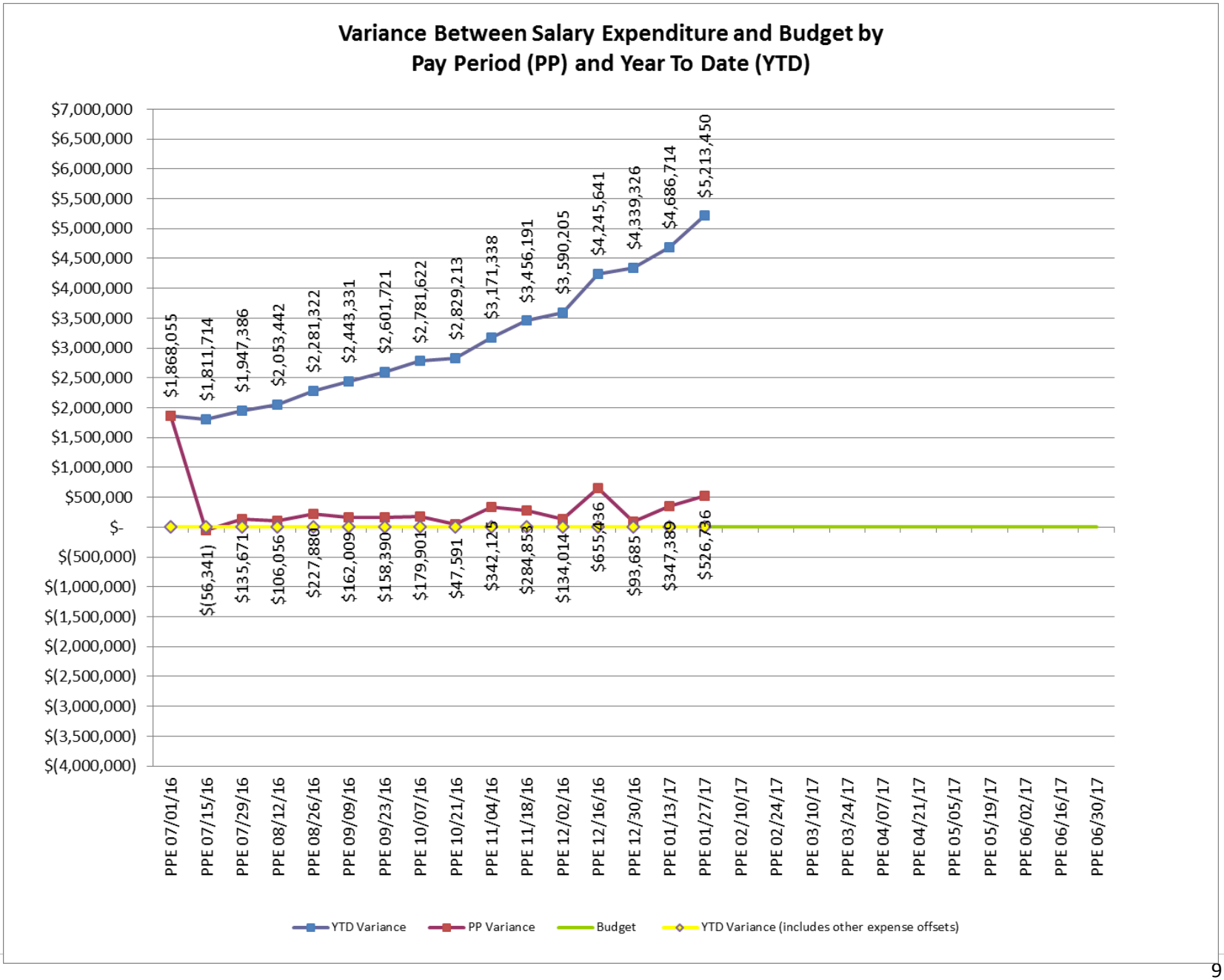

Medical/Surgical
Budgeted Beds FY 2011-2014
Budgeted Beds FY 2016-2017
Average Daily Census
July
Aug
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
June
FY 2012-2013
FY 2013-2014
FY 2014-2015
FY 2015-2016
FY 2016-2017


Acute Psychiatry
Average Daily Census
Includes Units 7A, 7B, 7C Excludes 7L
Budgeted Beds
Budgeted Beds
FY 2016-2017
Average Daily Census
Admin ADC
Decert ADC
Acute ADC


Acute Psychiatry
Average Daily Census
Includes Units 7A, 7B, 7C
Excludes 7L
Budgeted Beds
FY 2011-2014
Budgeted Beds
FY 2016-2017
Average Daily Census
July
Aug
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
June
FY 2012-2013
FY 2013-2014
FY 2014-2015
FY 2015-2016
FY 2016-2017


4A Skilled Nursing
Budgeted Beds
Average Daily Census
30
25
20
15
10
5
0
Jul-12
Aug-12
Sep-12
Oct-12
Nov-12
Dec-12
Jan-13
Feb-13
Mar-13
Apr-13
May-13
Jun-13
Jul-13
Aug-13
Sep-13
Oct-13
Nov-13
Dec-13
Jan-14
Feb-14
Mar-14
Apr-14
May-14
Jun-14
Jul-14
Aug-14
Sep-14
Oct-14
Nov-14
Dec-14
Jan-15
Feb-15
Mar-15
Apr-15
May-15
Jun-15
Jul-15
Aug-15
Sep-15
Oct-15
Nov-15
Dec-15
Jan-16
Feb-16
Mar-16
Apr-16
May-16
Jun-16
Jul-16
Aug-16
Sep-16
Oct-16
Nov-16
Dec-16
Jan-17
Average Bed Holds
Skilled Nursing Days


4A Skilled Nursing
Budgeted Beds
Average Daily Census
40
35
30
25
20
15
10
5
0
July
Aug
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
June
FY 2012-2013
FY 2013-2014
FY 2014-2015
FY 2015-2016
FY 2016-2017


Variance Between Salary Expenditure and Budget by
Pay Period (PP) and Year To Date (YTD)
$7,000,000
$6,500,000
$6,000,000
$5,500,000
$5,000,000
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
$(500,000)
$(1,000,000)
$(1,500,000)
$(2,000,000)
$(2,500,000)
$(3,000,000)
$(3,500,000)
$(4,000,000)
$1,868,055
$1,811,714
$1,947,386
$2,053,442
$2,281,322
$2,443,331
$2,601,721
$2,781,622
$2,829,213
$3,171,338
$3,456,191
$3,590,205
$4,245,641
$4,339,326
$4,686,714
$5,213,450
$(56,341)
$135,671
$106,056
$227,880
$162,009
$158,390
$179,901
$47,591
$342,125
$284,853
$134,014
$655,436
$93,685
$347,389
$526,736
PPE 07/01/16
PPE 07/15/16
PPE 07/29/16
PPE 08/12/16
PPE 08/26/16
PPE 09/09/16
PPE 09/23/16
PPE 10/07/16
PPE 10/21/16
PPE 11/04/16
PPE 11/18/16
PPE 12/02/16
PPE 12/16/16
PPE 12/30/16
PPE 01/13/17
PPE 01/27/17
PPE 02/10/17
PPE 02/24/17
PPE 03/10/17
PPE 03/24/17
PPE 04/07/17
PPE 04/21/17
PPE 05/05/17
PPE 05/19/17
PPE 06/02/17
PPE 06/16/17
PPE 06/30/17
YTD Variance
PP Variance
Budget
YTD Variance (includes other expense offsets)