



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# *Zuckerberg Patient Care Quality Improvement (ZPCQI) Fund*

Susan Ehrlich, MD, MPP  
Joint Conference Committee  
August 28, 2018



San Francisco Department  
of Public Health

# BACKGROUND

Priscilla Chan and Mark Zuckerberg's unprecedented \$75 million grant received by Foundation (2015)

Convened Patient Care QI Governing Body and Working Group

Developed project criteria and evaluation process

Developed fund oversight and disbursement structure

**First Round projects approved**

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*Purpose of ZPCQI Fund was to help equip and optimize Building 25 and to support entire campus by providing staff with the resources to continually improve the quality of patient care.*

# FIRST ROUND PROJECTS

*First round of projects totaling approximately \$9 million over next four years*



## *Category 1*

- Continued optimization of Building 25 for access, readiness and safety



## *Category 2*

- Continued transformation of the patient, staff and visitor experience



## *Category 3*

- Investing in our future by enabling leaders to transform patient care

# OVERALL PROCESS ACHIEVEMENTS

- 1) Financial oversight developed
- 2) Disbursement process developed
- 3) Established reporting structure

# CATEGORY 1: B25 OPTIMIZATION

1

## ***Forensic Unit***

## ***Readiness Project***

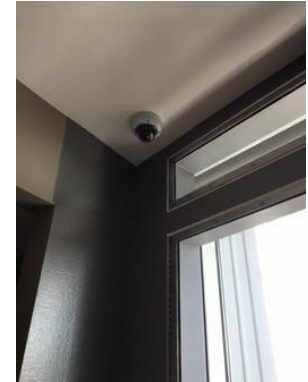
Safety and security improvements made to fortify the four beds in this area

### **Current State:**

- Added Barriers
- Security improvements
- Door Hardware

**Barriers:** Sheriff Staffing

**Future State:** Occupy unit



# CATEGORY 1: B25 OPTIMIZATION

2

## ***Mezzanine Safety Enhancement Project***

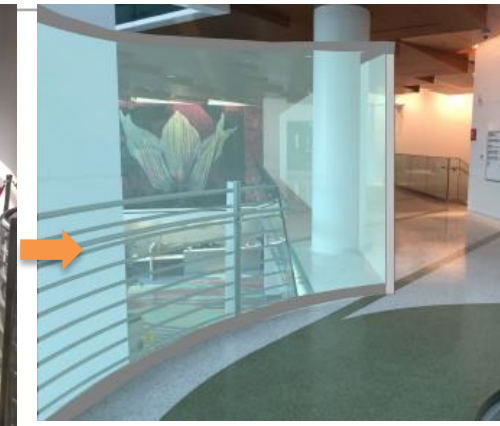
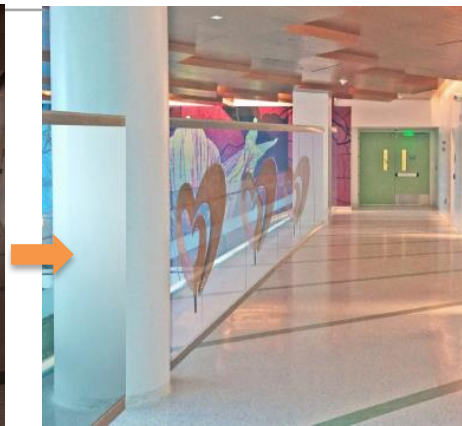
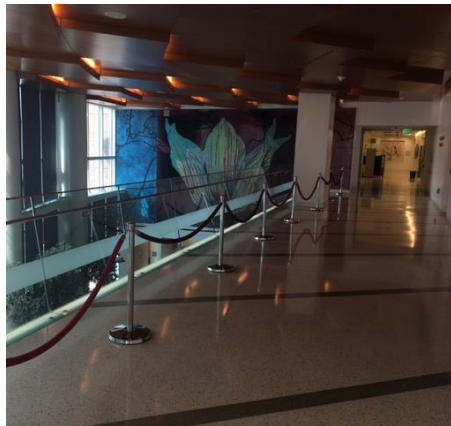
Construction of a glass barrier set back from the edge of the mezzanine

### **Current State:**

- Design completion
- Permit approved by OSHPD
- Contractor selected, finalizing award

**Barriers:** Design and contracting process complexities

**Future state:** Construction to begin Fall, 2018



# CATEGORY 1: B25 OPTIMIZATION

3

## ***Emergency Department Access and Flow Improvement Project***

Redesign the patient entrance space to improve access and flow in this critical area.

### **Current State:**

Awarded contract to FCA-Aviva JV design firm, design underway.

**Barriers:** Closeout of 2008 Bond work resulted in a delay which resolved as funds became available.

### **Future State:**

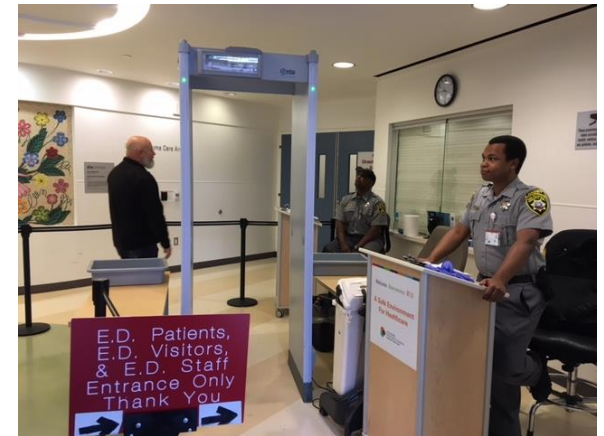
- Complete construction: late Q1 2019



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# CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

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## ***Building 5 – Lobby Remodel Project***

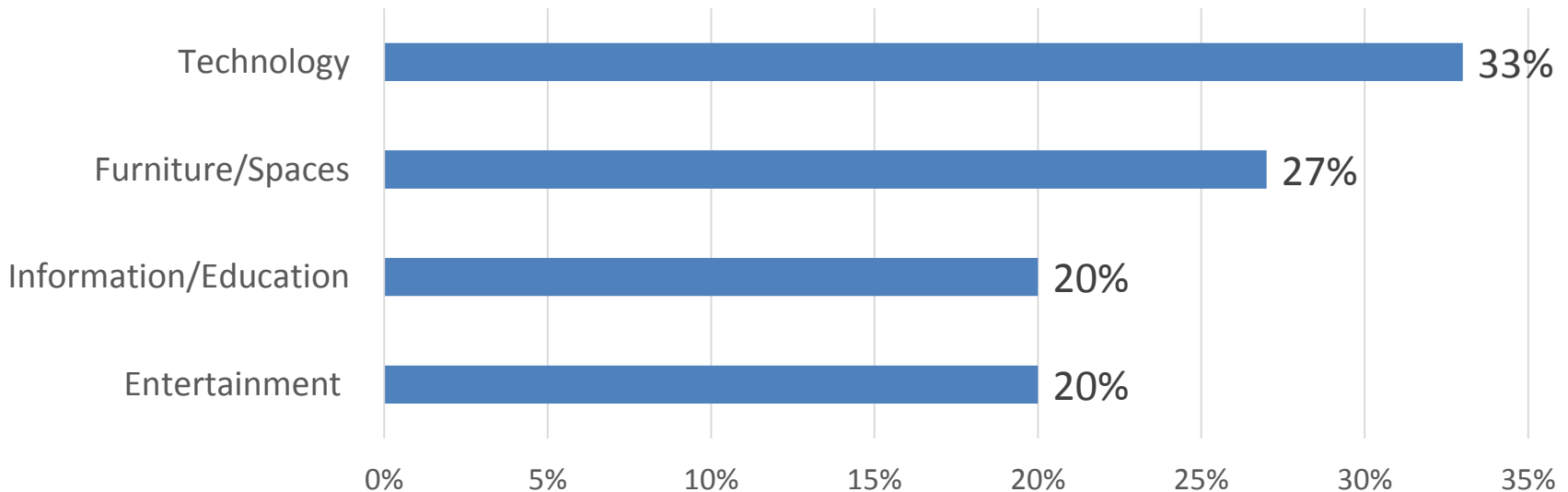
Redesign the Building 5 lobby, including the gift shop area.

### **Current State**

- Conducted patient and visitor assessment of lobby

### **Future State**

- Collaborate with ZSFG project manager to scope out remodel





# CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

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## ***Campus-wide Wayfinding and Navigation Support Project***

Optimize physical signage in Building 25 and around the entire campus

Utilize technology to appropriately direct staff, patients and visitors

### **Current State**

- The contract has been finalized.
- Phase 1 Began July 5<sup>th</sup>, 2018.

### **Future State**

- Implementation and Construction by January 1, 2020.

# CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

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## ***Nutrition Service Transformation Project***

Expand and redesign the café food servery within the cafeteria

Redesign the stations to improve flow and develop a sustainable 'grab n go' food dispensing machine.

### **Current State**

- Consultant onboarding
- Bon Appetite assessing servery design

### **Barriers**

- Coordination of multiple projects affecting FNS

### **Future State**

- Project Manager onboarding
- Design Team Selection

# CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

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## Expansion of Interpreter Services

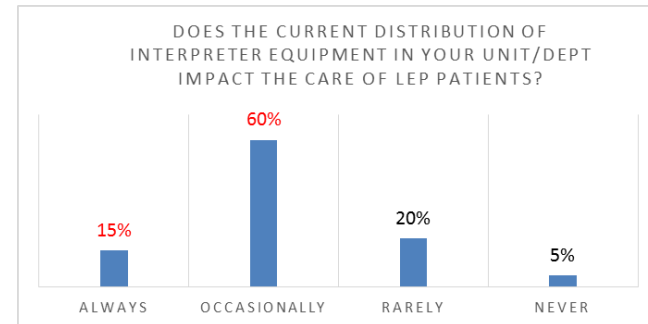
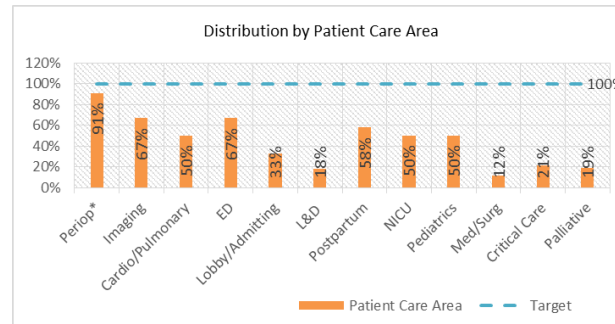
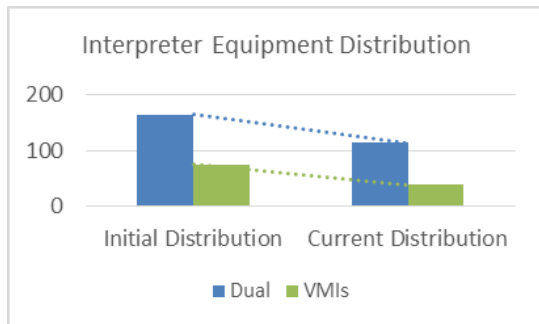
Optimize Building 25 patient rooms with affixed interpreter technology.

### Current State:

Piloting Language Access Distribution on H76/78

### Future State:

By June 2019, staff/providers in optimized units will report that their units are fully equipped up with interpreter equipment



# CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

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## **Strategic and Leadership Coaching Project**

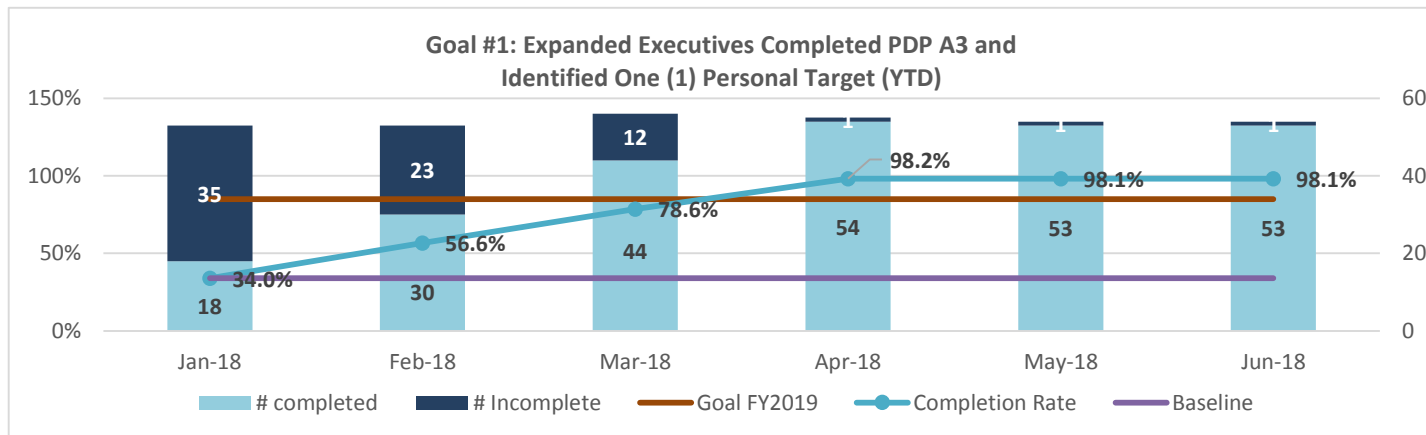
Support our leaders in achieving ZSFG True North strategic goals

### Current State:

- Daily Management Training ongoing
- Leader Standard Work implemented
- PDP A3 goals established

### Future State

- Complete DMS training in 13 Departments by July, 2019.
- Continuous Strategic Planning cycle



# CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

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## Professional Development and Kaizen Promotion Office (KPO) Fellowship Program

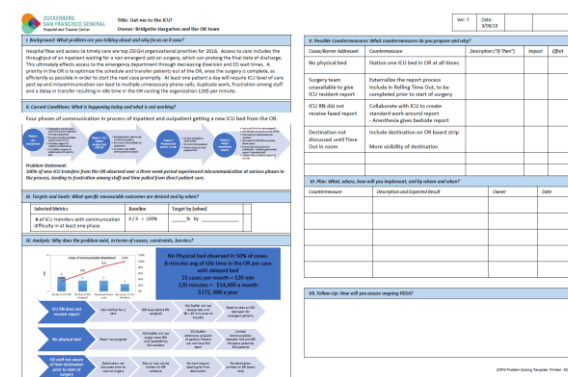
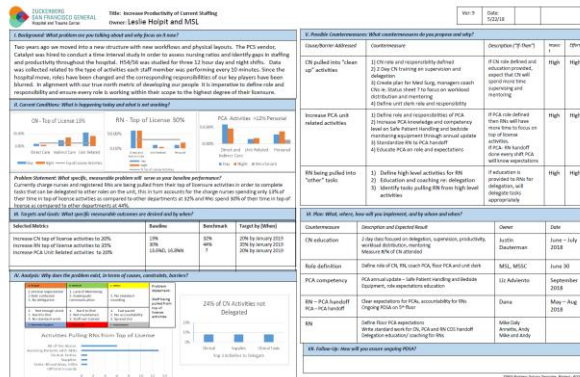
Create a new Kaizen Promotion Office Fellowship program

### Current State:

Current year fellows are making excellent progress, meeting all goals, and are on target to exceed expectations.

### Future State:

- Principle Based Leadership development
- Lead team in Daily Management implementation



# CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

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## Access & Flow Improvement Work Coaching Project

External coaching on our improvement work to increase overall access and flow throughout ZSFG.

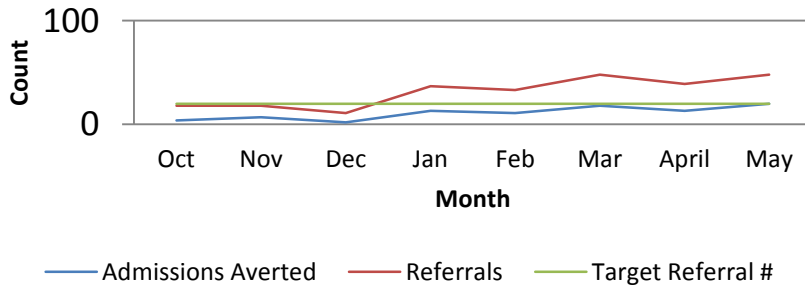
### Current State:

- Department drivers related to flow

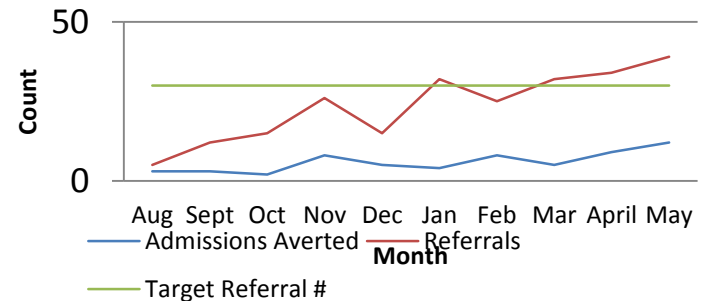
### Future State

- Continue to align departmental drivers to True North flow metrics

ED Social Medicine Consults



ED Pharmacy Meds-in-Hand PDSA



# CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

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## ***Access & Flow Improvement Work Coaching Project***

External coaching on our improvement work to increase overall access and flow throughout ZSFG.

### **Current State**

- Emergency Department and Urgent Care flow improvements

### **Future State**

- Spread improvement work throughout ZSFG



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# NEXT STEPS FOR ZPCQI

1. Each project to continue to meet milestones and provide updates
2. Report overall ZPCQI update to JCC in 6 months
3. Continue to improve reporting and reimbursement processes



# THANK YOU

We are grateful to Dr. Priscilla Chan and Mark Zuckerberg for their continued support.

ZPCQI FUND

# SUPPLEMENTAL DOCUMENTATION

# ZPQI FUND – ROUND 1

Projects At-A-Glance	ESTABLISHED CRITERIA										PROJECTED BUDGET & SPEND				
												(If multi-year) Estimated Spend	(If multi-year) Estimated Spend	(If multi-year) Estimated Spend	(If multi-year) Estimated Spend
	Institutional Metric	Evidence of Need	Existing Funding Source	Change / Impact	True North Alignment	Business Case	Accountability	Improvement Incentives	Investment Required	Philanthropy Attractiveness					
Category: Optimizing Building 25 for Access, Readiness and Safety (3)											Estimated Total Project Budget	FY17	FY18	FY19	FY20
Forensic Unit Readiness Project	Addresses HCAHPS & CMS Star Rating	"Left without being triaged" (LWBT) cases would improve by 40%	Bond Funds Exhausted	Transformational change: Creating improved work flows and increased safety	Aligns under Care Experience, Safety and Quality	Opens new operational space; Improves patient experience	Project Management Team Tracking Tools and Oversight Reporting	Patient Experience via HCAHPS Survey CMS Rating	One-time investment will be supported as required by current structure.	Projects improve overall experience of patients, staff and visitors. Mezzanine and ED entrance have high visibility.	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -
Mezzanine Safety Enhancement											\$ 600,000	\$ 15,000	\$ 585,000	\$ -	\$ -
Emergency Department Access and Flow Improvements			Operating funds over-subscribed								\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -
<b>Subtotal Category 1 Projects Budget</b>											<b>\$ 1,250,000</b>	<b>\$ 515,000</b>	<b>\$ 735,000</b>	<b>\$ -</b>	<b>\$ -</b>
Category: Transforming Patient, Staff and Visitor Experience (4)											Estimated Total Project Budget	FY17	FY18	FY19	FY20
Building 5 - Lobby Remodel	Addresses HCAHPS & CMS Star Rating	Based on patient feedback; identified gaps in services	Care Experience Exhausted; Office of Patient Experience Staff	Current tools = incremental change Proposed tools = Transformational change	Aligns under Care Experience	Improved patient experience; PR value; ZSFG can be competitive	Patients hold us accountable, via survey, grievances, and chief care experience leadership providing oversight	Patient Experience via HCAHPS survey CMS rating	One-time investment will be supported by current structure	Implemented improvements can turn into locally and nationally recognized best practices; Potential donor to provide additional support (food).	\$ 570,000	\$ -	\$ 325,000	\$ 245,000	\$ -
Campus-wide Wayfinding and Navigation Support											\$ 3,650,000	\$ 50,000	\$ 2,050,000	\$ 1,450,000	\$ 100,000
Food and Nutrition Service Transformation											\$ 1,185,500	\$ 25,000	\$ 579,500	\$ 581,000	\$ -
Expansion of Interpreter Services											\$ 612,550	\$ -	\$ 479,550	\$ 133,000	\$ -
<b>Subtotal Category 2 Projects Budget</b>											<b>\$ 6,018,050</b>	<b>\$ 75,000</b>	<b>\$ 3,434,050</b>	<b>\$ 2,409,000</b>	<b>\$ 100,000</b>
Category: Investing in Our Future: Enabling Leaders to Transform Patient Care (3)											Estimated Total Project Budget	FY17	FY18	FY19	FY20
Strategic and Leadership Coaching	Addresses Length of Stay; CMS Star Rating; Time on Diversion; Total Joint Care; Harm Reduction; Readmissions; LLOC	Aligned to implement with ZSFG strategic plan	Kaizen Promotion Office	Transformational change in leadership development	Aligns under Workforce Development, Care Experience, Quality and Safety	Standardized method for performance improvement; Developing our future leaders; Building on prior successes	Accountable to accomplishment of True North goals Jenna Bilinski, RN, William Huen, MD, Brent Costa	CMS star rating; Length of Stay Reduction; Staff Retention	One-time investment will be supported by current structure; Will eliminate reliance on future contracted resources.	Process improvement not always attractive to philanthropic support but an essential ingredient to all areas of ZSFG.	\$ 309,820	\$ 61,360	\$ 168,060	\$ -	\$ -
Professional Development and KPO Fellowship Program											\$ 1,220,941	\$ 254,720	\$ 733,361	\$ 218,361	\$ -
Access & Flow Improvement Work Coaching											\$ 283,200	\$ 118,000	\$ 165,200	\$ -	\$ -
<b>Subtotal Category 3 Projects Budget</b>											<b>\$ 1,813,961</b>	<b>\$ 434,080</b>	<b>\$ 1,066,621</b>	<b>\$ 218,361</b>	<b>\$ -</b>
<b>TOTAL</b>											<b>\$ 9,082,011</b>	<b>\$ 1,024,080</b>	<b>\$ 5,235,671</b>	<b>\$ 2,627,361</b>	<b>\$ 100,000</b>
<b>GRAND TOTAL FOR ALL CATEGORIES &amp; ESTIMATED FY SPEND</b>															