

# HOSPITAL HEALTHCARE UPDATE REPORT

Presented to the JCC-ZSFG on August 28, 2018

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## 1 ZSFG EQUITY COUNCIL

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Delivering equitable care to our patients begins with developing a culture of inclusion in our work. Considering this, ZSFG Equity Council developed and implemented a survey on July 30<sup>th</sup> asking staff to share their experiences and perspectives on Equity in the past year. To be the best hospital for our patients and community, we must support a culture where our staff can find joy in their work. That's why it's so important that all of our staff participate in the Equity Survey. Responses will help us understand what strategies, resources and tools our staff need to eliminate disparities and promote inclusion. As of Friday, August 17, 2018 over 900 employees have responded. Our goal is 1,000 responses by August 31<sup>st</sup>.

## 2 BABY FRIENDLY SURVEY

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This month, the Baby Friendly USA Organization conducted a survey of Maternal Child Health (MCH). The surveyors were extremely complimentary of all the staff and the excellent care they provide to our patients. One of the surveyors stated, *"Thank you so much for inviting us to survey your facility, the staff are wonderful, innovative, and provide a much needed and necessary service to the community"*.

The survey consisted of the following:

- A tour of inpatient and outpatient settings to ensure required regulatory signage was posted in multiple areas
- Interviews with frontline staff, providers, current patients, and patients that had been discharged

- Review of medical records
- Observation of a delivery
- Visited outpatient settings to ensure adequate follow up for breast feeding moms
- Review of educational material given to patients, on-going education for our MCH staff, and hospital purchase orders for formula

We await the surveyors' official report and findings.

### 3 ZSFG COMMUNITY ENGAGEMENT COMMITTEE

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In 2012, inspired by the hospital's rebuild project, Zuckerberg San Francisco General Hospital (ZSFG) established the Community Engagement Committee. The committee is composed of patient advisors who partner with hospital staff and managers on various patient experience projects. Advisors influence the patient experience through honest feedback and promote patient and community engagement. This year, the committee's focus includes wayfinding solutions, communication to patients on capital projects, and supporting the implementation of the new EHR. Advisors have vetted wayfinding signage proposals, have worked closely with the capital project's Public Relations officer to strengthen the communication strategy and shared insightful recommendations to develop a patient-centered and user-friendly EHR patient portal. Our advisors are valued partners, committed to enhancing the patient and family experience.



Patient Advisor and year since service (left to right) **top row:** Greg Richardson, 2015; Mark Walsh, 2017; **middle row:** Jane Redmond, 2013; Judith Burns, 2015; Patient Advisory Leaders: Liliana Cabrera, 2017; Chomei Johnson, 2010; **front row:** Patrick McKenna, 2016; Robert Grant. 2016; **not photographed:** Thesesa Wallace, 2015; Sharon Pappas, 2016; Epee Rafana; 2011.

## 4 VALUE-BASED PURCHASING

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ZSFG received our first positive payment adjustment for the Hospital Value-Based purchasing program. Hospital Value-Based purchasing is a Centers for Medicare & Medicaid services pay for performance program. It rewards hospitals based on quality of care provided and patients' experience of care. This is the strongest performance from ZSFG since the program's inception in 2013; our improved performance is due to focused improvement work in the True North areas of Quality, Safety, and Care Experience.

## 5 PATIENT FLOW REPORT FOR JULY 2018

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

### MEDICAL/SURGICAL

Average Daily Census was 231.65 which is 114% of budgeted staffed beds level and 92% of physical capacity of the hospital. 21.15% of the Medical/Surgical days were lower level of care days: 2.67% administrative and 18.48% decertified/non-reimbursed days.

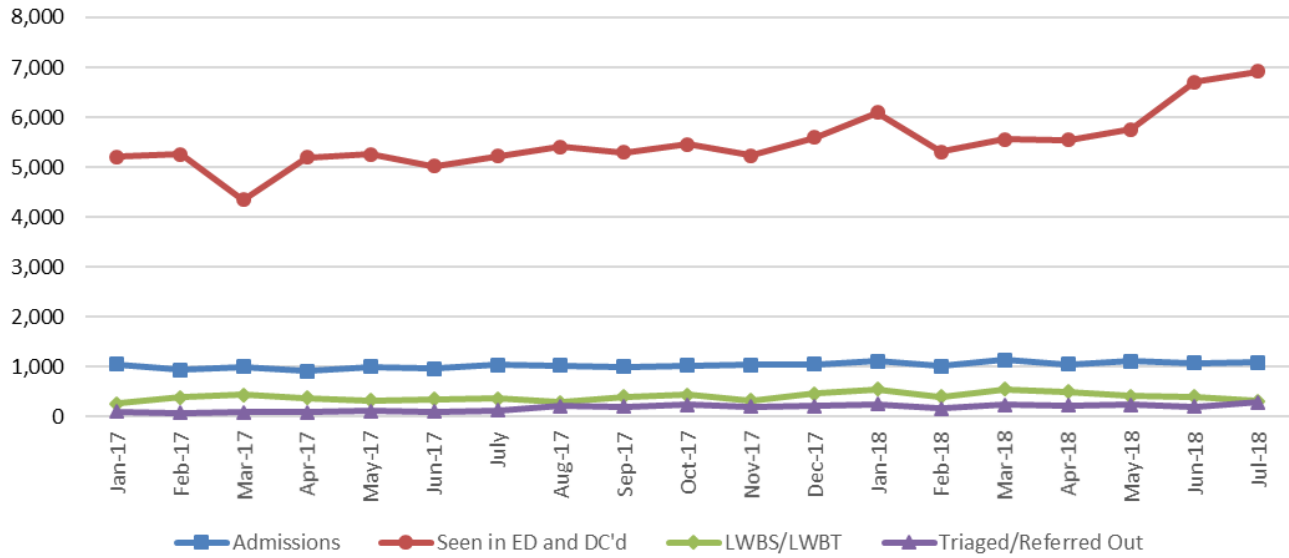
### ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, **excluding 7L**, was 41.10, which is 93.4% of budgeted staffed beds and 61.3% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.52, which is 78.9% of budgeted staffed beds (n=7) and 46.0% of physical capacity (n=12). Utilization Review data from the INVISION System shows 73.16% non-acute days (57.38% lower level of care and 15.78% non-reimbursed).

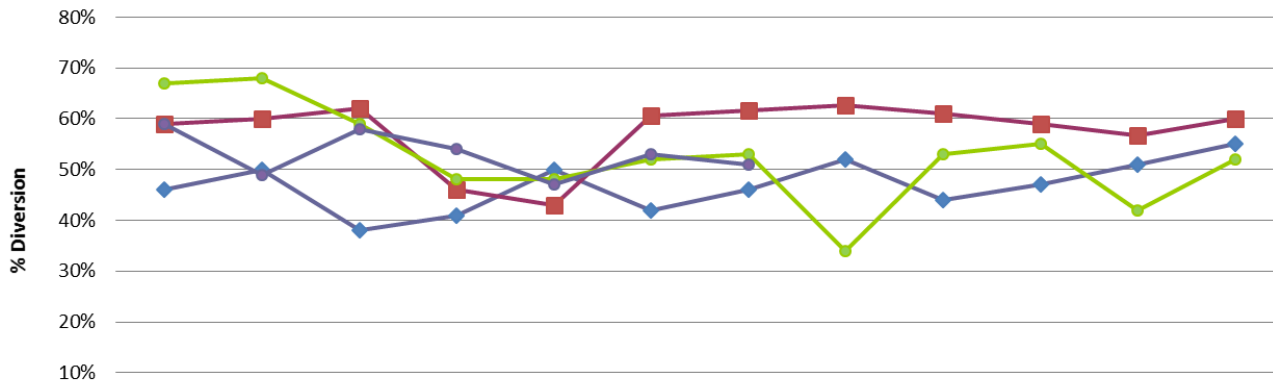
### 4A SKILLED NURSING UNIT

ADC for our skilled nursing unit was 28.35, which is 103.8% of our budgeted staffed beds and 94.5% of physical capacity.

### Emergency Department Total Census Activities

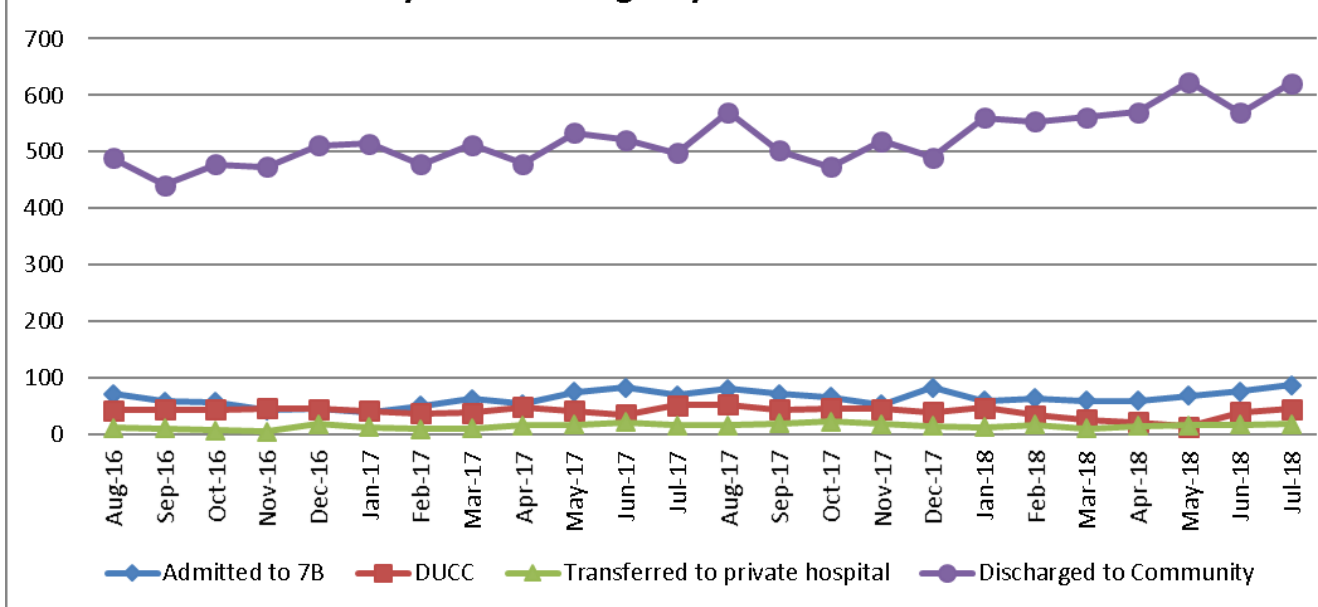


### JCC Diversion Report 2018

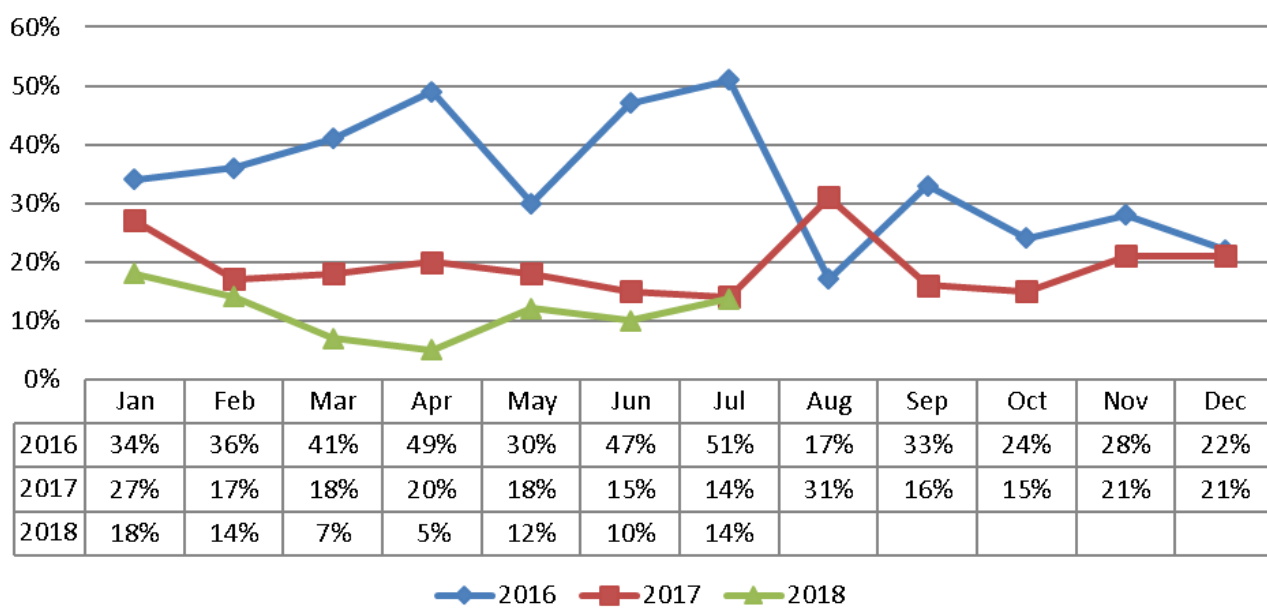


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	46%	50%	38%	41%	50%	42%	46%	52%	44%	47%	51%	55%
2016	59%	60%	62%	46%	43%	61%	62%	63%	61%	59%	57%	60%
2017	67%	68%	59%	48%	48%	52%	53%	34%	53%	55%	42%	52%
2018	59%	49%	58%	54%	47%	53%	51%					

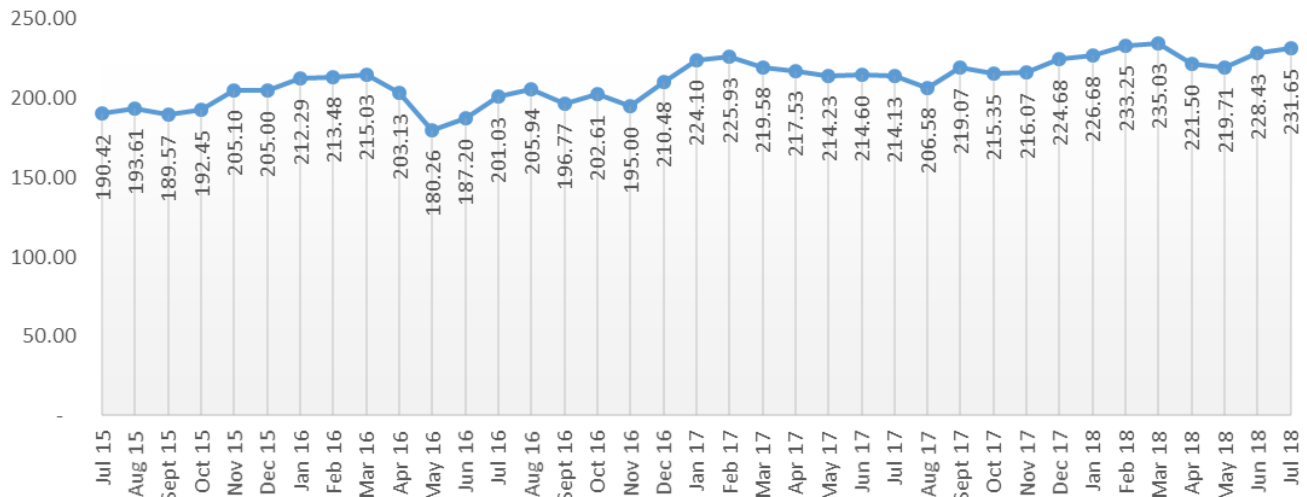
### Psychiatric Emergency Services Activities



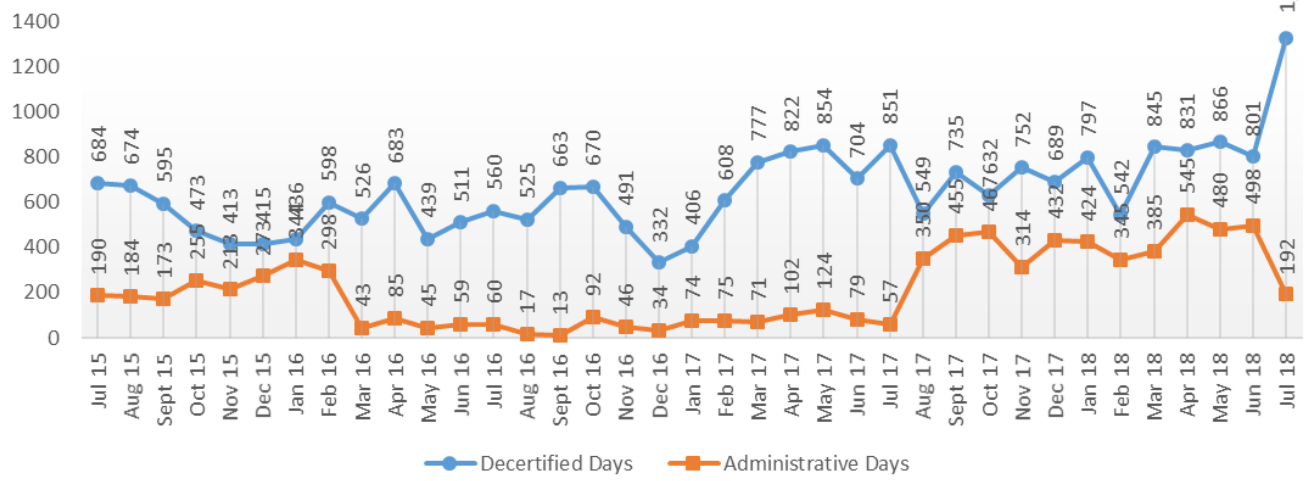
### PES Condition Red



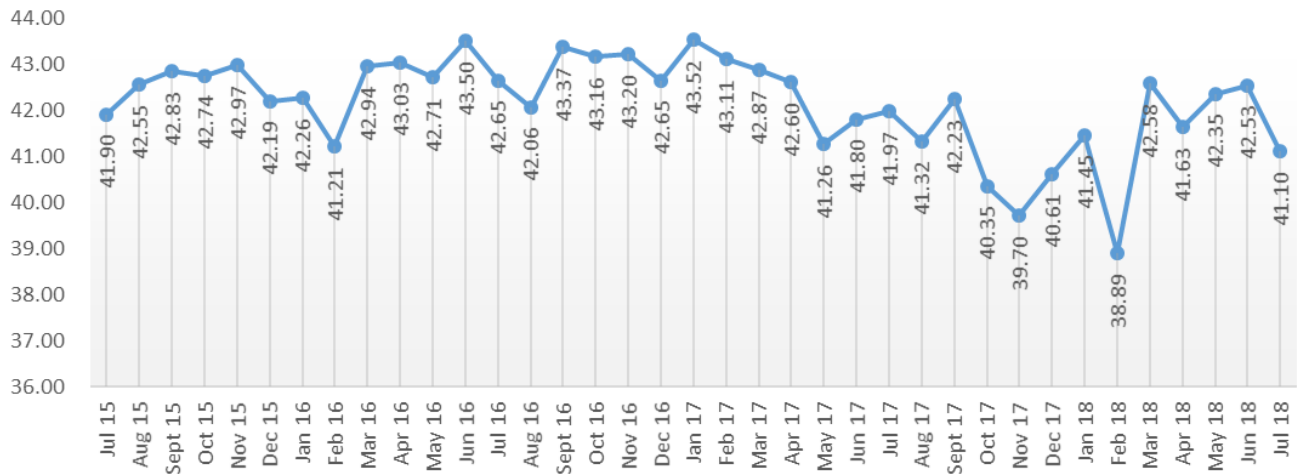
### Medical Surgical, ICU, & MCH Average Daily Census



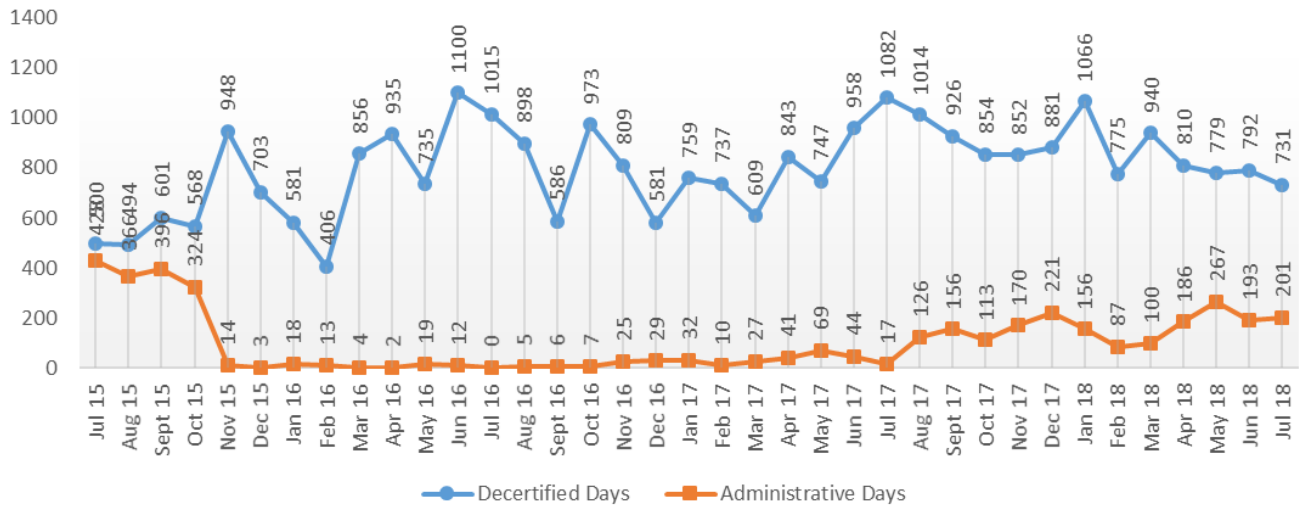
### Medical Surgical Lower Level of Care Days



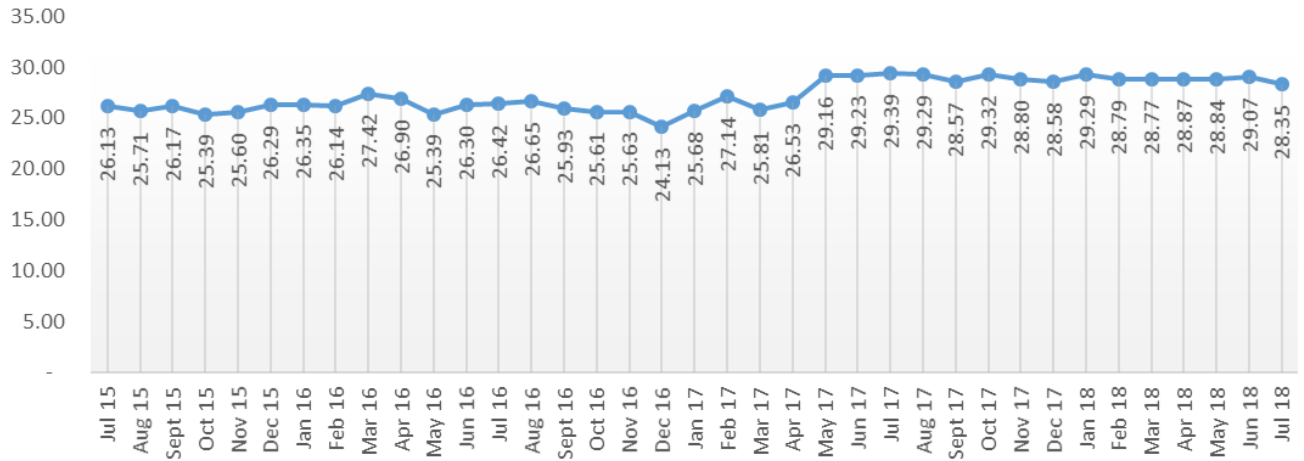
Acute Psychiatry (7B and 7C) Average Daily Census



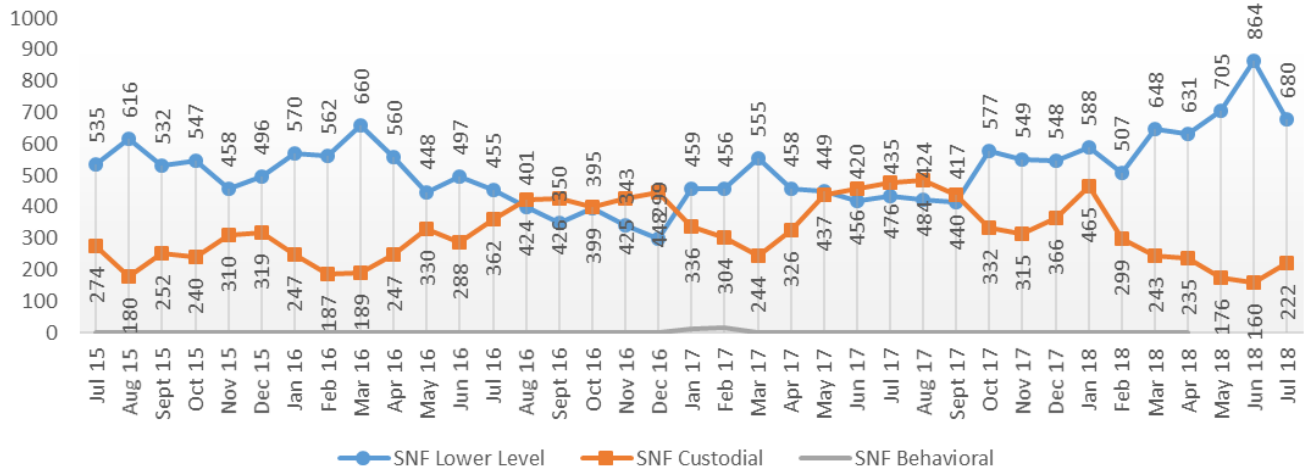
Acute Psychiatry (7B and 7C) Lower Level of Care Days



### Skilled Nursing Facility Average Daily Census



### Skilled Nursing Facility Lower Level of Care Days





## 6 SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2017-2018

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For Pay Period ending June 29, 2018, Zuckerberg San Francisco General recorded 4.33% variance between Actual and Budgeted salary cost – actuals were \$635,719 over budget. For variance to budget Fiscal Year 2017-2018 (through June 30, 2018), ZSFG has a negative variance of \$12,889,555 / 3.44%

- \$6.0M driven by census. Year to date the average daily census is 13 higher than planned, requiring additional staffing to meet demand.
- \$3.2M patient care areas staffing above model (Flex RN, MCH)
- \$1.6M Psychiatry 1:1 staffing
- \$1.1M Non-bedded patient care areas staffing above budget (Anesthesia, Coordination of Care)
- \$1.0M Support Services (EVS, Nutrition, Messengers, Linen, Facilities Services, Community Wellness)

Variance Between Salary Expenditure and Budget by Pay Period (PP) and Year To Date (YTD)

