REPORT CONTENTS:

1. LIKELIHOOD TO RECOMMEND PATIENT SATISFACTION SCORES

ZSFG’s Likelihood to Recommend Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Scores

Likelihood to recommend (LTR) is one of the best measures for comparing one hospital to another and is a leading indicator of patient satisfaction. ZSFG’s May 2018 LTR HCAHPS score was 81%, above our target of 80%. Since January 2018, we have seen our LTR score trend upward. We attribute this to the realignment of departmental CEX improvement activities to ZSFG’s operational priorities, e.g. Patient Flow (inpatient) and Access (specialty care) and leveraging the daily management system (DMS) rollout to engage departments and sustain improvements.

In addition to seeing an upward trend of LTR scores, we are equally excited for the transition of our HCAHPS patient satisfaction survey vendor from NRC Health to Press Ganey. Press Ganey is one of the nation’s leading provider of patient satisfaction surveys, and will provide ZSFG with tools to diversify our survey methodology (by adding electronic internet surveying capabilities), enable real-time patient feedback, and increase patient response rates. Go live for Press Ganey is scheduled for October 2018. We look forward to our partnering with Press Ganey to compare our performance, look for opportunities to do better and deliver a positive, consistent experience for our patients across the continuum of care.

2. NEW DIRECTOR AT CENTER FOR VULNERABLE POPULATIONS, MARGOT KUSHEL, MD

Margot Kushel, MD has been announced as the new Director of the UCSF Center for Vulnerable Populations (CVP) at Zuckerberg San Francisco General and Trauma Center (ZSFG). Dr. Kushel is a Professor
of Medicine at the University of California San Francisco in the Division of General Internal Medicine at Zuckerberg San Francisco General Hospital. She is a core faculty member of UCSF’s Center for Vulnerable Populations and a faculty affiliate of the Philip R. Lee Institute for Health Policy Studies.

Dr. Kushel's research focuses on the causes and consequences of homelessness and housing instability, with the goal of preventing and ending homelessness and ameliorating the effects of homelessness on health. Dr. Kushel’s research seeks to inform clinical practice, programs, and policies. She is currently principal investigator on multiple large research grants. Dr. Kushel is evaluating several county-wide initiatives to alleviate chronic homelessness. She maintains an active clinical practice at the Richard H. Fine People’s Clinic at Zuckerberg San Francisco General Hospital and attends on the inpatient medicine service. She is a frequent speaker at the local, state, and national level about issues of homelessness and its relationship to health and healthcare. Dr. Kushel obtained her AB from Harvard University and her MD from Yale School of Medicine. She completed her residency at the UCSF/SFGH Primary Care Internal Medicine program, chief residency at SFGH, and her fellowship in General Internal Medicine at UCSF/SFGH.

3 MEDICAL STAFF DINNER

On Wednesday, June 27, approximately 150 ZSFG staff attended the Annual Medical Staff Dinner. Highlights of the event included distribution of the Krevans awards to each Department’s outstanding Resident leaders, as well as the Rapaport Award to Chief of Pediatrics Elena Fuentes-Afflick, MD for her outstanding career contributions and leadership to ZSFG. There was also a ‘changing of the guard’, as outgoing Chief of Staff Jim Marks, MD handed the gavel to incoming Chief of Staff Claire Horton, MD. Chef Michael Jenkins and his team prepared and served a delicious meal for the participants.

Director Barbara Garcia presented an award to ....and President of the Health Commission Edward Chow, MD provided a status update of the Department of Public Health and expressed their gratitude for the great accomplishments of the ZSFG Medical Staff.

4 KAIZEN PROMOTION OFFICE FELLOWS FOR 2018

Bridgette Hargarten, Nurse Manager, is participating as a Kaizen Promotion Office (KPO) Fellow this year. Immersed in Lean Management principles as a KPO Fellow, Bridgette has been providing coaching in A3 Thinking for the ZSFG Emergency Department (ED), Psychiatry and Medical Surgical units, primarily focusing on Staffing A3s to optimize nursing staff participation on interdisciplinary teams. Currently, she is assisting with the roll out of the Daily Management System in the Emergency Department, and is collaborating with the ED nurse leaders and providers to implement CARE START, an initiative to determine appropriate placement of patients between the ED and Urgent Care Clinic.

Dr. Hemal Kanzaria, Assistant Professor of Clinical Emergency Medicine, is also participating as a KPO Fellow this year. Dr. Kanzaria is a certified lean leader, and his work has focused on the social determinants of health in the ED. He has co-led the creation of a new interdisciplinary social consult service that has been incredibly successful in preventing short and non-acute stays to the hospital, instead providing patients with services that allow them to stay in the community. Dr. Kanzaria also works with the SFDPH Whole Person Care project, and serves as the Director of Complex Care Analytics for the SFHN.
Attached please find a series of charts depicting changes in the average daily census.

MEDICAL/SURGICAL
Average Daily Census was 228.43 which is 113% of budgeted staffed beds level and 91% of physical capacity of the hospital. 18.34% of the Medical/Surgical days were lower level of care days: 7.03% administrative and 11.31% decertified/non-reimbursed days.

ACUTE PSYCHIATRY
Average Daily Census for Psychiatry beds, excluding 7L, was 42.53, which is 96.7% of budgeted staffed beds and 63.5% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 4.9, which is 70% of budgeted staffed beds (n=7) and 40.8% of physical capacity (n=12). Latest Utilization Review data from the INVISION System shows 77.19% non-acute days (62.07% lower level of care and 15.13% non-reimbursed).

4A SKILLED NURSING UNIT
ADC for our skilled nursing unit was 29.07, which is 103.8% of our budgeted staffed beds and 96.89% of physical capacity.

SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2017-2018
For Pay Period ending June 15, 2018, Zuckerberg San Francisco General recorded 4.49% variance between Actual and Budgeted salary cost – actuals were $659,897 over budget. For variance to budget year-to-date, ZSFG has a negative variance of $12,921,215 / 3.6%
Medical/Surgical

Average Daily Census

Budgeted Beds
FY 2011-2014

Budgeted Beds
FY 2017-2018

Medical/Surgical

Average Daily Census

Budgeted Beds
FY 2011-2014

Budgeted Beds
FY 2017-2018

July Aug Sept Oct Nov Dec Jan Feb Mar Apr May June
