

# HOSPITAL HEALTHCARE UPDATE REPORT

Presented to the JCC-ZSFG on October 23, 2018

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## 1 BABY-FRIENDLY RE-CERTIFICATION

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Based on the results of a comprehensive on-site survey, Zuckerberg San Francisco General has been officially re-designated as a Baby-Friendly hospital, for a period of five years. The criteria for this designation as based on the Global Criteria for the World Health Organization/UNICEF Hospital Initiative. The criteria are designed to promote safety, quality of care, and baby health.

There are a little over 500 Baby-Friendly hospitals in the U.S. ZSFG was the first, and is still one of only 5 Baby-Friendly hospitals in the Bay Area.

Zuckerberg San Francisco General was also recently named "The Safest Place to Have a Baby" in California, by The New York Times.

## 2 CLINTON FOUNDATION SUPPORTS PRE-LITERACY PROGRAM

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On October 11, Chelsea Clinton and a team from the Clinton Foundation visited ZSFG to see progress with our pediatric team's results with the early brain development program: Talk, Read, Sing (TRS), which is part of the Clinton Foundation's Too Small to Fail initiative, supporting early brain and language development in children ages 0-5.

TRS promotes early language and brain development and support parents with tools to talk, read, and sing with their young children beginning at birth. Leveraging a multidisciplinary team at well-baby discharge, this project empowers parents to make even small moments meaningful. A pilot program using talk, read, sing messaging & materials in our Children’s Health Center was overwhelmingly successful, with 84% of parents noticing a positive change in their child’s behavior after receiving an early literacy toolkit from their pediatrician.



### 3 DMS ROLLOUT

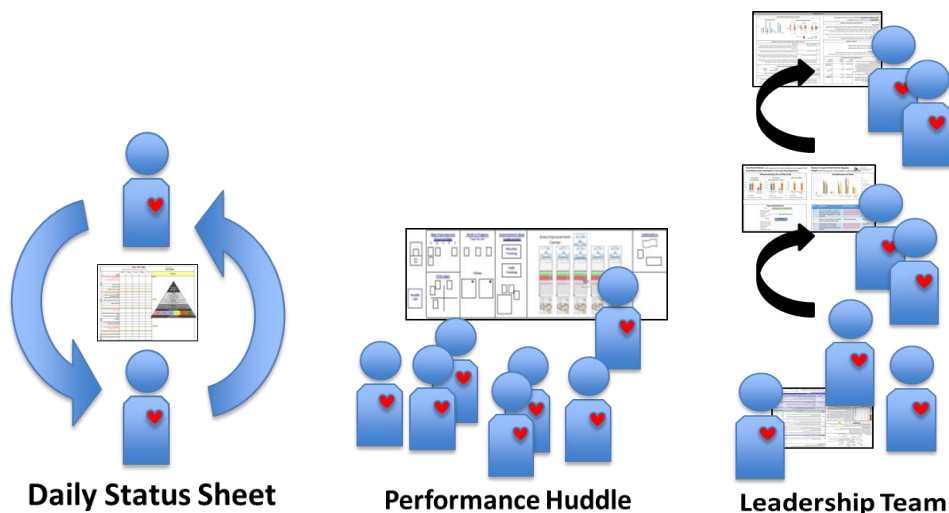
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DMS, the Daily Management System, is a systematic management methodology to keep teams on track toward achieving their goals. Deploying DMS is a critical element of preparing for our new electronic health record (EHR) project, among other vital programs. We are depending on DMS to maintain our progress and help teams hit the milestones necessary for effective EHR deployment.

The DMS rollout team, relying heavily on resources from the Kaizen Promotion Office and representatives from teams throughout the hospital, has created a 5-wave approach, with teams assigned to rollout DMS through March 2019. We have already achieved substantial progress in deployment; we are currently in

Wave 4. The final wave should be completed by the end of March, with EHR go-live scheduled for August 2019.

## What is the Daily Management System?



### 4 FALL FESTIVAL

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The 2nd Annual Fall Festival took place on Monday, September 24, 2018. This event was sponsored by Food and Nutrition Services, Hospital Administration, and the CHEARS committee. Fall Fest is a celebration to recognize staff for their commitment to our Truth North and to show joy in our work. This year, 3000 ZSFG & UCSF employees attended (in 2017, we had 2000 attendees). Employees gathered in the courtyard of building 100 where they enjoyed music and feasted on carnival themed menu that included turkey legs, funnel cake, and cotton candy. During the festival, employees played carnival games. One of the highlights of the festival was the dunk tank, where participants lined up to take turns tossing a ball to dunk ZSFG Executives and leaders.

Fall fest was a great success in rewarding our well-deserved employees. Thank you for all the hard work you have contributed in improving our patient care.



## 5 STANFORD LEAN CONFERENCE AT ZSFG

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A large group from the Stanford Lean Healthcare Conference spent their day at ZSFG to learn about our improvement work.

We provided a general overview of our lean journey, strategic initiatives and daily management system implementation. We also toured the ED and Perioperative Services departments to demonstrate for conference attendees more about DMS implementations in specific departments, and had an opportunity for the unit leaders to provide insight into their use of huddle boards and other tools.

The annual Stanford conference is designed to foster a deeper understanding of the application of Lean Thinking and Practice to the healthcare setting. The 2018 conference focused specifically on the adoption of Lean Thinking in healthcare.

## 6 PATIENT FLOW REPORT FOR OCTOBER 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 228.47 which is 113% of budgeted staffed beds level and 91% of physical capacity of the hospital. 12.88% of the Medical/Surgical days were lower level of care days: 3.59% administrative and 9.29% decertified/non-reimbursed days.

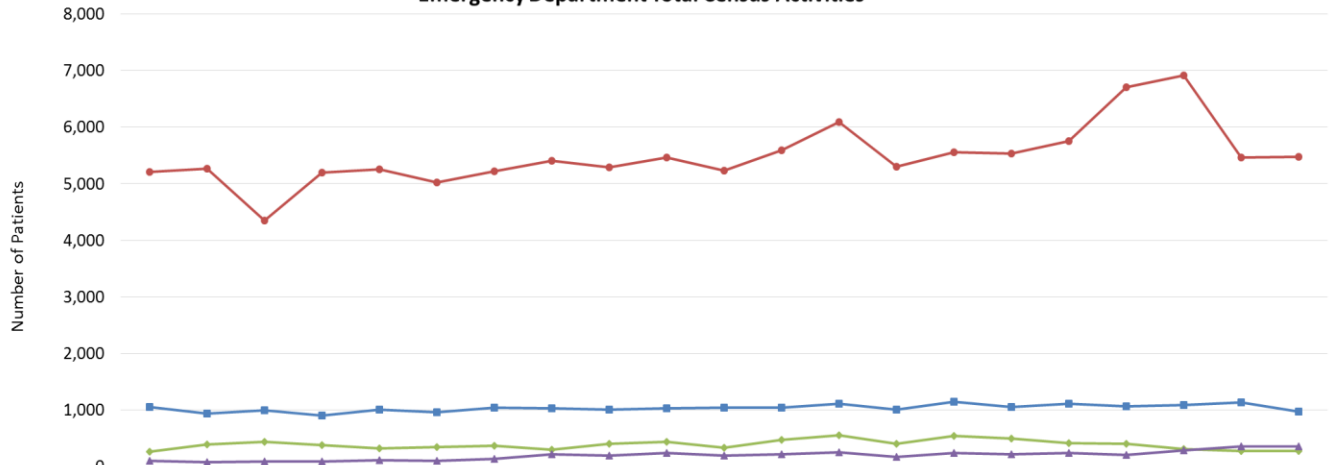
### ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, **excluding 7L**, was 41.47, which is 94.2% of budgeted staffed beds and 61.9% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.50, which is 78.6% of budgeted staffed beds (n=7) and 45.9% of physical capacity (n=12). Utilization Review data from the INVISION System shows 81.27% non-acute days (61.50% lower level of care and 19.77% non-reimbursed).

### 4A SKILLED NURSING UNIT

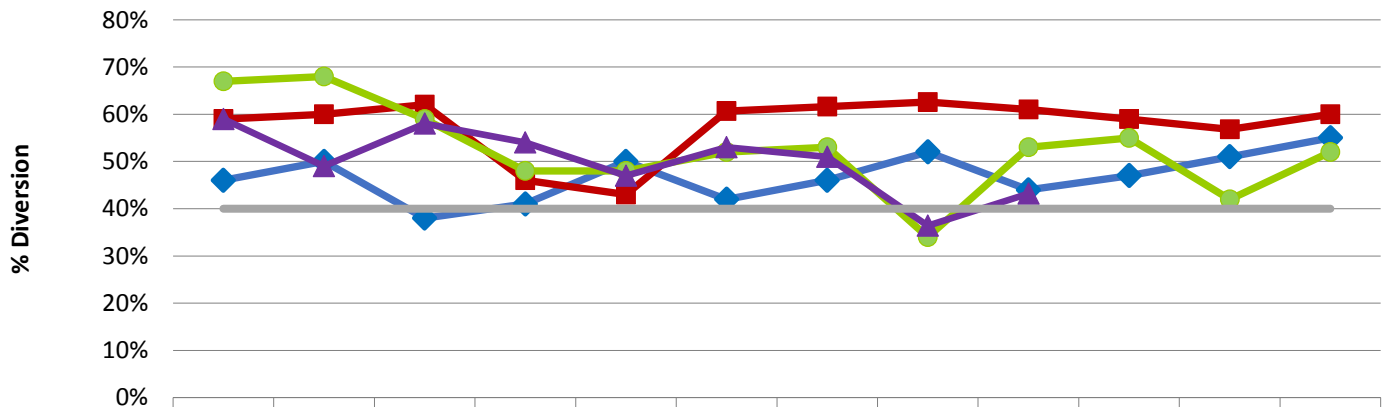
ADC for our skilled nursing unit was 28.87, which is 103.11% of our budgeted staffed beds and 96.23% of physical capacity.

### Emergency Department Total Census Activities



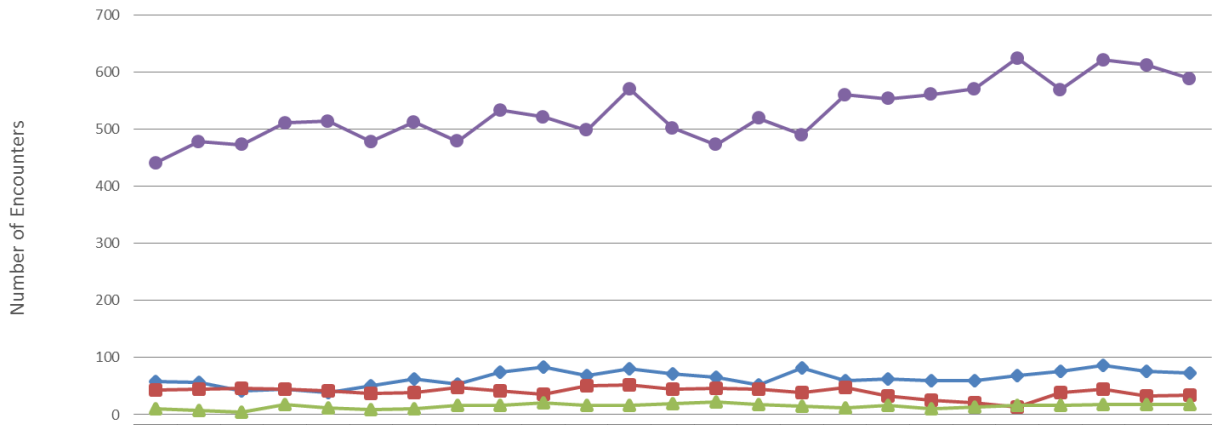
	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	July	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Admissions	1,049	932	995	905	1,001	963	1,034	1,023	1,000	1,027	1,035	1,042	1,112	1,007	1,141	1,047	1,105	1,067	1,090	1,127	966
Seen in ED and DC'd	5,210	5,262	4,346	5,195	5,257	5,022	5,217	5,401	5,292	5,459	5,237	5,590	6,093	5,307	5,552	5,538	5,756	6,707	6,919	5,467	5,472
LWBS/LWBT	262	383	431	376	319	346	366	291	405	432	325	467	551	396	543	498	415	395	310	267	275
Triage/Referred Out	97	78	81	91	115	97	128	211	196	240	194	216	246	167	236	218	234	200	289	356	359

### JCC Diversion Report



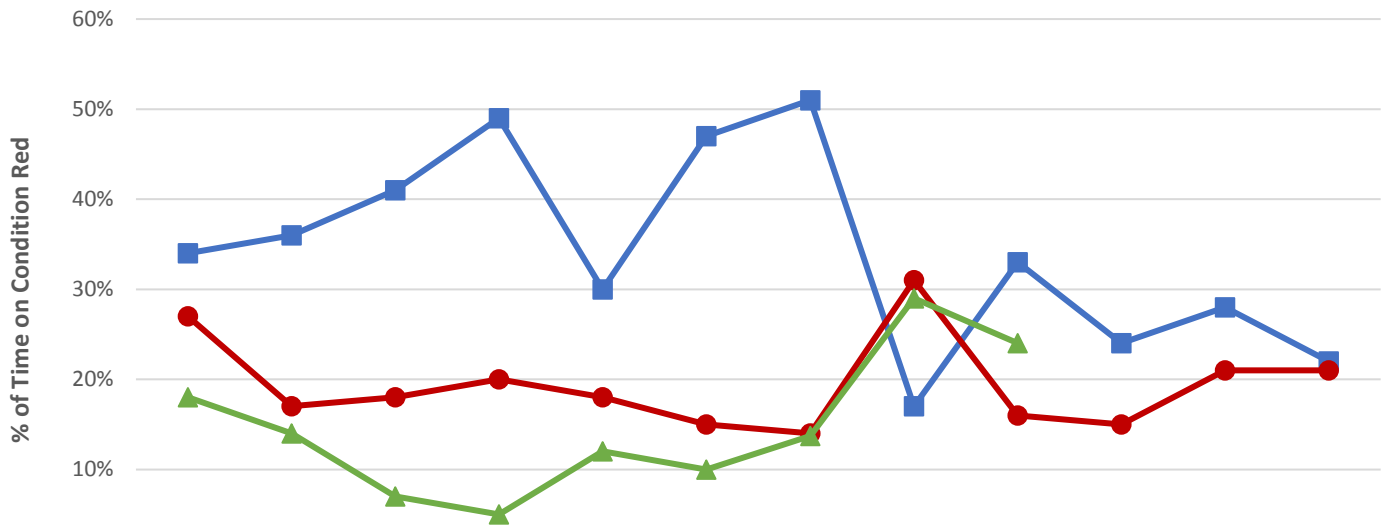
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	46%	50%	38%	41%	50%	42%	46%	52%	44%	47%	51%	55%
2016	59%	60%	62%	46%	43%	61%	62%	63%	61%	59%	57%	60%
2017	67%	68%	59%	48%	48%	52%	53%	34%	53%	55%	42%	52%
2018	59%	49%	58%	54%	47%	53%	51%	36%	43%			
TARGET	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%

### Psychiatric Emergency Services Activities



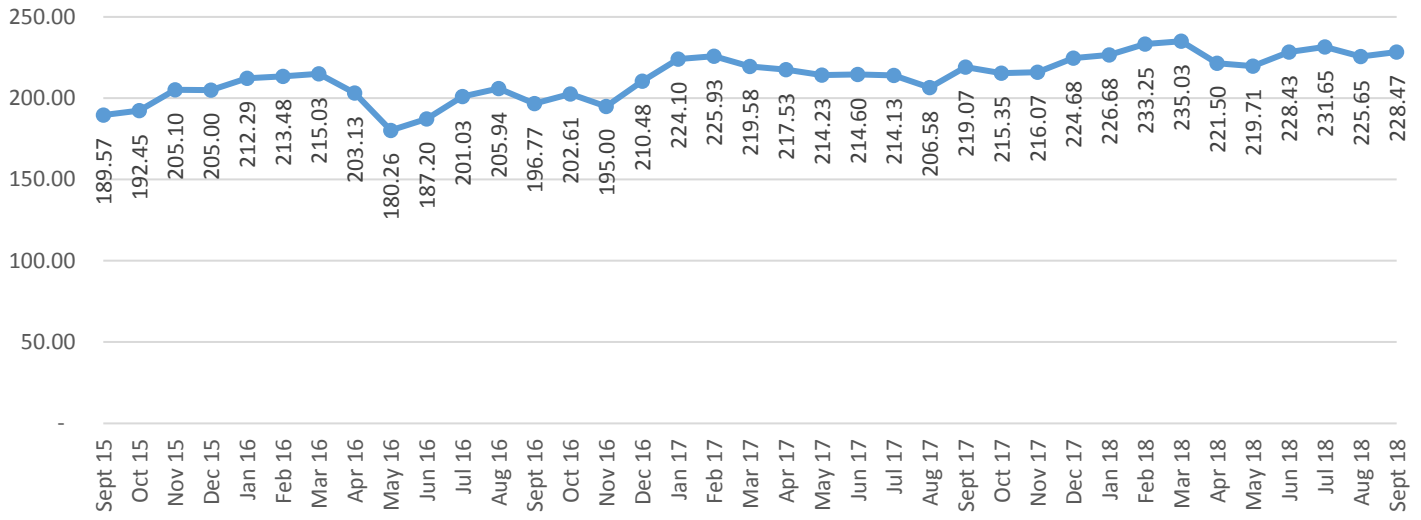
	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Admitted to 7B	58	57	42	45	38	50	62	53	75	83	69	80	71	66	52	82	59	63	59	59	68	76	87	76	73
DUCC	43	44	46	45	41	37	38	48	41	35	51	52	44	46	45	39	47	33	26	21	13	39	45	33	34
Transferred to private hospital	10	7	4	18	12	9	10	16	17	21	16	16	19	22	18	15	12	17	10	14	16	17	18	18	18
Discharged to Community	441	478	473	511	514	478	512	479	533	521	498	570	502	473	519	490	560	553	561	570	624	569	621	612	588

### PES Condition Red

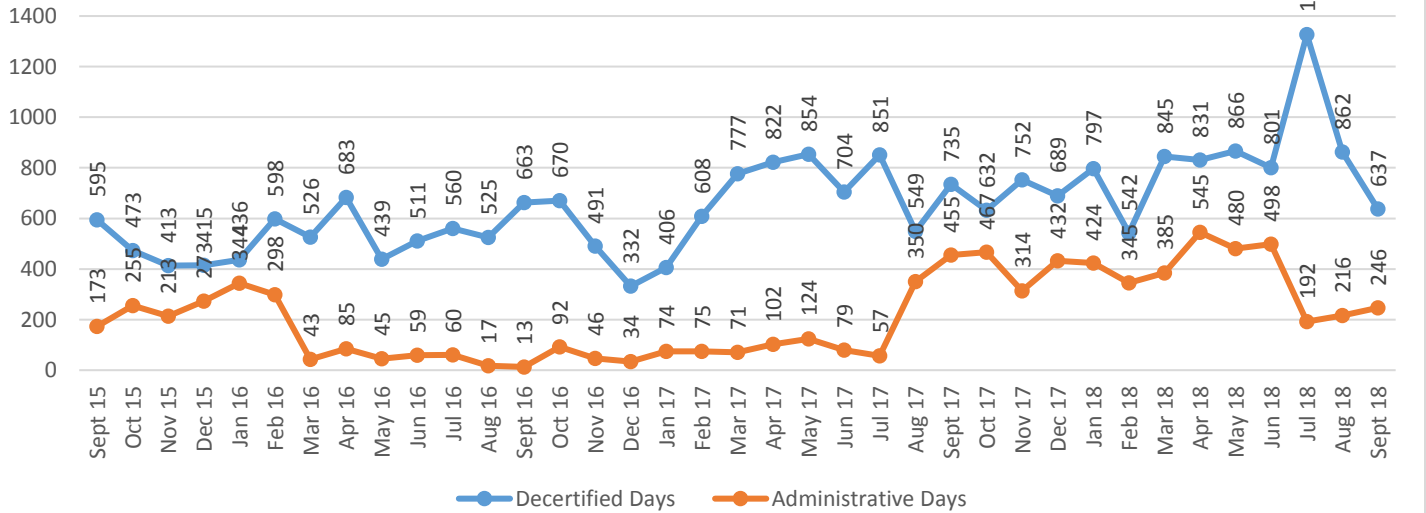


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	34%	36%	41%	49%	30%	47%	51%	17%	33%	24%	28%	22%
2017	27%	17%	18%	20%	18%	15%	14%	31%	16%	15%	21%	21%
2018	18%	14%	7%	5%	12%	10%	14%	29%	24%			

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

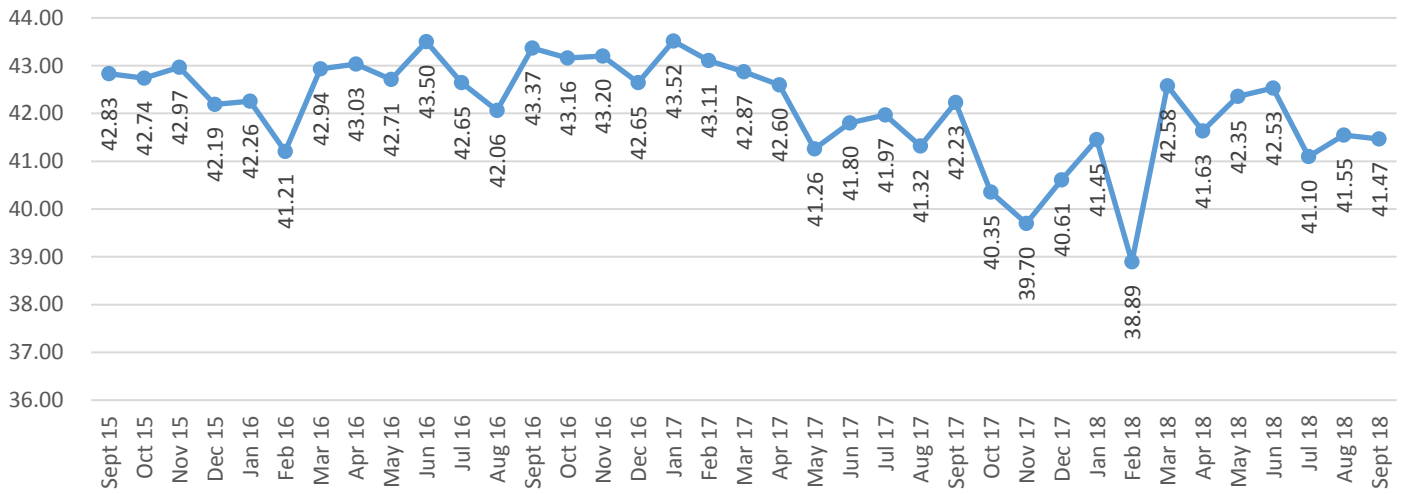


### Medical Surgical Lower Level of Care Days

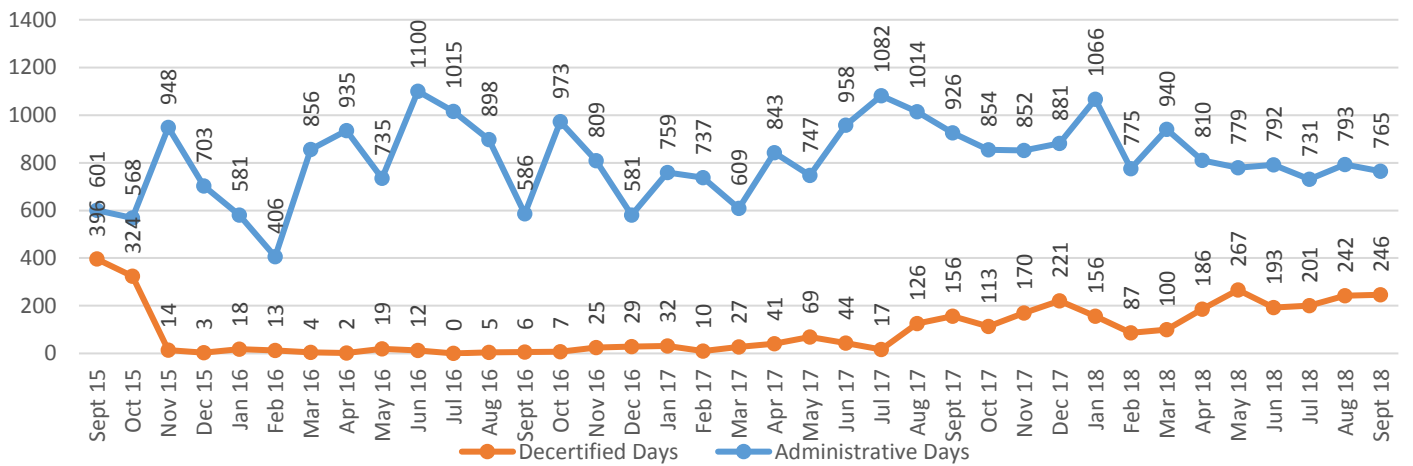




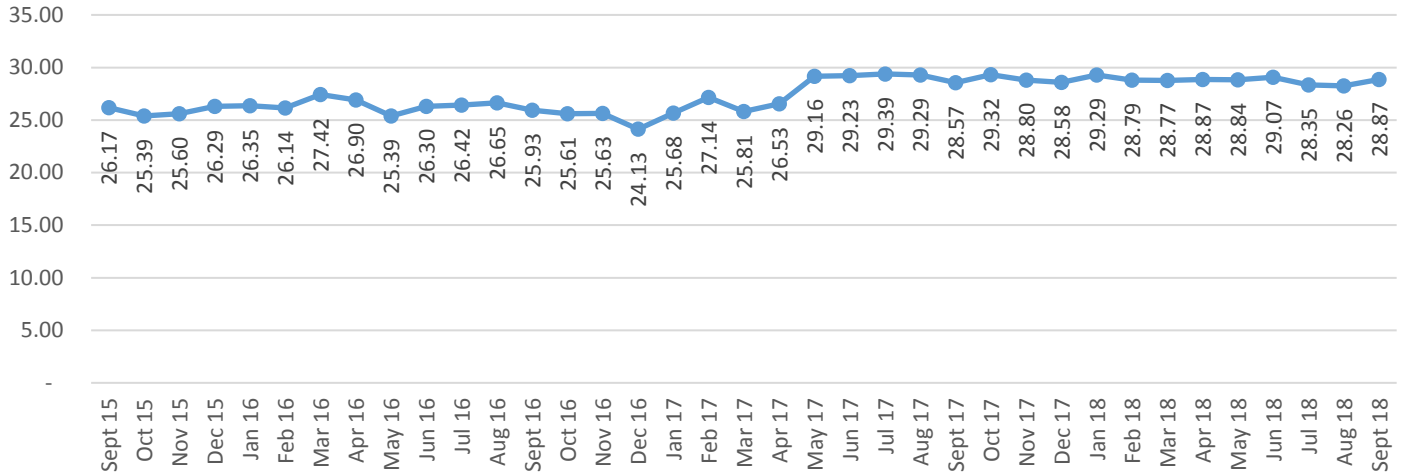
### Acute Psychiatry (7B and 7C) Average Daily Census



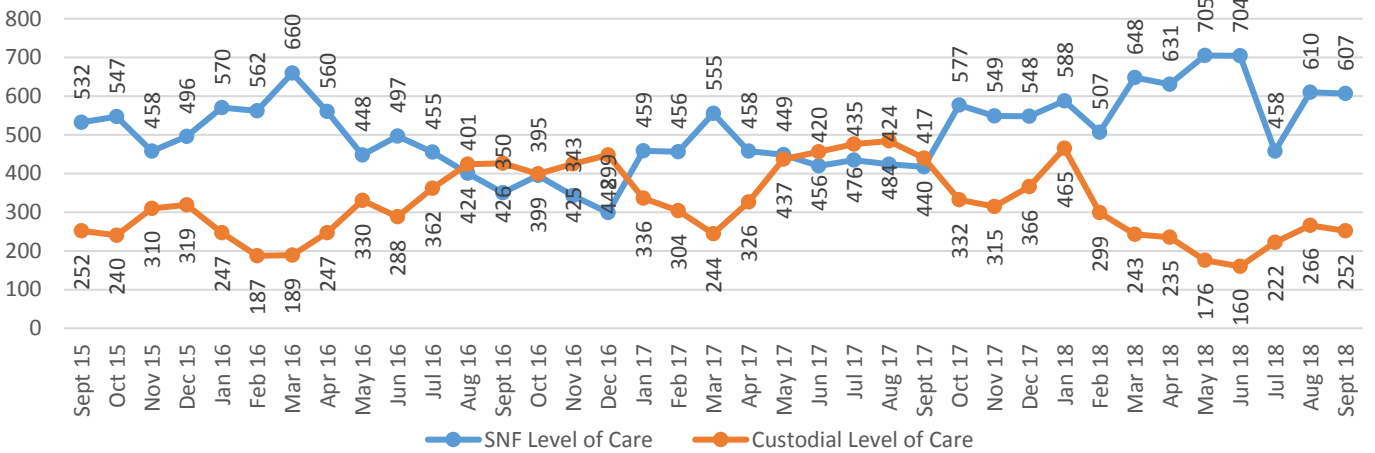
### Acute Psychiatry (7B and 7C) Lower Level of Care Days



### Skilled Nursing Facility Average Daily Census



### Skilled Nursing Facility (4A) Lower Level of Care Days



# 7 SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2018-2019

For Pay Period Ending September 21, 2018, Zuckerberg San Francisco General recorded an unfavorable 3.43% salary variance between Actual and Budget – specifically, actuals were \$504,515 over budget. For Fiscal Year 2018-2019 year-to date variance through PPE September 21, 2018, ZSFG has an unfavorable variance of 1.43% / \$1,276,756 over budget.

