ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

Zuckerberg Patient Care Quality Improvement (ZPCQI) Fund

Susan Ehrlich, MD, MPP

Joint Conference Committee
April 2019

San Francisco Department
of Public Health

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

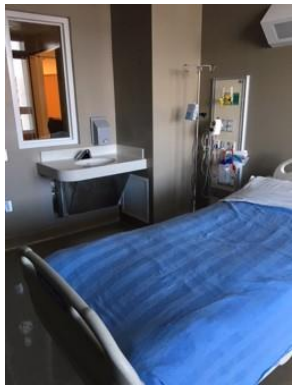
- Continued transformation of the patient, staff and visitor experience

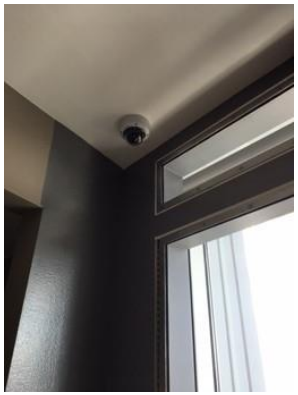
Category 3

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

CATEGORY 1: B25 OPTIMIZATION

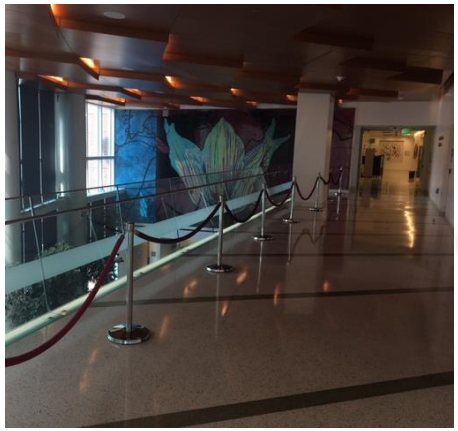
1	***Forensic Unit Readiness Project***	Safety and security improvements made to fortify the four beds in this area	This project is complete and all safety enhancements are in place. Occupancy is currently being determined by hospital and sheriffs.

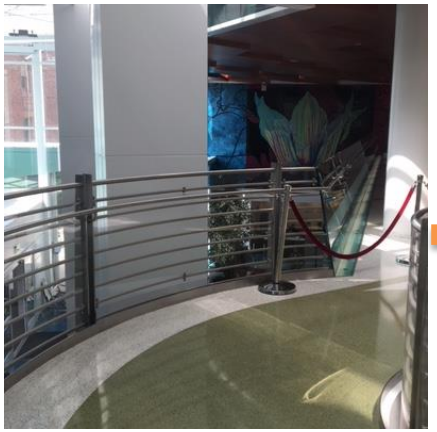




CATEGORY 1: B25 OPTIMIZATION

2	***Mezzanine Safety Enhancement Project***	Construction of a glass barrier set back from the edge of the mezzanine	Construction documents completed and approved by Office of Statewide Health Planning and Development (OSHPD). The contractor is revising the proposal to finalize the installation contract. Anticipated completion by the end of the year.





CATEGORY 1: B25 OPTIMIZATION

3

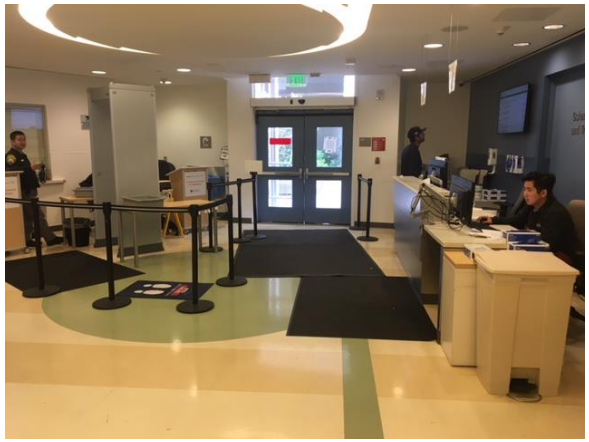
Emergency Department Access and Flow Improvement Project

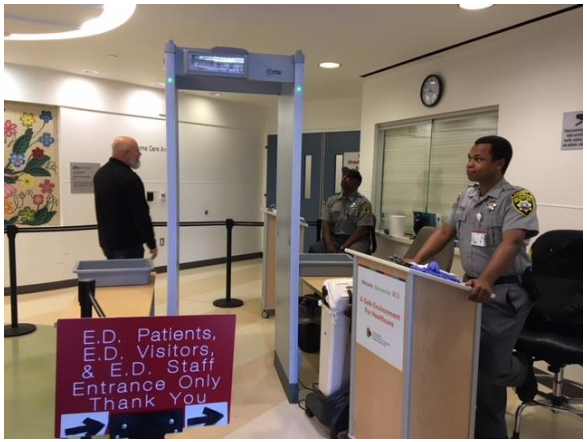
Redesign the patient entrance space to improve access and flow in this critical area.

A design contract has been awarded to FCA-Aviva JV.

Anticipate completion of this project to be summer of 2019.

The construction documents have been submitted and approved by OSHPD and a construction contract is being finalized.





CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

4	***Building 5 – Lobby Remodel Project***	Redesign the Building 5 lobby, including the gift shop area.	Based on patient feedback, ZSFG has prioritized the use of the space for a gift and coffee shop. The next steps for this project include collaborating with the ZSFG Facilities project manager to scope out the remodel and to engage our patient advisory committees on the design.

CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

5

Campus-wide Wayfinding and Navigation Support Project

Optimize physical signage and utilize technology to appropriately direct staff, patients and visitors

In the past six months, Boulder Architects has completed a report which includes data and feedback collected from patients, staff and Patient Experience Groups.

The data from this A3 has also led to the removal of excessive legacy signage and the installation of building numbers at the entrances of Building's 5 & 25.

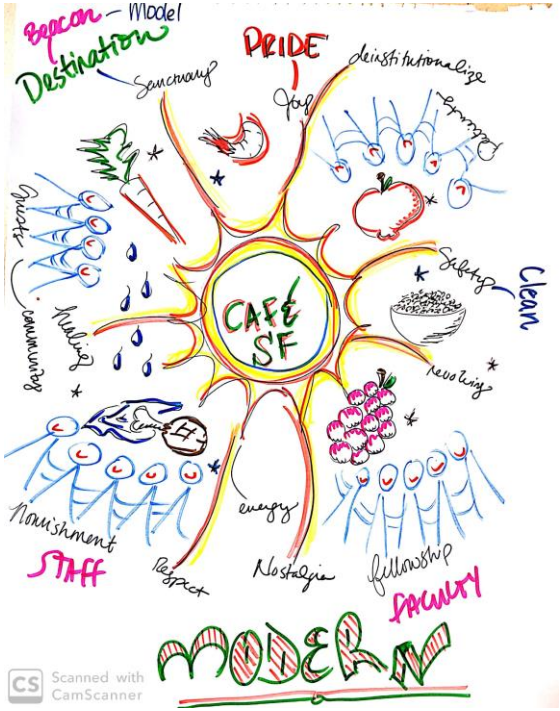
Temporary signage templates have developed and are now in use around campus.

CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

6

Nutrition Service Transformation Project

Expand and redesign the café food servery within the cafeteria



The committee held a Lean 3P visioning session which defined the mission for an upcoming improvement workshop.

Based on the 3P session, the committee is now developing a conceptual design that will inform a comprehensive cost estimate.

CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

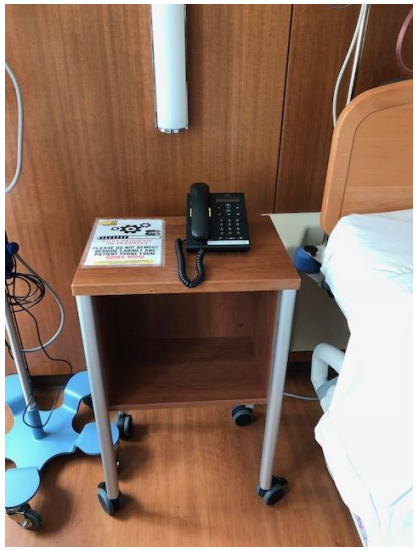
7

Expansion of Interpreter Services

Optimize Building 25 patient rooms with affixed interpreter technology.

Piloted an equipment distribution standard of an interpreter phone in each patient room in Med/Surg H78, Emergency Department POD A, ICU, Family Birth Center and Procedural Services

The placement options considered by the areas are: 1.) Wall mounted, 2.) In baskets attached to patients bed mount, and 3.) On a bedside table.



CATEGORY 2: TRANSFORMING PATIENT, STAFF AND VISITOR EXPERIENCE

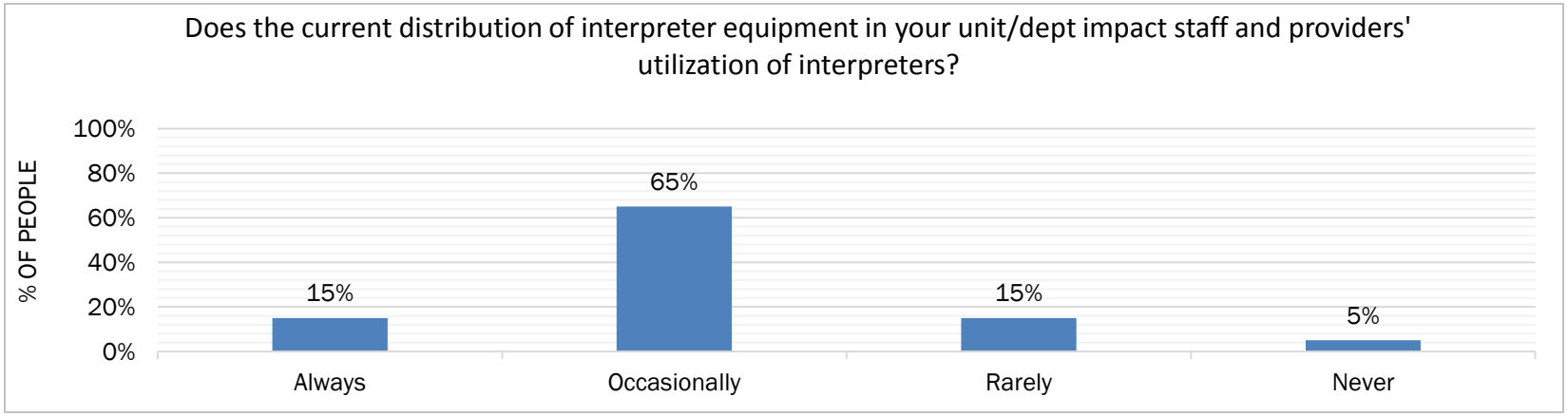
7

Expansion of Interpreter Services

Optimize Building 25 patient rooms with affixed interpreter technology.

The next steps for this project are to roll out the distribution and placement standard throughout Building 25

The team will measure the success of this pilot by re-surveying staff and providers.



CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

8

Strategic and Leadership Coaching Project	Support our leaders in achieving ZSFG True North strategic goals	Operationalized Enterprise-Wide Epic implementation through strategic planning and visual management Strengthened Principle Based Leadership approach through leadership retreats Next Steps: Enhance True North strategy through further aligning Key Performance Indicators to ZSFG Outcome measures.

Epic Visibility Wall

Expanded Executive Retreat

CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

8

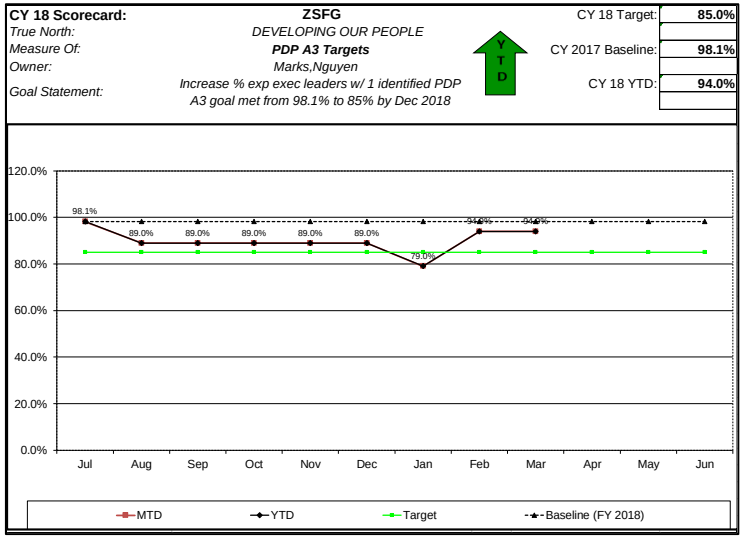
Strategic & Leadership Coaching Project

Support our leaders in achieving ZSFG True North strategic goals

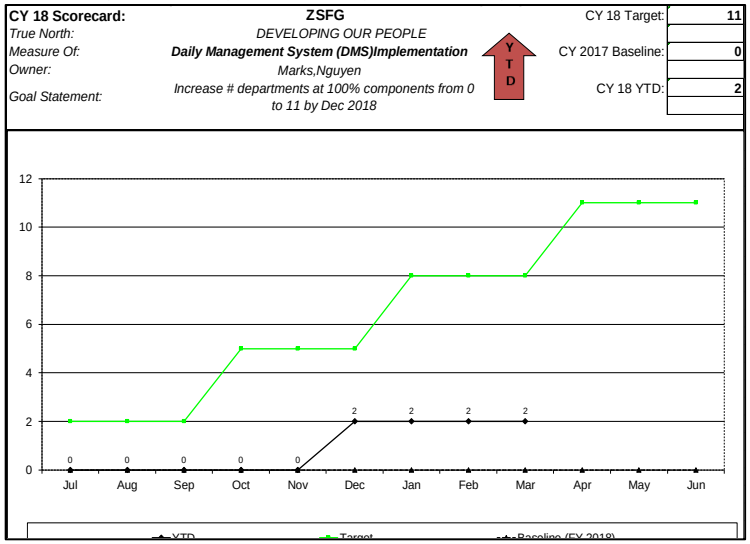
Trained and coached 14 departments in the Daily Management System and over 600 leaders in A3 Thinking

Next Steps: Accomplish 100% compliance with DMS Competencies in all 14 departments by December, 2019. Enhance curriculum to further spread curriculum.

Personal Development Plan Targets



Daily Management System Implementation



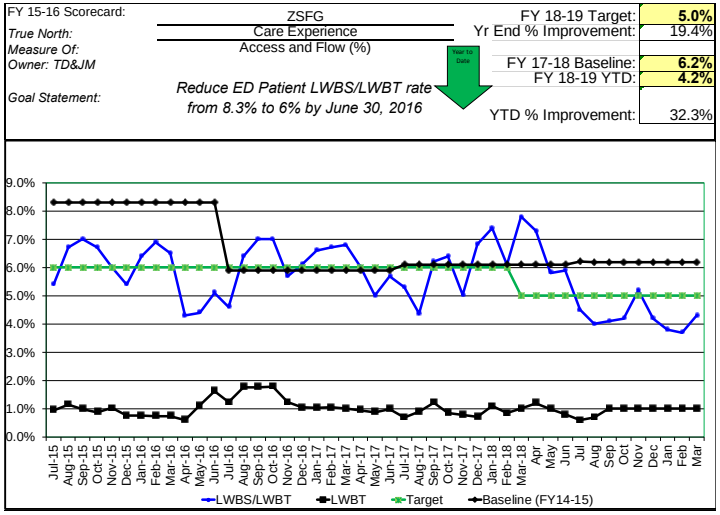
CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

9

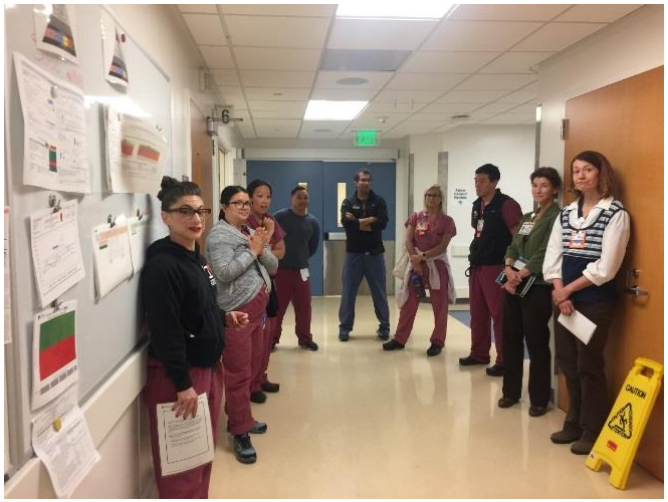
Professional Development and Kaizen Promotion Office (KPO) Fellowship Program	Create a new Kaizen Promotion Office Fellowship program

Graduated the first management fellow, propelling the Emergency Department's CareSTART program

Next Steps: Support the leadership development of newly on boarded fellow, Brian McNally, RN, MSN. Finalize IRB approval and begin organizational deep dive in partnership with UC Berkeley's CLEAR collaborative.



CareSTART Implemented April, 2018



Emergency Department Huddle

CATEGORY 3: ENABLING LEADERS TO TRANSFORM PATIENT CARE

10

Access & Flow Improvement Work Coaching Project

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

Dr. Hemal Kanzaria and Elivra Miyahira, Patient Care Coordinator, discussing the patient's self identified care needs

Per Dr. Kanzaria, "The fellowship, and the success of the social medicine work, has resulted in significant benefit to me. I have been able to develop a strong mentoring relationship with members of our executive team. I have learned more clearly about the value of LEAN leadership and tools like status sheets and visual management. I have developed professional relationships and teammates that I know will be key to our organizations success moving forward. I appreciate the investment and support of our organization in this work, and in my development."

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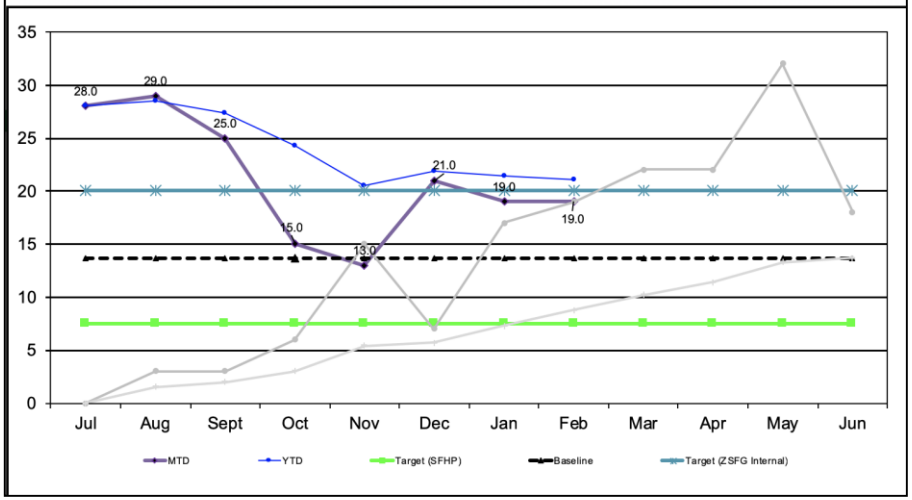
Access & Flow Improvement Work Coaching Project

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

Improving Flow with Social Medicine

2018 Scorecard:	**Hospital Wide Focus**	2018 SFHP Target:	**7.5**
True North:	*QUALITY*	2018 ZSFG Target	20
Measure Of:	***Number of Patients***		
Owner:	*Kanzaria, Chase, Marks*	2018 Baseline:	**13.7**
Goal Statement:	*Increase the number of admissions averted per month bv 7.5 bv June 30. 2018*	2019 YTD:	**21.1**
		YTD % Improvement:	54.2%



The Social Medicine team has served over 2,000 patients, averted over 330 admissions and readmissions to ZSFG and is correlated with a 20% reduction in ED return visits within 60 days for patients served.

Next Steps: Spread Social Medicine paradigm

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Access & Flow Improvement Work Coaching Project

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

Supported the Building our Future strategy by facilitating the design of the ambulatory care center of the future in Building 5.

Hosted 3P, Production, Preparation and Process, design sessions with the Family Health Center, Rehab department and Kitchen/Café

ZSFG Rehab 3P Team

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

THANK YOU

Many thanks to all the teams for their dedication to the improvement work.

Lastly, we are grateful to Dr. Priscilla Chan and Mark Zuckerberg for their continued support.

QUESTIONS