Hospital Operations & Patient Care Report

Presented to the JCC – ZSFG on April 23, 2019

ZSFG Executive Team Report

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1. Centers for Medicare & Medicaid Services Follow Up Visit

On Monday, March 25th, and Tuesday, March 26th, surveyors from the Centers for Medicare and Medicaid Services were onsite at ZSFG to follow up with the plan of correction submitted earlier that month. This is the routine process following a Complaint Validation Survey, which CMS completed in December 2018 and January 2019.

During their most recent time at ZSFG, surveyors visited Psychiatric Emergency Services (PES) to observe the multiple changes that were made in order to enhance Patient Safety when receiving emergent psychiatric medications. CMS was satisfied with all of the progress that has already been made.

ZSFG would like to thank and congratulate Kathy Ballou, Josephine Lai and the PES and pharmacy teams on a successful follow up visit.

DEVELOPING OUR PEOPLE

2. Nursing Professional Credential Services Event

On April 11th, Debra Guisto, Registered Nursing Department Chair from the City College of San Francisco, invited ZSFG’s Nursing Workforce Development Team and Nursing Administration to an event honoring ZSFG as an “Employer Partner” for its commitment to the education and training of Nursing Students and Nursing Allied Health Professionals. The ZSFG nursing staff mentors and educates over 1,200 nursing students each semester with almost 250 assigned here from the City College of San Francisco’s RN, LVN, MA, CNA and Phlebotomy programs. Students at the event reported that they love the learning opportunities at ZSFG and appreciate the examples of quality patient care put forth by staff.

Congratulations to the Nursing Workforce Development Team and our Nursing Administration team for their great work and successful partnership with the students from the City College of San Francisco.

QUALITY

3. Specialty Services 3P Workshop

During the week of April 8th, Specialty Services front line staff and leadership worked alongside our Capital Projects team and Department of Public Works architects to design and standardize shared workflows across the specialty clinics on the 4th floor. The team has learned more about how ZSFG’s patients and providers will function in their new space, identified shared workflows and drafted standard work across all specialties, and brainstormed new and innovative countermeasures to some of their current patient flow challenges. Additionally, appropriate roles and responsibilities were planned for RNs, LVNs, and MEAs according to their licensure and job descriptions and in order to ensure the most effective care for patients.

This has been an incredible opportunity for our team to work alongside DPW partners to design a space that not only fits the needs of the Specialty Services staff and providers, but also best supports our patients and their families.

Many thanks and congratulations to the Specialty Services team, the Capital Projects team, and the Department of Public Works on setting a great example of the collaboration and proactive improvement work we do at ZSFG.
4. Employer Partners Award

The City College of San Francisco (CCSF) has a multifaceted partnership with DPH. More specifically, Zuckerberg San Francisco General Hospital (ZSFG)'s Health Information Management Department was recognized for hosting CCSF Students for their externships, hiring many CCSF graduates and providing these graduates with opportunities to apply for promotions, higher education, and professional development programs. DPH and ZSFG also work with many other CCSF programs including: Medical Assisting, Diagnostic Medical Imaging, Nursing, Custodial, Health Education, and Computer Networking/IT providing clinical practice, internships and employment opportunities.

Congratulations to Diane Lovko-Premeau and her Health Information Management team for their continued success as a CCSF partner!
QUALITY  Emergency Department Activities

Average Daily Volume

Average Number of Daily ED Registrations

MTD Average Daily Volume  Prior FY Baseline

Average Daily Admissions

Average Number of Daily Admitted Patients

MTD Average Daily Admits  Prior FY Baseline
QUALITY

Psychiatric Emergency Services Activities

Psychiatric Emergency Services Activities

Number of Encounters

PES Condition Red

% of Time on Condition Red

Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar
17 17 17 17 17 17 18 18 18 18 18 18 18 18 18 18 18 18 18 19 19 19

Admitted to 7B
DUCC
Transferred to private hospital
Discharged to Community

PES
Target
Prior FY Baseline
QUALITY  Average Daily Census

MEDICAL/SURGICAL, ICU, & MCH

Average Daily Census of Medical/Surgical, ICU, & MCH was 243.42 which is 117.59% of budgeted staffed beds level and 96.59% of physical capacity of the hospital. 16.90% of the Medical/Surgical days were lower level of care days: 5.25% administrative and 11.65% decertified/non-reimbursed days.

ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 42.97, which is 97.66% of budgeted staffed beds and 64.13% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.35, which is 76.50% of budgeted staffed beds (n=7) and 44.62% of physical capacity (n=12). Utilization Review data from the INVISION System shows 84.08% non-acute days (52.55% lower level of care and 31.53% non-reimbursed).

4A SKILLED NURSING UNIT

ADC for our skilled nursing unit was 29.39, which is 104.95% of our budgeted staffed beds and 97.96% of physical capacity.

Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census

Diagram showing average daily census from July 2017 to March 2019, with data points for ADC, budgeted beds, and physical beds.
Financial Stewardship

Salary Variance

For Pay Period Ending (PPE) March 22, 2019, Zuckerberg San Francisco General recorded an unfavorable 4.39% salary variance between Actuals and Budget - specifically, Actuals were $642,889 over budget. For Fiscal Year 2018-2019 year-to-date variance through PPE March 22, 2019, ZSF has an unfavorable variance of 2.45% / $7,033,405 over budget.