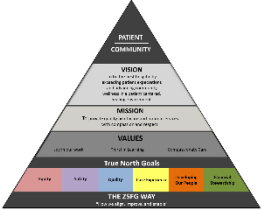


Hospital Operations & Patient Care Report

Presented to the JCC – ZSFG on August 27, 2019

ZSFG Executive Team Report

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DEVELOPING OUR PEOPLE 1. Epic Celebrations

To celebrate our staff during and after go-live, ZSFG partnered with SFHN to provide Epic travel mugs and refreshments for all on campus! From August 5th to August 8th, refreshments were provided daily from 11:00AM until 4:00PM. Additionally, on August 7th and August 8th, the CHEARS committee distributed Epic travel mugs for each staff member.

Many thanks to CHEARS for coordinating the mug distribution to over 5,000 staff members and to the Communications team for coordinating the relaxation station. Lastly, congratulations to all our staff for a fantastic first few weeks of Epic go-live!



DEVELOPING OUR PEOPLE 2. New ZSFG Department of Psychiatry Vice Chair

ZSFG would like to welcome Lisa R. Fortuna, MD, MPH, as our new Vice Chair for the UCSF Department of Psychiatry at Zuckerberg San Francisco General Hospital and Trauma Center and Chief of Psychiatry at ZSFG. She will begin her appointment on November 9, 2019.

Dr. Fortuna is a bicultural, bilingual psychiatrist with triple board certifications in general psychiatry, child and adolescent psychiatry, and addiction medicine. She has worked extensively in the fields of Latinx mental health, PTSD, access to mental health care, and quality of treatment for underserved and vulnerable populations. Dr. Fortuna has developed mental health interventions and services for unaccompanied refugee minors from Latin America, promoted integrated mental health interventions in pediatric primary care, and conducted important research on immigrant mental health and addictions.

At UCSF, she will oversee our clinical services, education and research efforts at ZSFG and help lead our outstanding community-based programs, including Citywide Focus, the Trauma Recovery Center, and Alliance Health Project. She will work closely with the San Francisco Department of Public Health and play a key role in advancing our core departmental missions of promoting outstanding research, training, clinical care, and diversity and equity.

Many thanks to thank the chair of the search committee, Elena Fuentes-Afflick, MD, MPH, professor, vice chair, and chief of pediatrics at ZSFG, as well as the entire search committee for their exceptional service. Thank you also to Mark Leary, MD, for his outstanding work as the interim vice chair of psychiatry at ZSFG over the past year.

SAFETY 3. Joint Commission Laboratory Accreditation Survey

On Tuesday, July 23rd, two Joint Commission surveyors visited ZSFG to complete the Laboratory Accreditation Survey. Dr. Susan Ehrlich and Dr. Barbara Haller provided the opening presentation. On the last day of their visit, the surveyors visited all locations on campus that perform Point of Care Testing (POCT) and Provider-Performed Microscopy Procedures (PPMP). This included the Emergency Department, Operating Room, Intensive Care Unit, Med/Surg, Labor & Delivery, and Acute Renal's Microscope Room. Surveyors were complimentary of the program, focusing on review of Proficiency testing and Individualized Quality Control Plans (IQCPs). Surveyors found no deficiencies.

Many thanks to the preparation by Dr. Haller, Mary Eugenio-Allen and their teams.

CARE EXPERIENCE 4. Expansion of Midwifery Access at ZSFG

On August 5th, 2019, Canopy Health and SFHN signed a contract that would expand hospital-based midwifery access at ZSFG, by providing services to those with commercial health plan coverage. "Canopy Health is a physician and hospital owned medical alliance" (PR Newswire) that consists of five physician groups and nineteen medical centers across the Bay Area. Effective July 1st, 2019, "the contract allows UCSF patients through Hill Physicians Medical Group, one of the five physician groups that comprise the Canopy Health alliance, to access ZSFG's midwifery program."

This will be the first time that women with private insurance will have the option of delivering their babies at this designated "Baby- Friendly Hospital," an award from the World Health Organization and UNICEF. ZSFG looks forward to expanding its patient population and serving more people!

QUALITY 5. Food & Nutrition Services 5S Workshop

In preparation for the future Café Refresh, the Food and Nutrition Services (FNS) management team worked diligently to improve the café experience for staff, visitors and guests. With the help of the Kaizen Promotion Office (KPO), the team implemented the techniques of 5S to sort, set in order, shine, standardize and sustain. Every Friday, the team met with the KPO to learn the principals of 5S. Huddle messages were created for each topic and supervisors were tasked with educating front line staff. The café was separated into Zones and each Food Service Supervisor was assigned a zone to 5S. The group started with the coffee station, eliciting feedback from the customers in line. The supervisors then worked with their teams to organize their assigned

zone to improve the flow of the space. Overall, the team was highly engaged and excited about the process and looks forward to the improvements.



QUALITY 6. California State Board of Pharmacy Survey

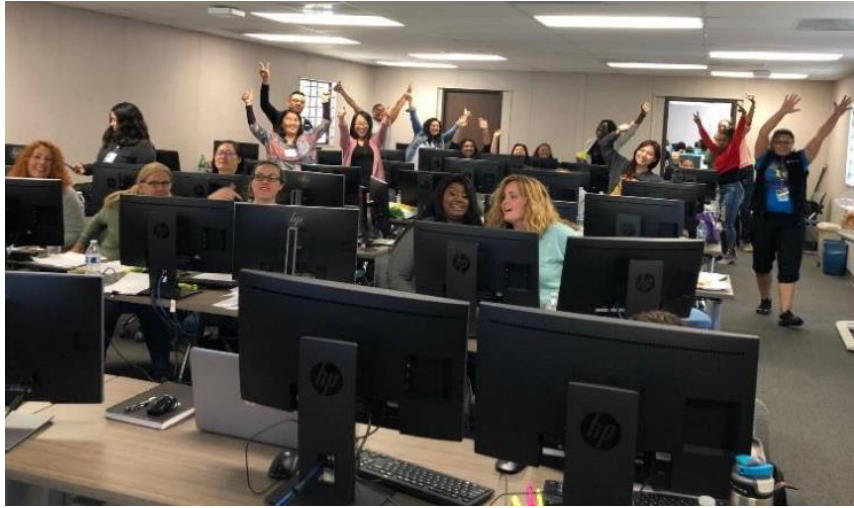
The California State Board of Pharmacy performs an annual inspection of all California pharmacies with sterile compounding licenses.

ZSFG maintains three licensed areas where staff compound a variety of medications. In the past year, pharmacy staff prepared more than 156,000 parenteral preparations. Despite ever-changing regulations and the implementation of new technologies, ZSFG Pharmacy has maintained its vigilance to comply and embrace these changes. This was confirmed by the latest inspection by the Board of Pharmacy in July 2019, which identified no corrective findings or deficiencies. The pharmacy team is firmly committed to the ZSFG True North pillars of patient safety and excellent quality of care.

Congratulations to the Pharmacy Department on a successful inspection and on their continued performance excellence!

QUALITY 7. Soft Epic Go-Live

On Saturday, July 20th, ZSFG celebrated Epic scheduling! The patient access team gathered in two trailers and in the Imaging department to complete the conversion of over 11,000 patient appointments from the previous system (LCR/Invision) to Epic. By the end of Saturday, the completed 7,285 appointments, including all Operating Room and Gastroenterology procedures. One Epic analyst, who has helped other hospitals with this process, commended the team that this scheduling implementation was one of the most seamless in his experience. Moving forward, every appointment scheduled after 8/3 will be in Epic. The soft go-live was a great way to solidify the new workflows and prepare ZSFG for go-live on August 3rd.



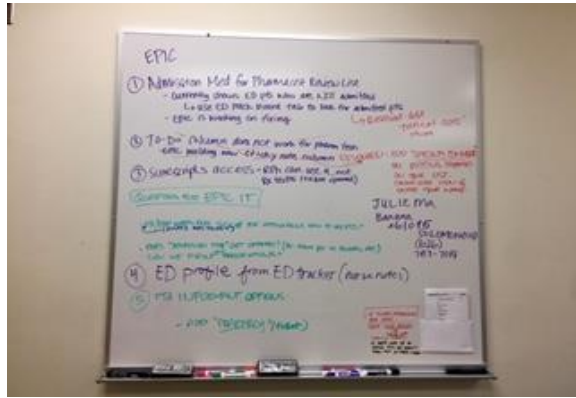
QUALITY 8. Epic Go-Live!

At 7:00AM on Saturday, August 3rd, ZSFG went live with Epic. In the IT command center, the proverbial switch was flipped, signaling that ZSFG had truly gone live. Within two days, 76% of issues from the initial go-live had been resolved through the support of the Super Users and At the Elbow support. The successful go-live comes as a result of thousands of people's work: almost 2,000 system design decisions made, 4,800 devices deployed, 38,000 appointments converted from ZSFG's legacy systems into Epic, and more than 7,300 people completing 114,000 trainings. The team can expect to stabilize the system and train staff over the next several months. ZSFG will then be optimizing the system and supporting other parts of the DPH to go live over the next few years. All this in service of safer, more effective and higher quality care to our patients and a better experience for the teams.

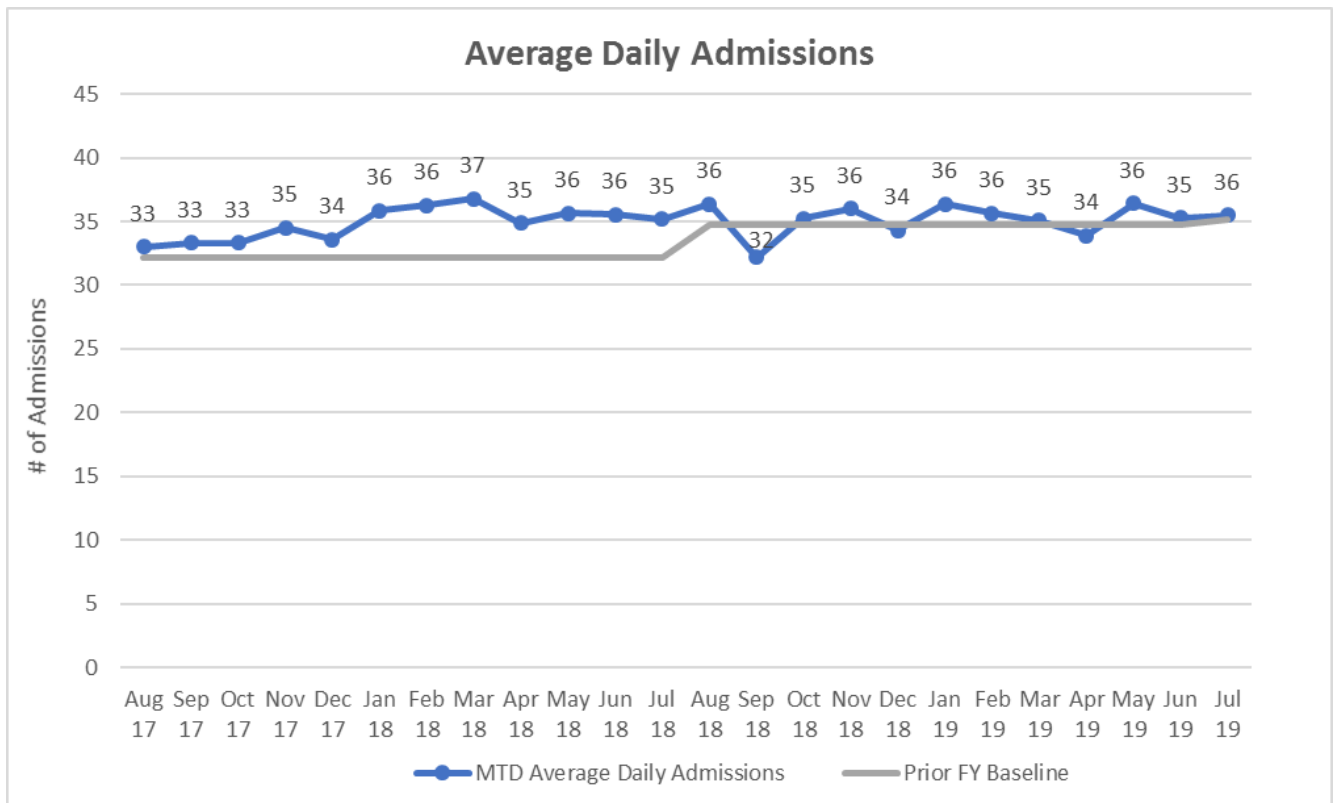
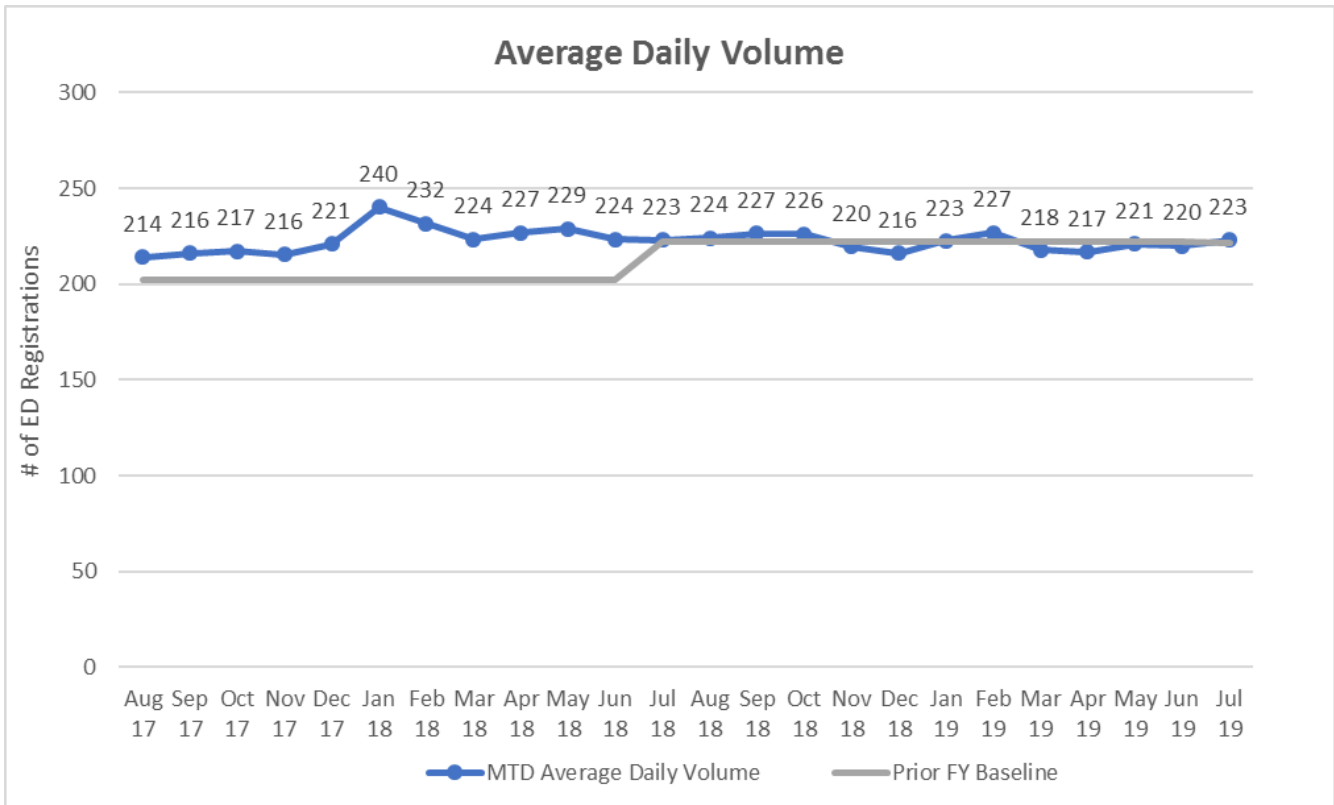
The weeks following go-live, ZSFG leadership rounded in all units across the hospital, and developed communication plans through Daily Epic Newsletters. The newsletter highlighted ZSFG's accomplishments, any root causes or issues, and the countermeasures that were being implemented.

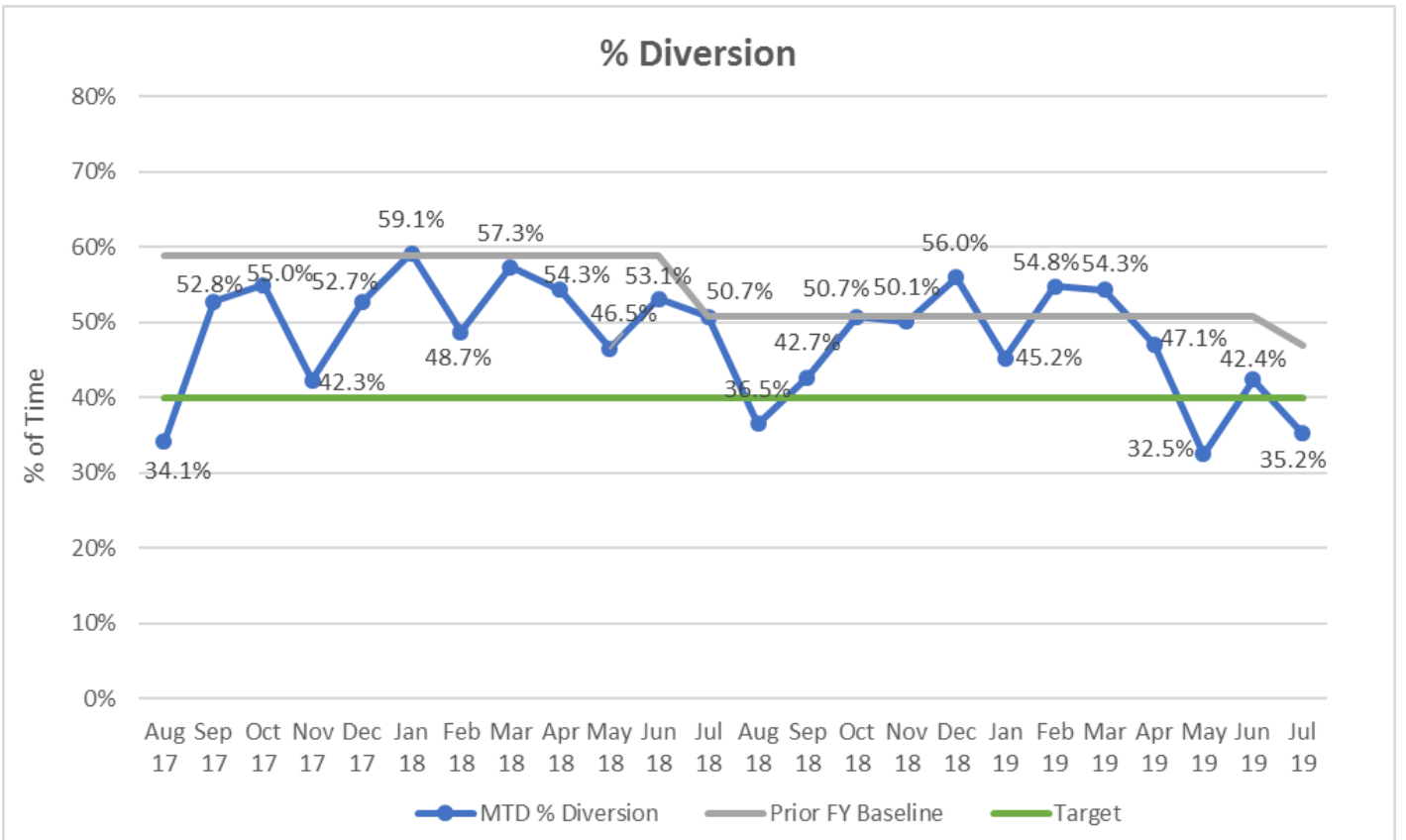
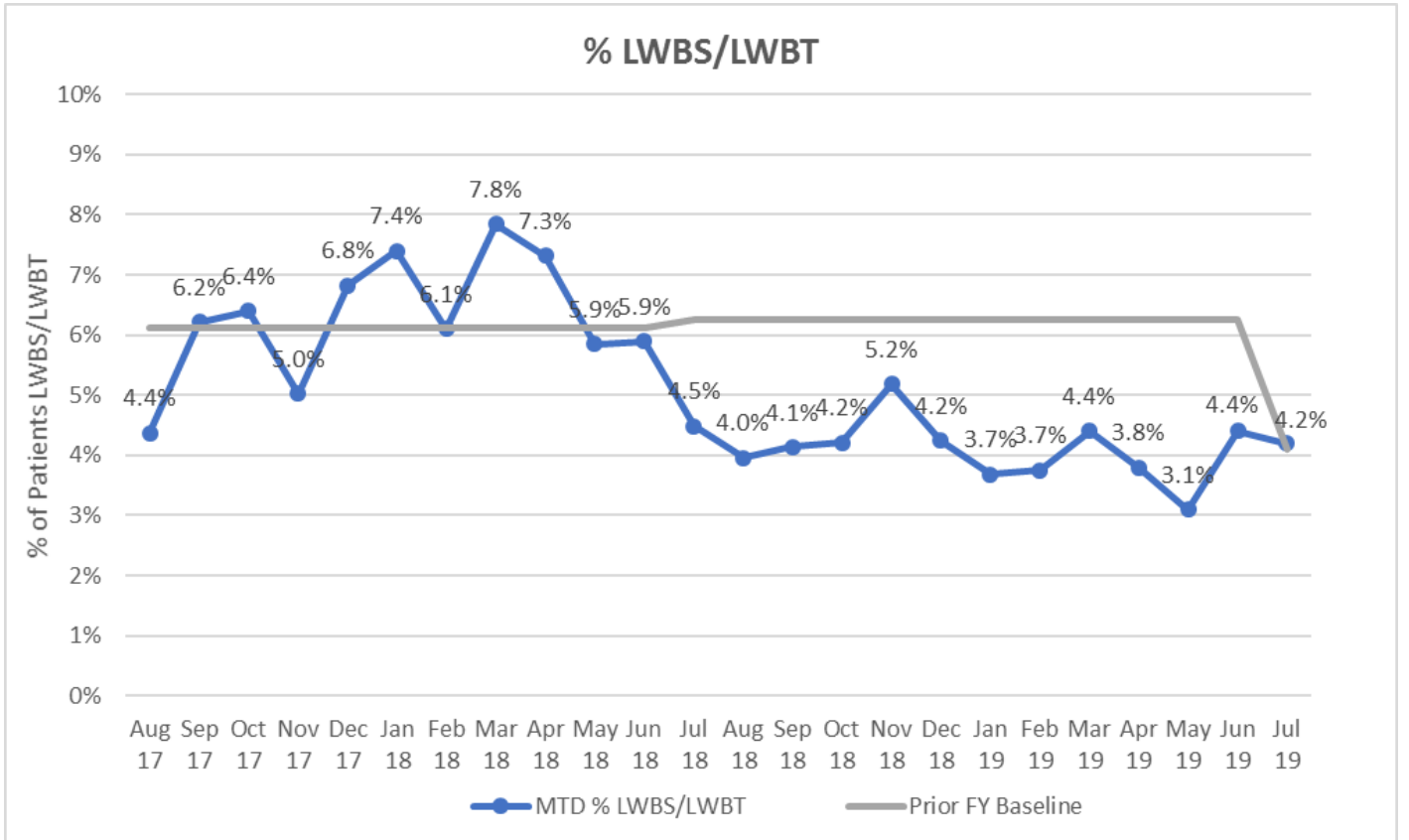
ZSFG would like to express gratitude to the superusers, at the elbow support, zone coordinators, and all ZSFG staff for the great work leading up to this historic event!



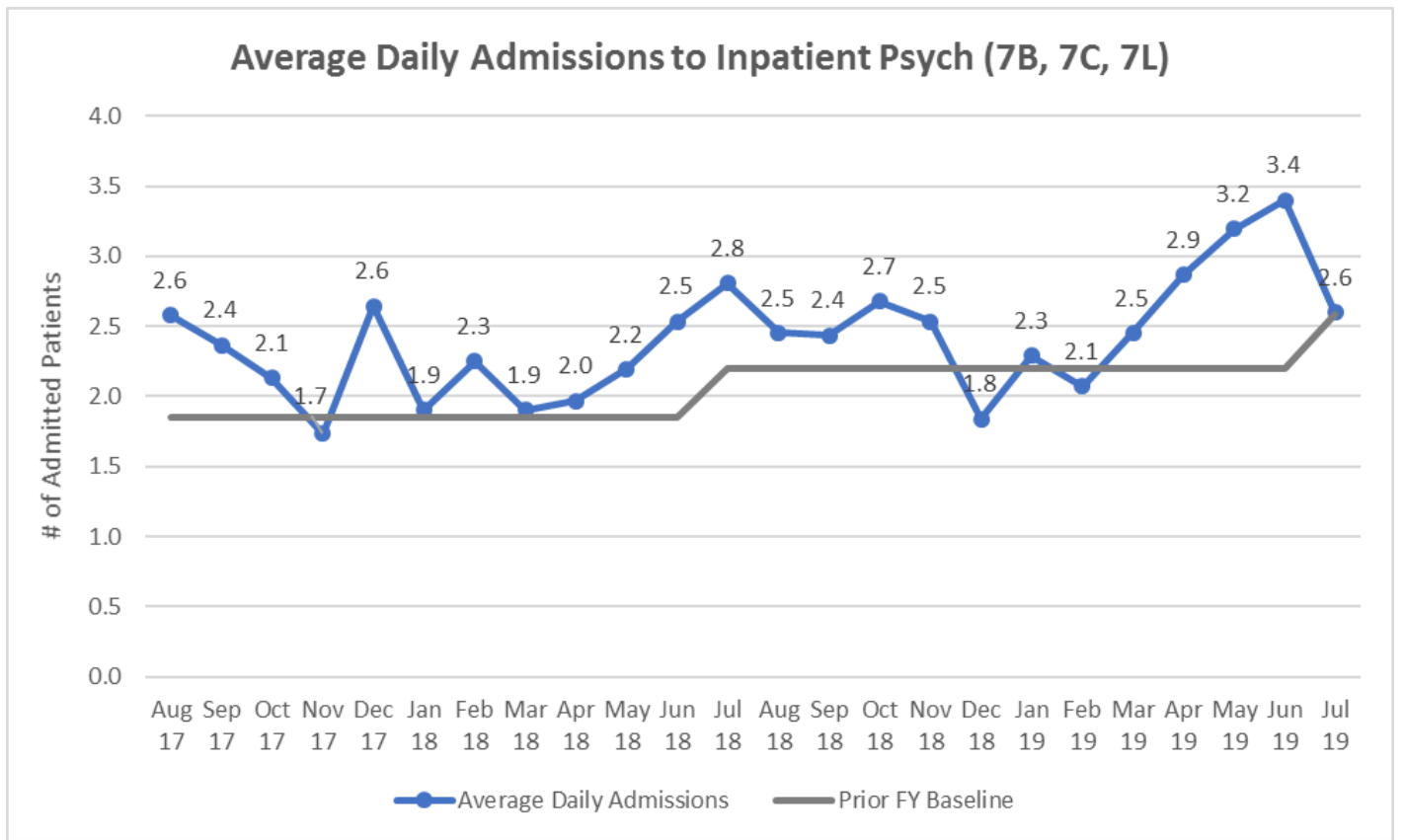
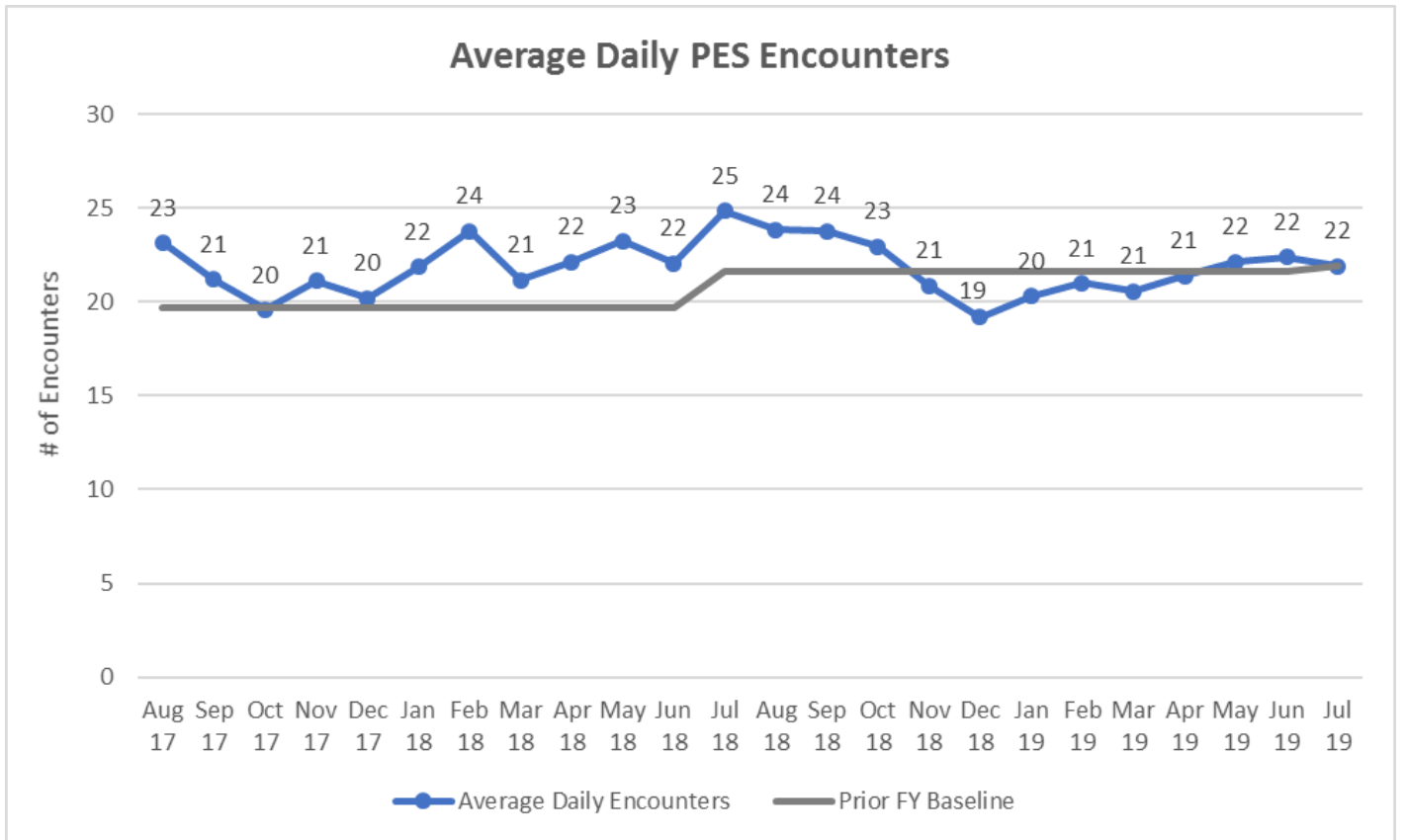


QUALITY Emergency Department Activities

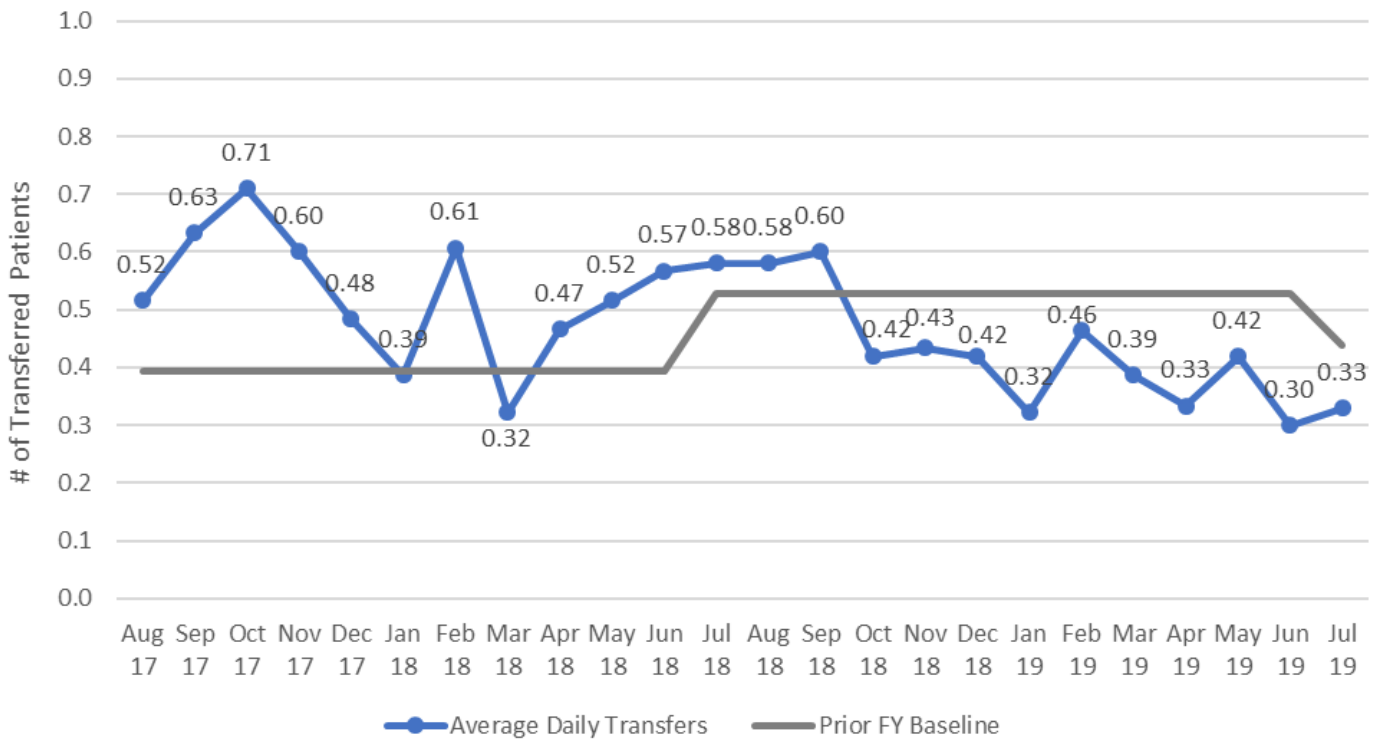




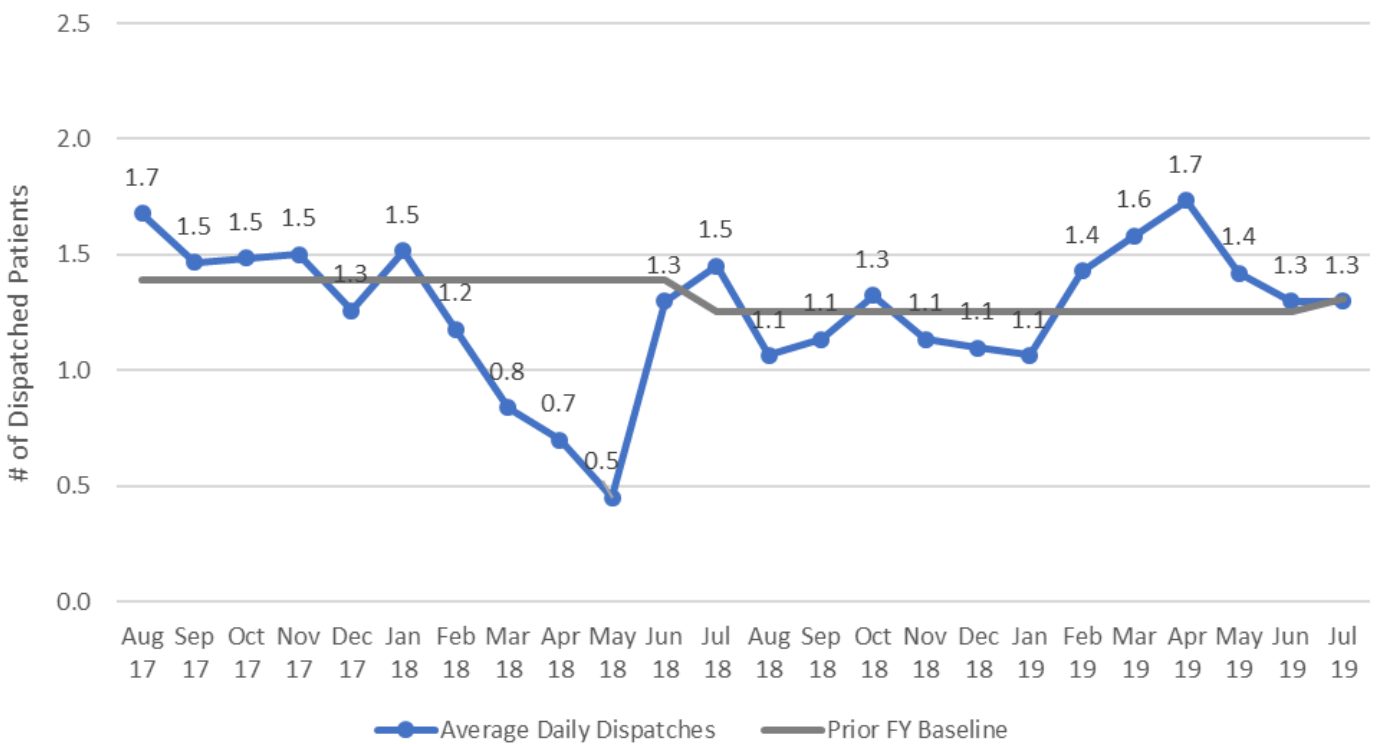
QUALITY Psychiatric Emergency Services Activities

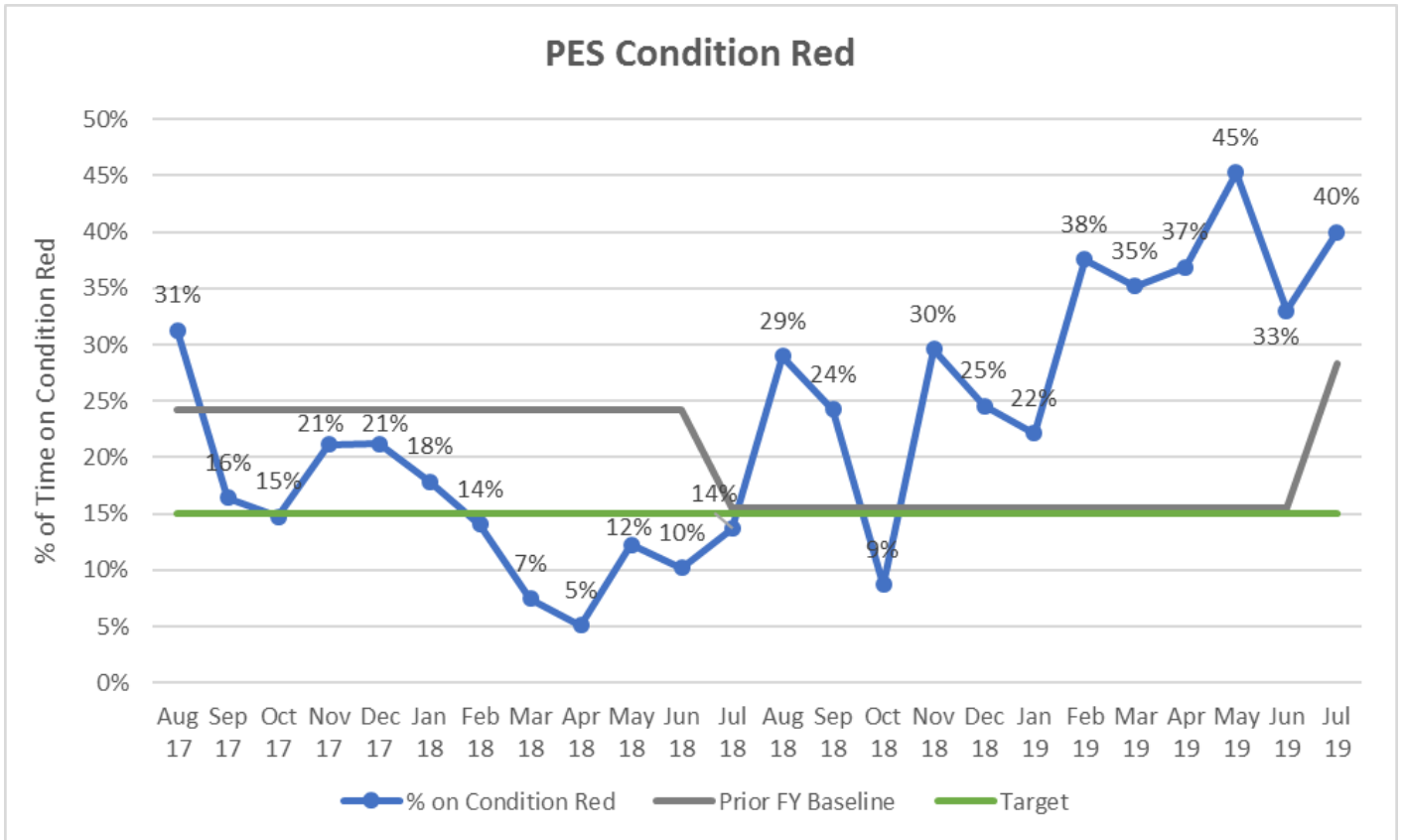
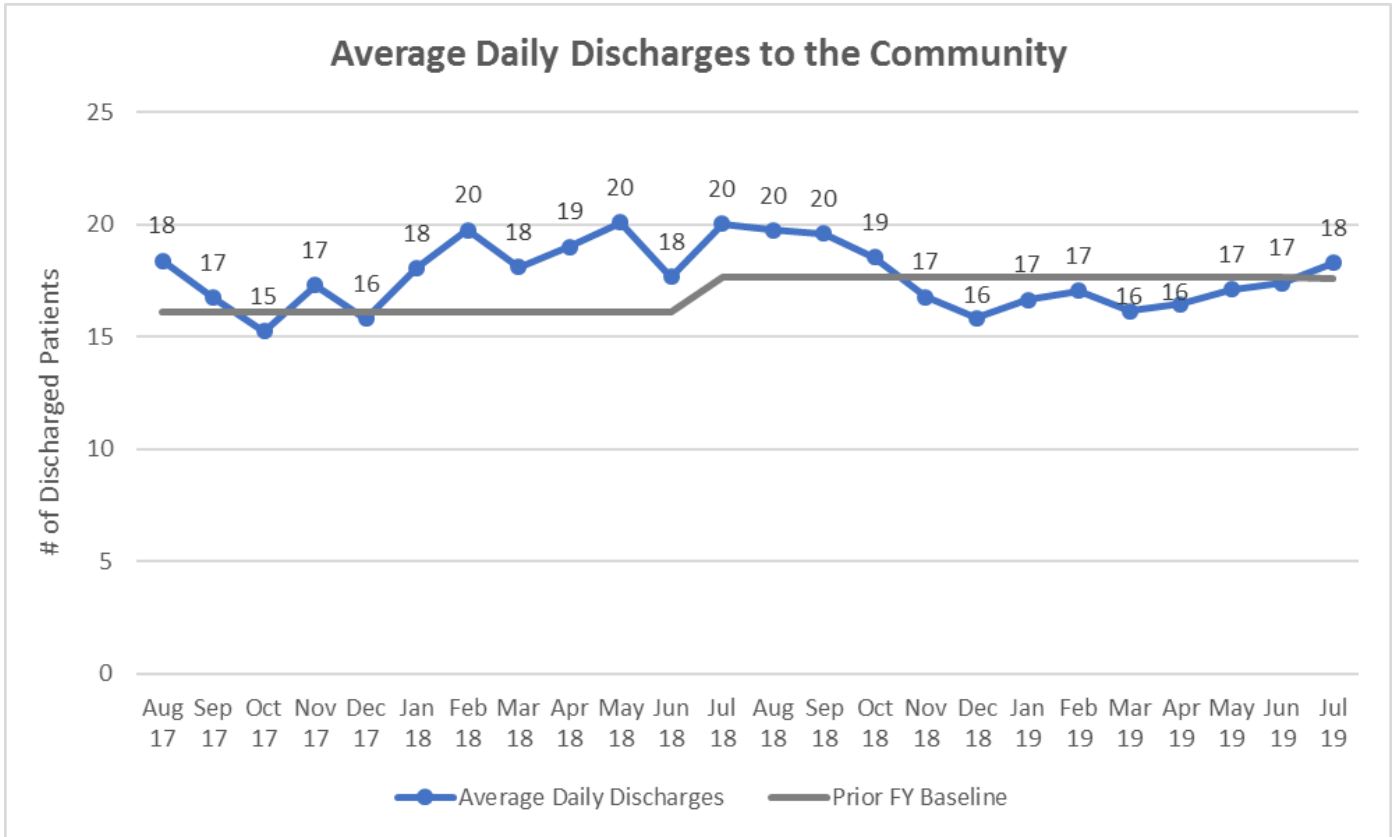


Average Daily Transfers to Private Hospital



Average Daily Dispatches to Dore Urgent Care Clinic (DUCC)





QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 170.55 which is 109.33% of budgeted staffed beds and 95.28% of physical capacity. 20.70% of the Medical/Surgical days were lower level of care days: 6.16% administrative and 14.54% decertified/non-reimbursed days.

INTENSIVE CARE UNIT

Average Daily Census of ICU was 25.74 which is 91.94% of budgeted staffed beds and 44.38% of physical capacity of the hospital.

MATERNAL CHILD HEALTH

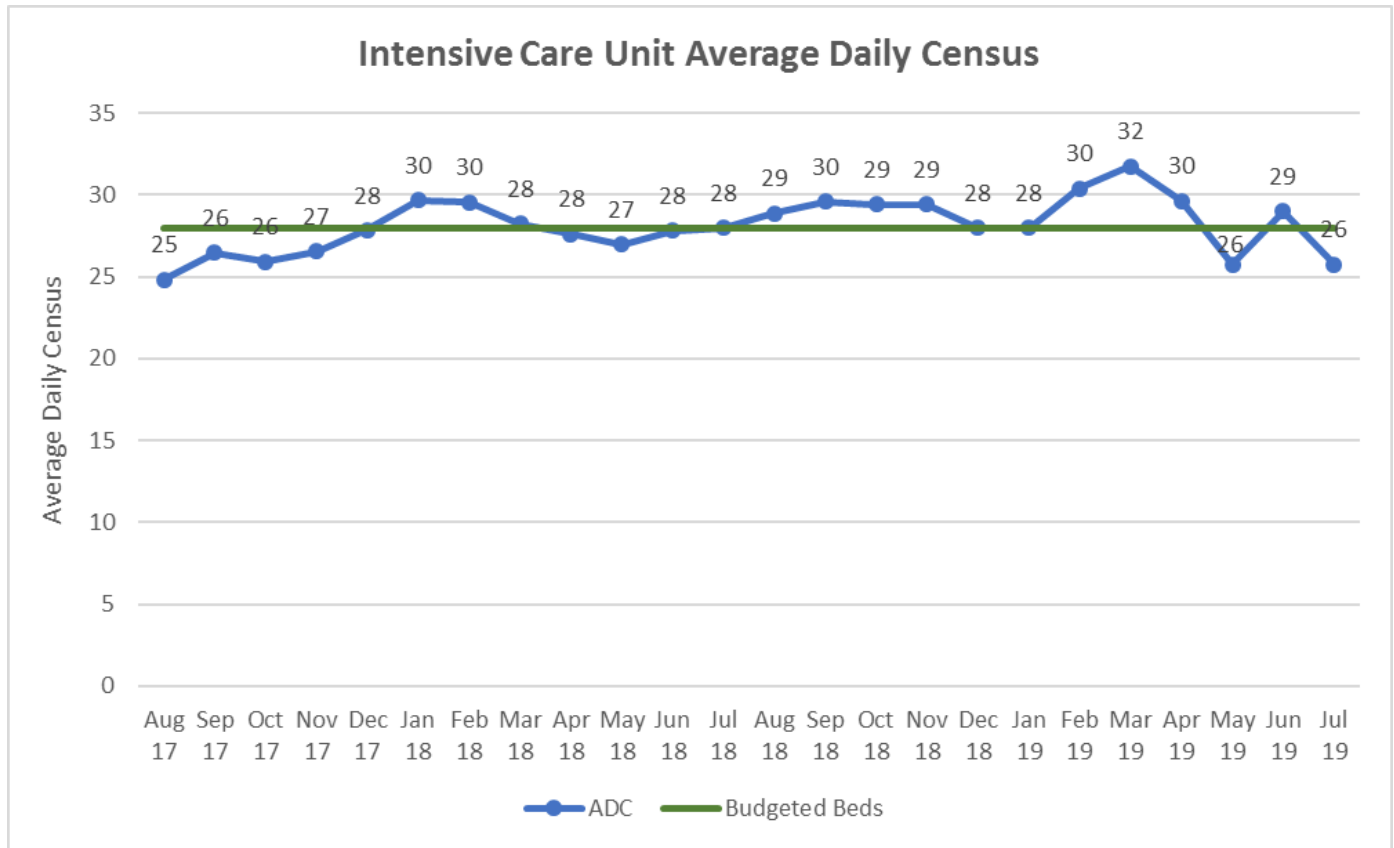
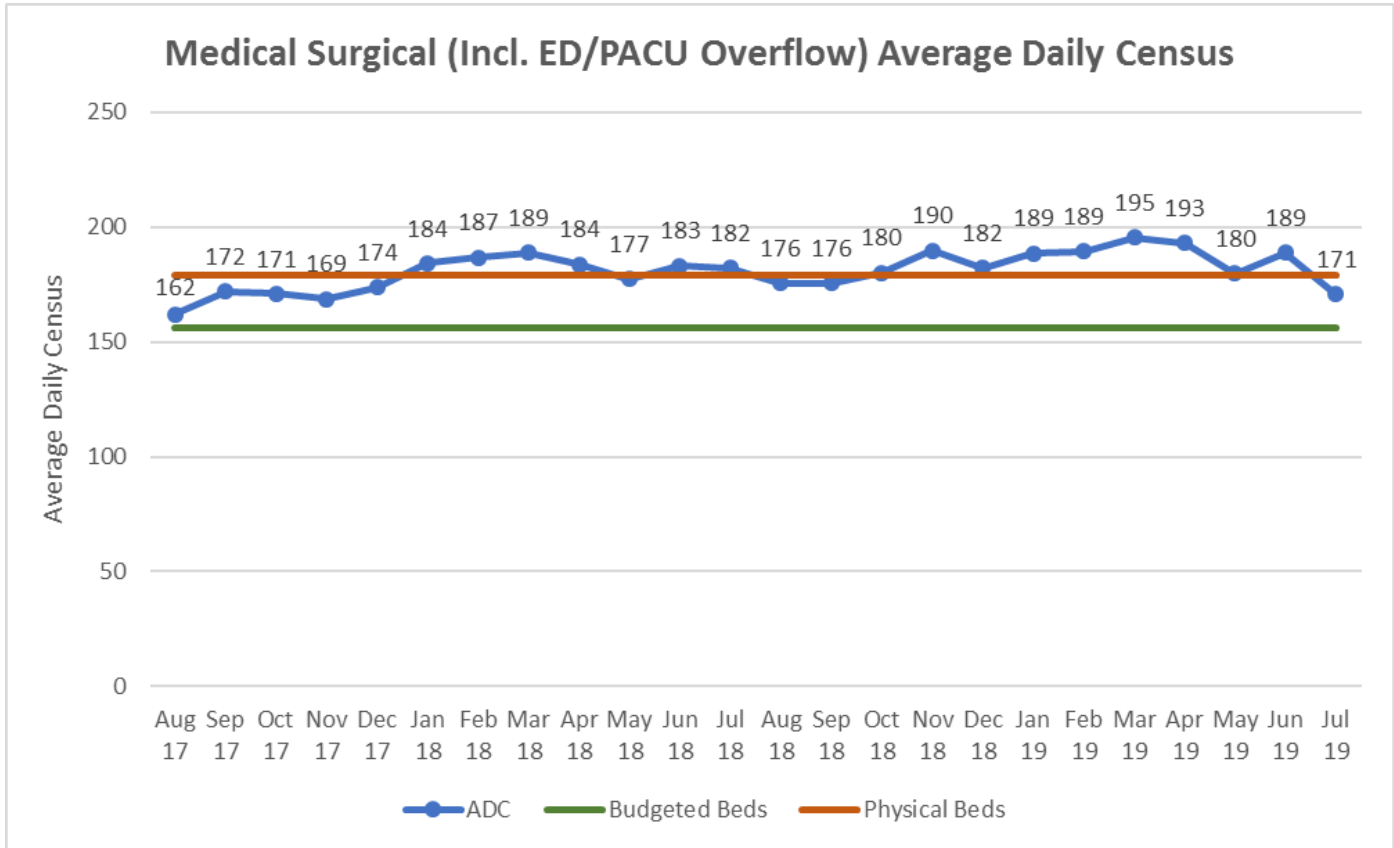
Average Daily Census of MCH was 22.94 which is 76.45% of budgeted staffed beds and 54.61% of physical capacity of the hospital.

ACUTE PSYCHIATRY

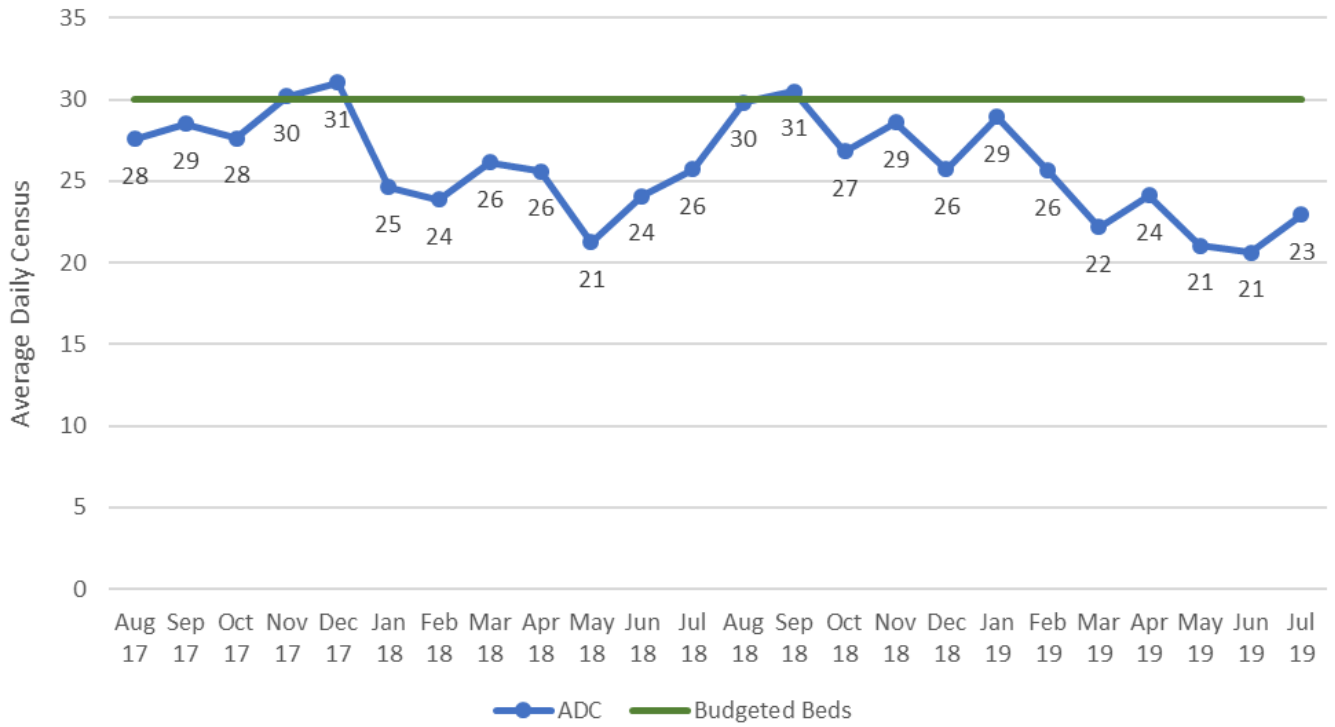
Average Daily Census for Psychiatry beds, excluding 7L, was 42.71, which is 97.07% of budgeted staffed beds and 63.75% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.29, which is 75.58% of budgeted staffed beds (n=7) and 44.09% of physical capacity (n=12). Utilization Review data from the INVISION System shows 77.73% non-acute days (11.71% administrative and 66.03% non-reimbursed).

4A SKILLED NURSING UNIT

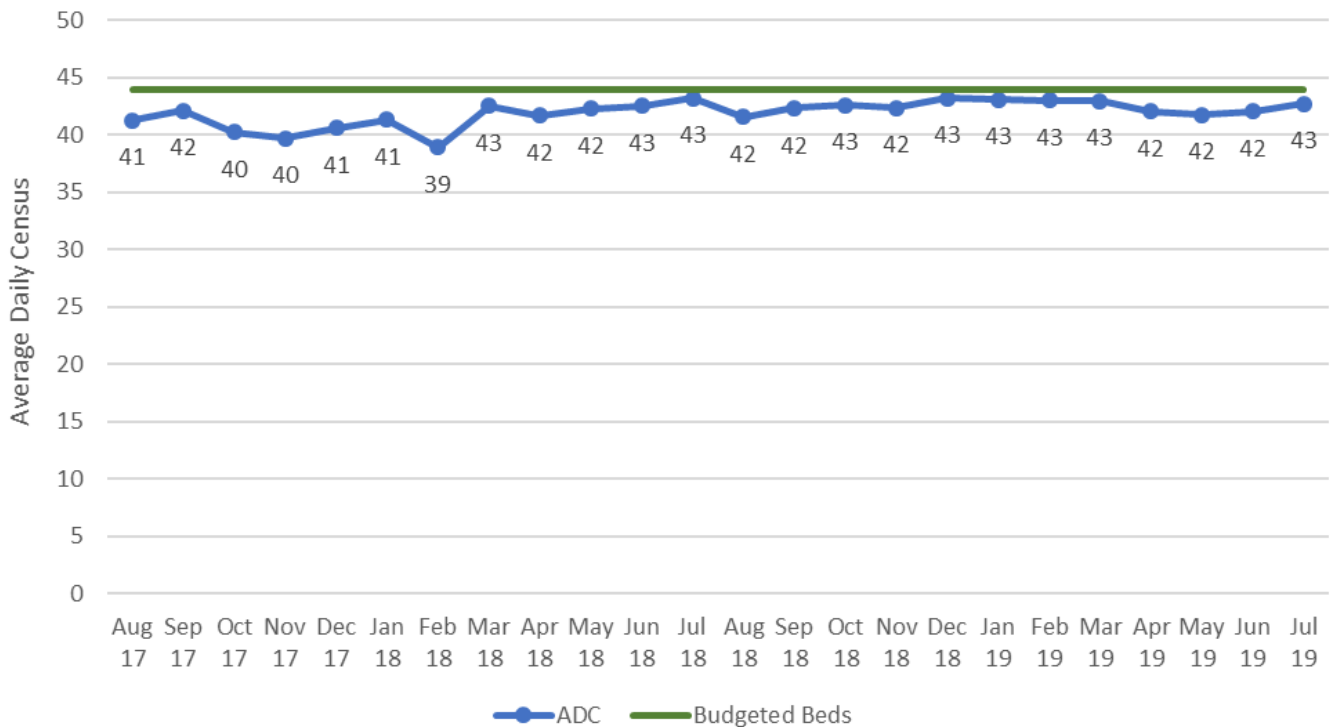
Average Daily Census for our skilled nursing unit was 29.35, which is 104.84% of our budgeted staffed beds and 97.85% of physical capacity.

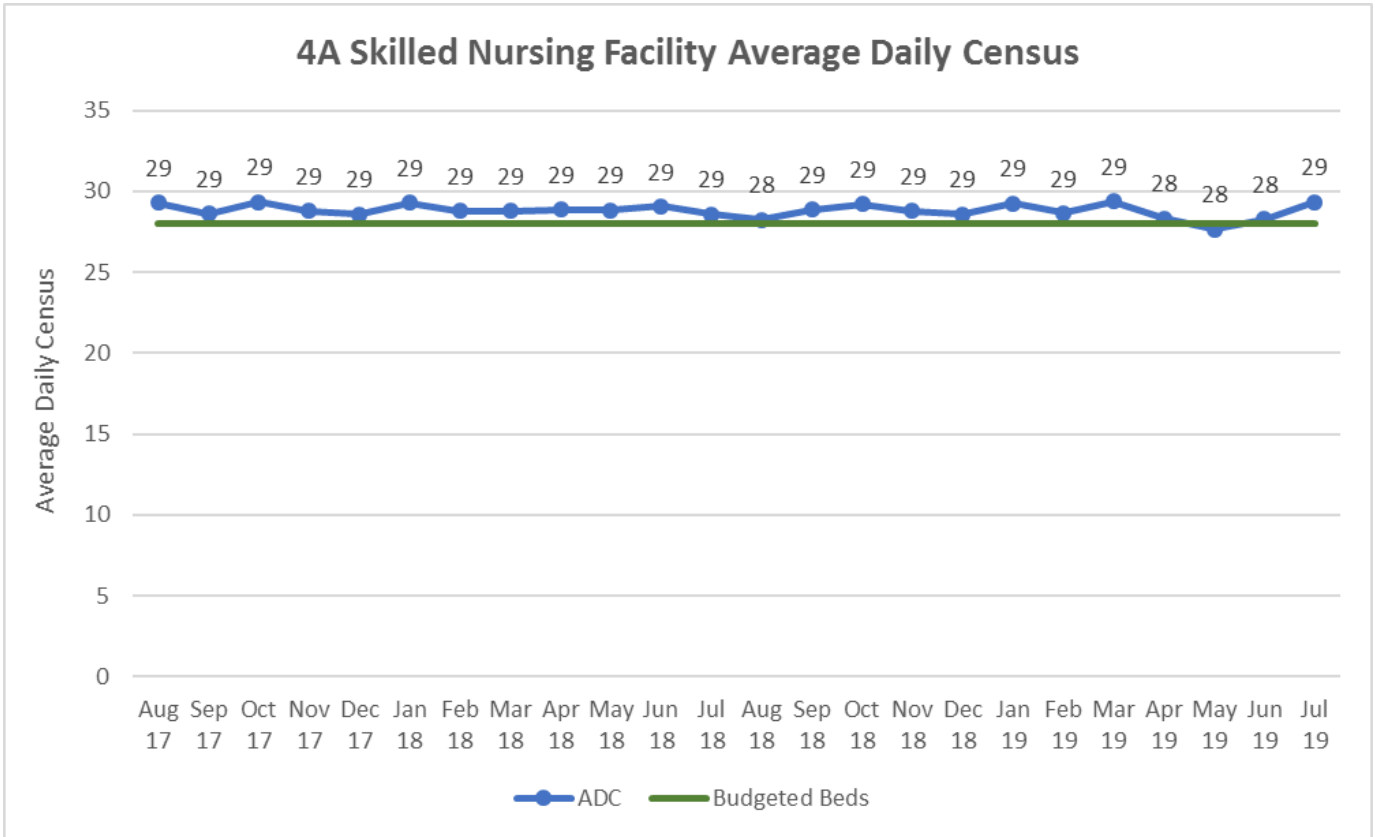


Maternal Child Health Average Daily Census

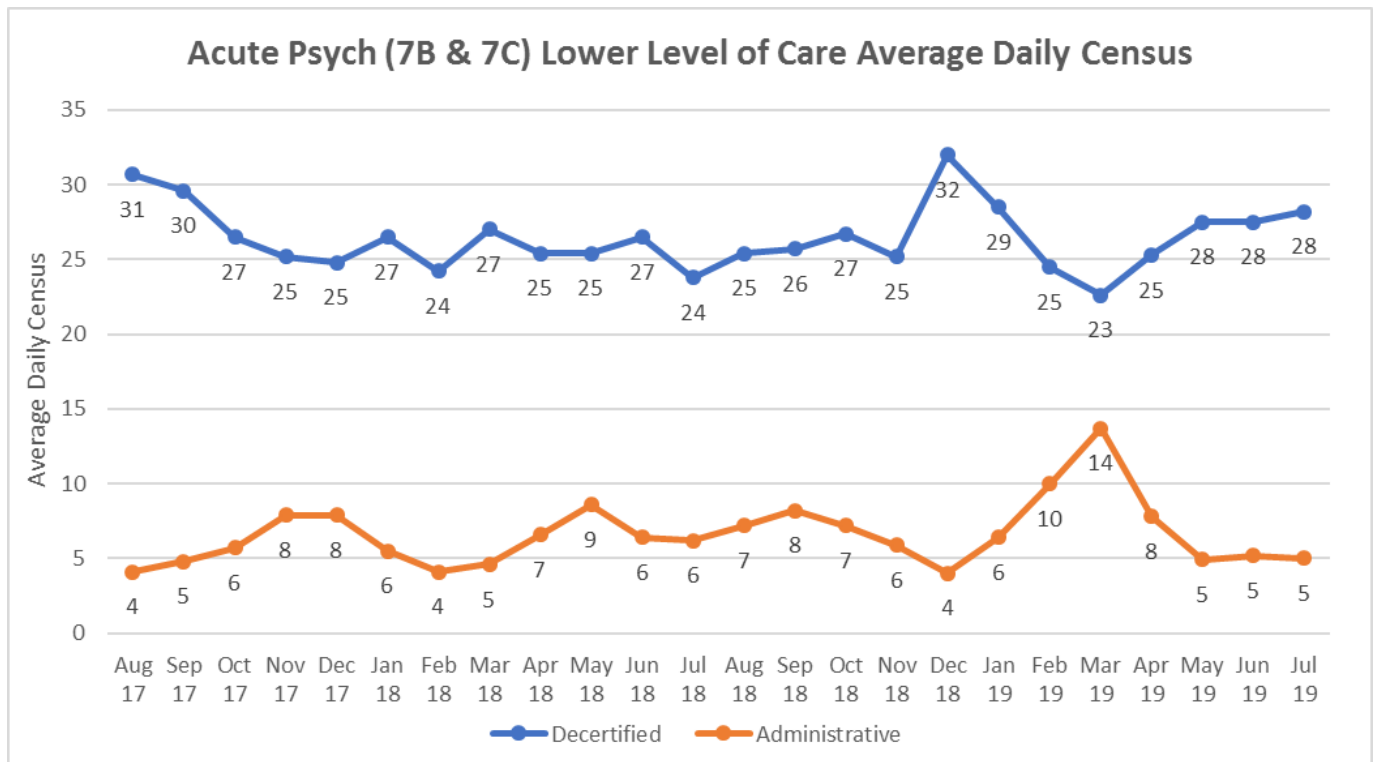
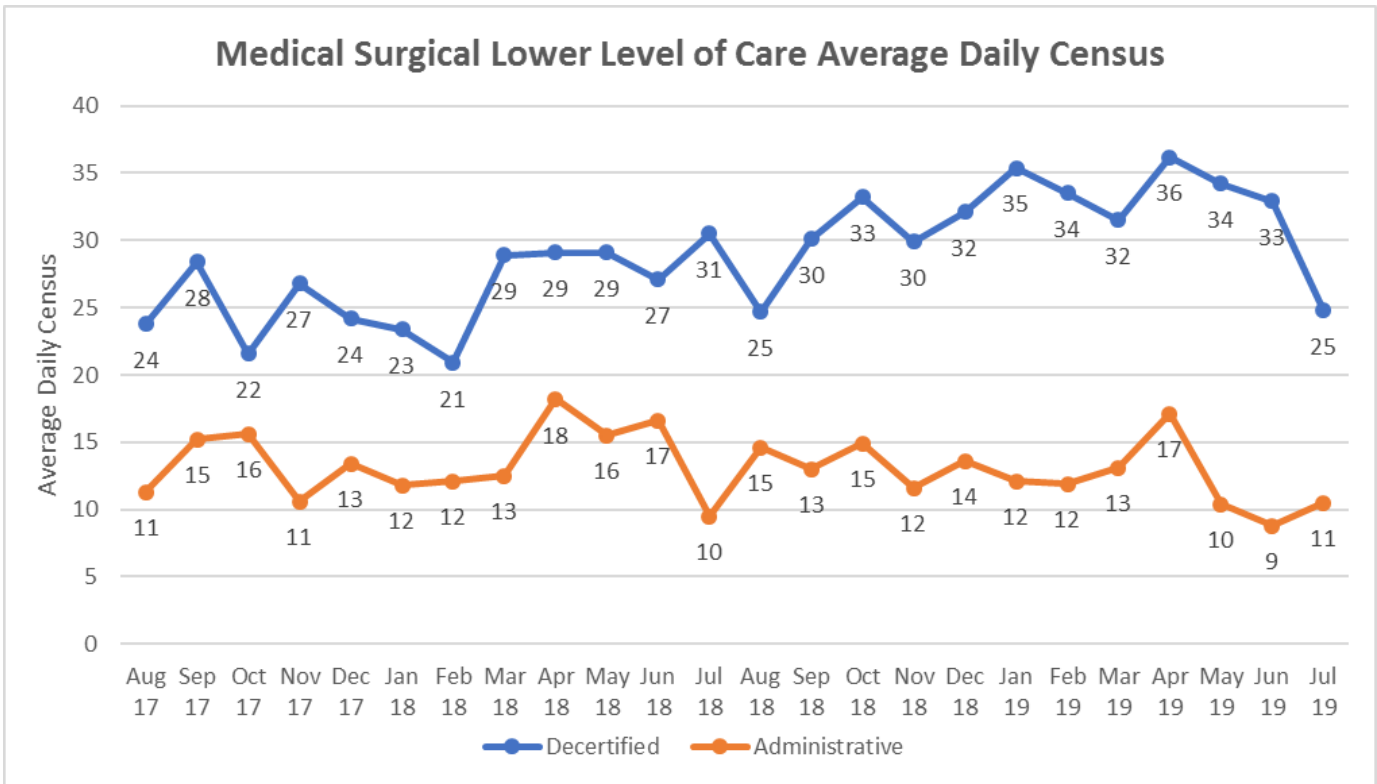


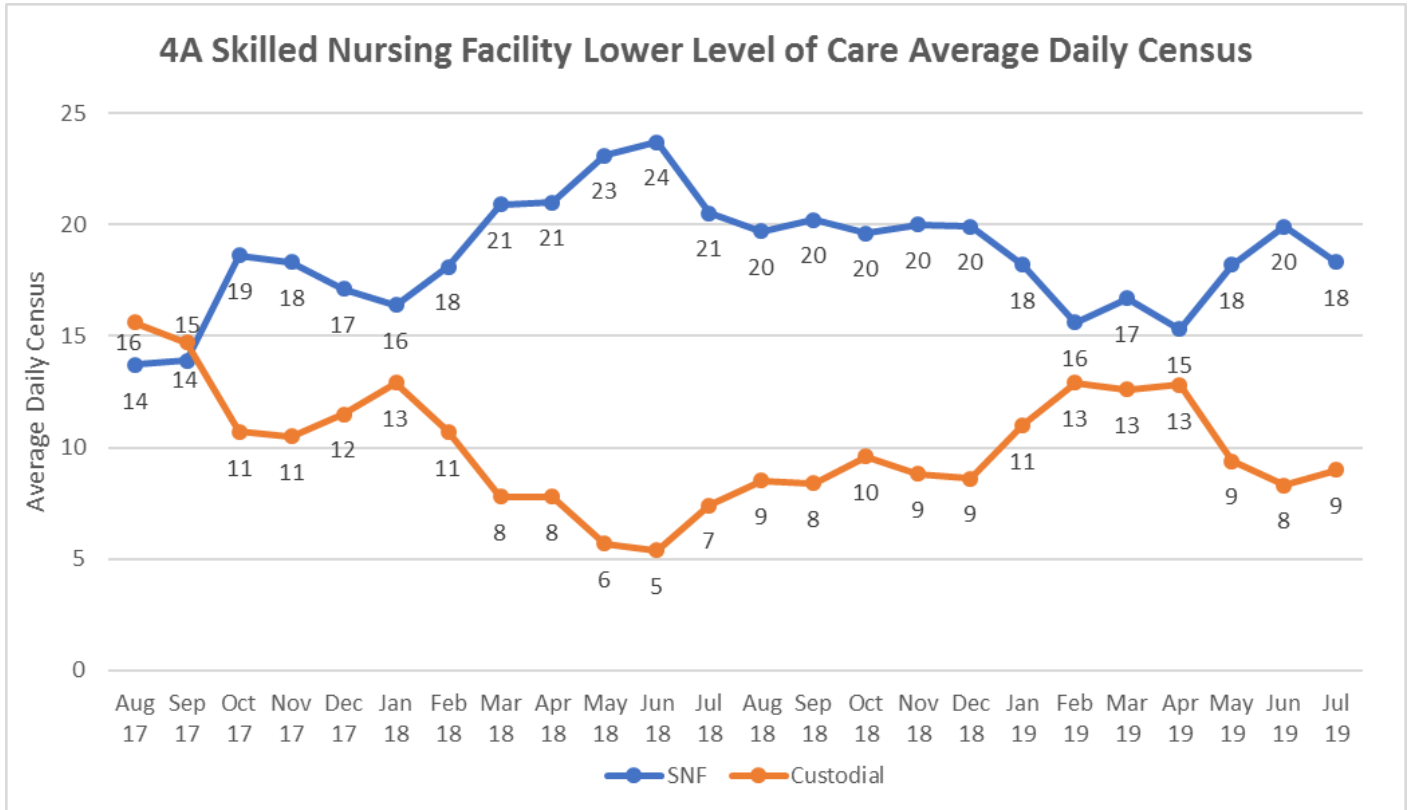
Acute Psychiatry (7B & 7C) Average Daily Census





QUALITY Lower Level of Care Average Daily Census





Financial Stewardship Salary Variance

For Pay Period Ending (PPE) July 26, 2019, Zuckerberg San Francisco General recorded an unfavorable 5.25% salary variance between Actuals and Budget – specifically, actuals were \$799,365 over budget. For Fiscal Year 2019-2020 year-to date variance through PPE July 26, 2019, ZSFG has a favorable variance of 0.88% / \$25,753 under budget.

