

ZSFG CHIEF EXECUTIVE OFFICER'S REPORT

Presented to the JCC-ZSFG on March 26, 2019

By Susan Ehrlich, ZSFG Chief Executive Officer

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1 SINGLE NETWORK-WIDE HIS DEPARTMENT

On February 25, 2019, the San Francisco Department of Public Health transitioned to a single Network-wide Health Informatics Systems (HIS) department. The Network HIS department, under the new centralized leadership, will be led by Diane Lovko-Premeau.

Diane served as ZSFG's HIS director and led the EPIC transition since October 2017. She has also served as Director of Health Information Management/Privacy Officer for Verity Health System. Diane is a proud past President of the California Health Information Association, recipient of the CHIA Professional Achievement Award and currently serves as an accreditation site reviewer for academic/collegiate programs through CAHIM. Diane will be responsible for quality, operational and financial performance of Hospital Information Services. She will continue to be a key partner in our EHR implementation.

ZSFG leadership would like to thank Diane for all her wonderful work thus far and congratulate her on this exciting new role.

2 INTERIM ASSOCIATE CHIEF HEALTH INFORMATICS OFFICER

ZSFG leadership is happy to announce that Neda Ratanawongsa, MD, MPH, will serve as the interim Associate Chief Health Informatics Officer (ACHIO) at ZSFG. In addition to her current role as ACHIO for Ambulatory Services. Dr. Ratanawongsa is an Associate Professor of Medicine in the Division of General Internal Medicine and UCSF Center for Vulnerable Populations. Board-certified in clinical informatics, she oversaw the CareLinkSF (eClinicalWorks) primary and specialty care implementations from 2014 to 2016 and has served as the ACHIO for Ambulatory Services since 2016.

ZSFG would like to thank Dr. Ratanawongsa for her leadership and dedication to ZSFG and DPH during this transition.

3 NEW ASSOCIATE CHIEF MEDICAL OFFICER FOR SPECIALTY CARE AND DIAGNOSTICS

ZSFG leadership is happy to announce that Dr. Delphine Tuot is the new Associate Chief Medical Officer for specialty care and diagnostics. Dr. Tuot is an Associate Professor of Medicine and has held many leadership roles at ZSFG, including Director of eConsult for SFHN for the last four years and currently co-director of the Center for Innovation in Access and Quality. Additionally, Dr. Tuot has been a leader at the state and national level. She has aided leaders in other California safety-net systems who are implementing electronic consultation programs, serves as a core member of the California Connected Health Policy E-Consult, and serves as a measure steward for the Public Hospital Redesign and Incentives Medi-Cal Program.

ZSFG very much appreciates Dr. Tuot stepping into this new role to collaborate with all of the specialty care clinics on the implementation of EPIC, the initiation of the facilities work in Building 5 and the continued development of ZSFG's people and leaders. ZSFG leadership would like to thank Dr. Tuot for all her work thus far and congratulate her on this exciting new role.

4 DPH-WIDE STAFF ENGAGEMENT SURVEY

On February 11, 2019, the Staff Engagement Survey was administered, making it the first ever DPH-wide survey to combine Employee Engagement and Safety Culture. This survey included questions around quality of the workplace, workplace safety, patient safety, communication, teamwork, diversity and inclusion. By the end of the survey period, March 15, 2019, DPH achieved an unprecedented response rate of 65% among staff and 53% response rate among providers, which represents a 60% increase from the first DPH-wide survey conducted in 2015!

A team of Press Ganey analysts will review the results and make recommendations for best practices through a high-level presentation. The next steps would then be for staff to develop a plan to improve workforce engagement and culture of safety based on these recommendations.

ZSFG would like to congratulate the Care Experience & Patient Safety team on this ground-breaking survey and thank them for all their efforts to increase the response rate.

5 REHABILITATION SERVICES 3P WORKSHOP

During the week of March 4th, the Department of Rehabilitation Services staff worked alongside ZSFG's Capital Projects team and Department of Public Works (DPW) architects to evaluate the proposed floorplan for their new space on the 3rd floor of Building 5. During this weeklong workshop, the team created table-top simulations to better understand and anticipate barriers upon transitioning to their new space. The team also reviewed current workflows in order to determine constraints of their new space. Additionally, many hours were spent in realistic scenarios to find where potential bottlenecks might arise, and to brainstorm new and innovative countermeasures to improve their existing workflows.

This process yielded many major accomplishments such as validating the number of treatment rooms necessary for patient demand, creating guidelines for all shared and individual workspaces that meet each discipline's needs, and many more. This has been an incredible opportunity for ZSFG staff to work alongside DPW partners to create a space that will not only fit the needs of staff, but also best support patients and their families.

Thank you and congratulations to the Rona Team, Rehabilitation Services team, the Capital Projects team, and Department of Public Works on setting a great example of the collaboration and proactive improvement work that is possible at ZSFG. Additionally, special thanks to our patients, Annie Wong and Robert Bryan, for joining the workshop week.

6 OBSERVATION SERVICES IMPLEMENTATION AT ZSFG

During the week of March 11th, ZSFG's Kaizen Promotion Office (KPO) team conducted a weeklong workshop in order to implement, for the first time in the hospital's history at ZSFG, observation services.

Department of Care Coordination nursing staff and social workers are part of the new Observation Service that utilizes a multi-disciplinary team model designed to deliver a defined set of outpatient services to help decide whether a patient needs to be admitted or discharged. This workshop focused on workflow development, interdisciplinary rapport building, and ensuring that our patients receive the right care, in the right place, at the right time. The Observation Services Workshop also aligns with our true-north goals of quality, care experience, developing our people, and financial stewardship. This workshop will help to maximize the positive impact that Observation Services will have on ZSFG's patients.

Many thanks to the Kaizen Promotion Office team, the Department of Care Coordination, Medicine, Cardiology and Eligibility leadership team for their improvement work. Additionally, special thanks to our patient, Patrick McKenna, for his valuable participation during the week.

7 PATIENT FLOW REPORT FOR FEBRUARY 2019

Attached please find a series of charts depicting changes in the average daily census.

MEDICAL/SURGICAL, ICU, & MCH

Average Daily Census of Medical/Surgical , ICU, & MCH was 236.71 which is 116.61% of budgeted staffed beds level and 93.93% of physical capacity of the hospital. 17.32% of the Medical/Surgical days were lower level of care days: 4.54% administrative and 12.78% decertified/non-reimbursed days.

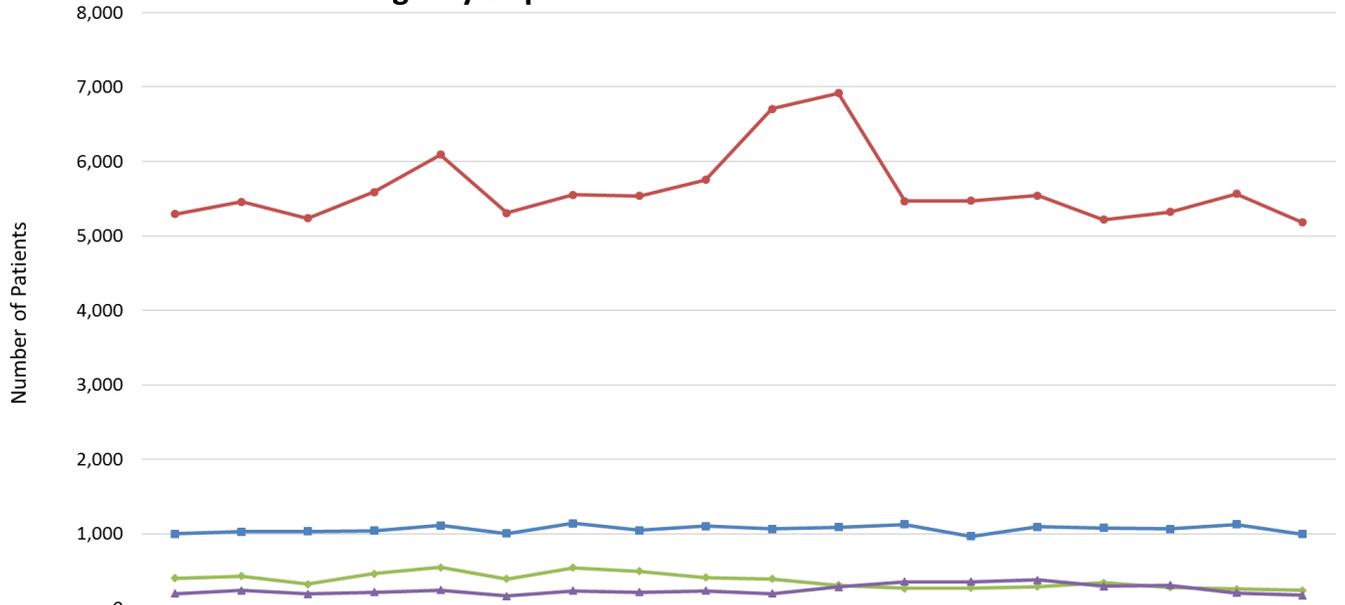
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, **excluding 7L**, was 43.04, which is 97.82% of budgeted staffed beds and 64.24% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.43, which is 77.55% of budgeted staffed beds (n=7) and 45.24% of physical capacity (n=12). Utilization Review data from the INVISION System shows 76.10% non-acute days (53.11% lower level of care and 22.99% non-reimbursed).

4A SKILLED NURSING UNIT

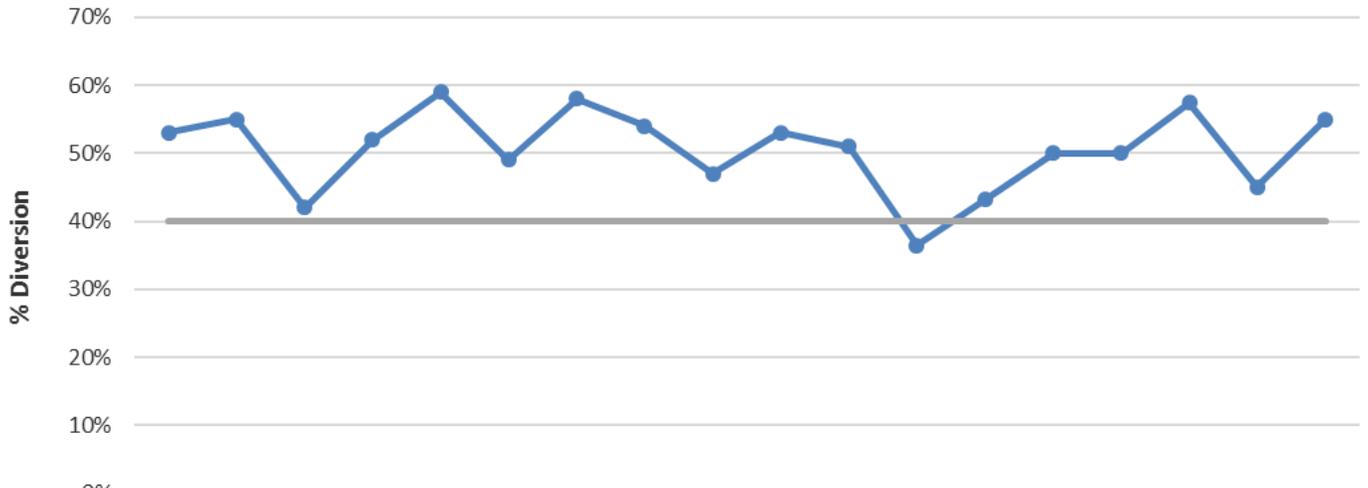
ADC for our skilled nursing unit was 28.64, which is 102.30% of our budgeted staffed beds and 95.48% of physical capacity.

Emergency Department Total Census Activities



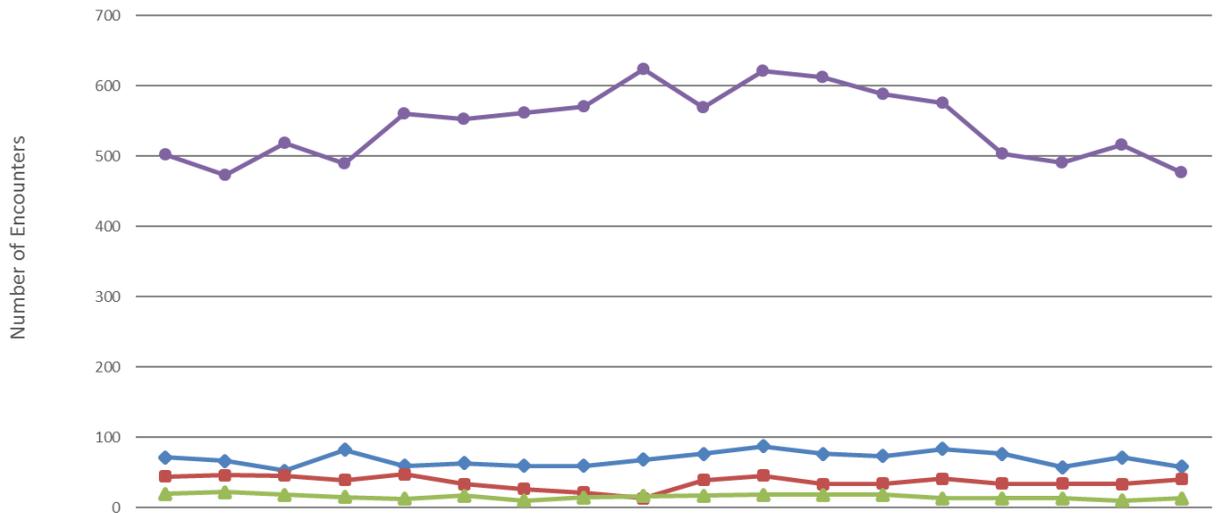
	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
Admissions	1,000	1,027	1,035	1,042	1,112	1,007	1,141	1,047	1,105	1,067	1,090	1,127	966	1,092	1,080	1,064	1,128	997
Seen in ED and DC'd	5,292	5,459	5,237	5,590	6,093	5,307	5,552	5,538	5,756	6,707	6,919	5,467	5,472	5,542	5,218	5,324	5,567	5,179
LWBS/LWBT	405	432	325	467	551	396	543	498	415	395	310	267	275	290	342	284	257	238
Triaged/Referred Out	196	240	194	216	246	167	236	218	234	200	289	356	359	380	297	309	209	172

JCC Diversion Report



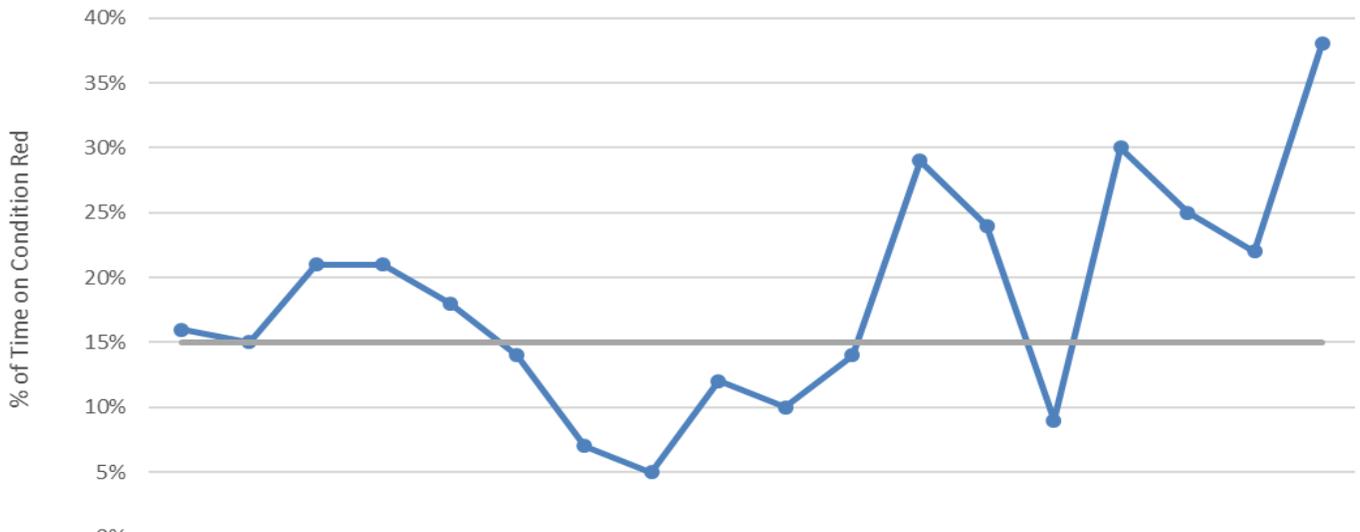
	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
ED	53%	55%	42%	52%	59%	49%	58%	54%	47%	53%	51%	36%	43%	50%	50%	57%	45%	55%
Target	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%

Psychiatric Emergency Services Activities



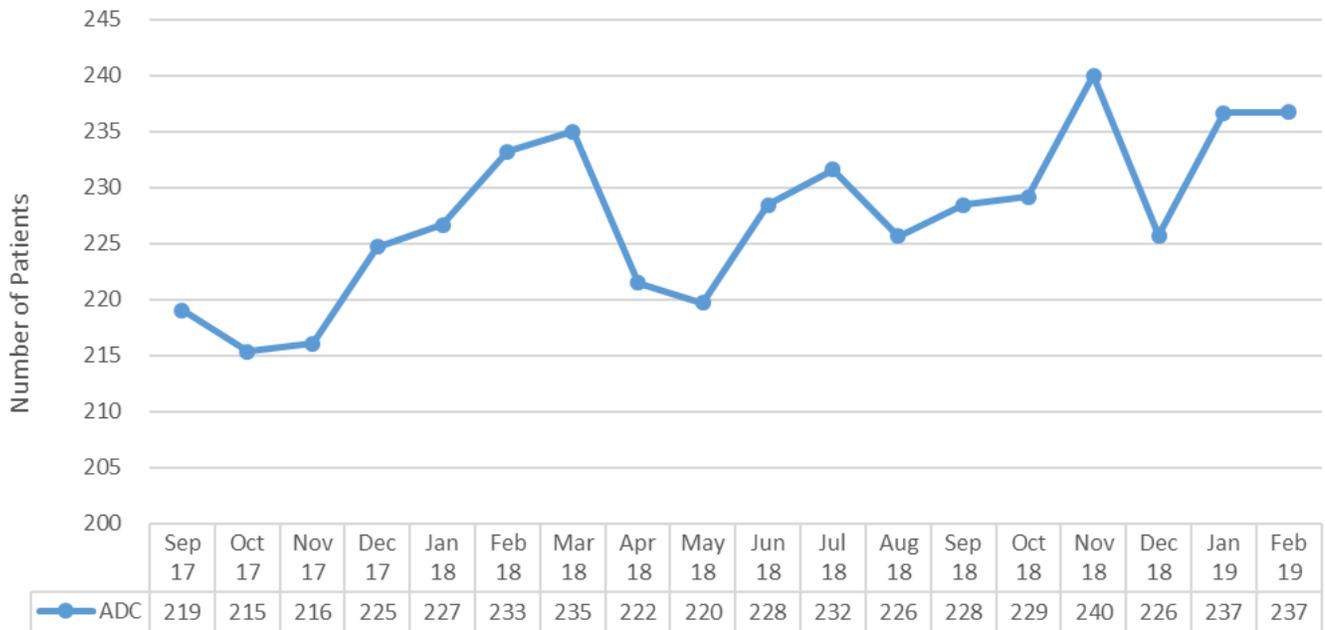
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Admitted to 7B	71	66	52	82	59	63	59	59	68	76	87	76	73	83	76	57	71	58
DUCC	44	46	45	39	47	33	26	21	13	39	45	33	34	41	34	34	33	40
Transferred to private hospital	19	22	18	15	12	17	10	14	16	17	18	18	18	13	13	13	10	13
Discharged to Community	502	473	519	490	560	553	561	570	624	569	621	612	588	575	503	491	516	477

PES Condition Red

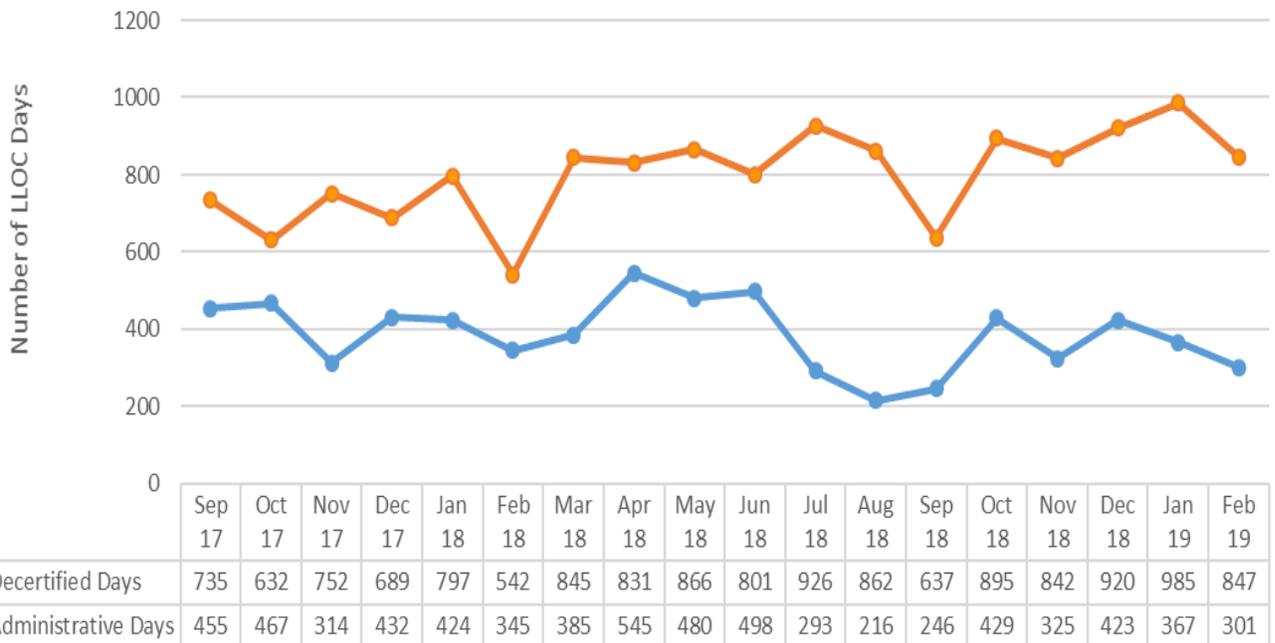


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PES	16%	15%	21%	21%	18%	14%	7%	5%	12%	10%	14%	29%	24%	9%	30%	25%	22%	38%
Target	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

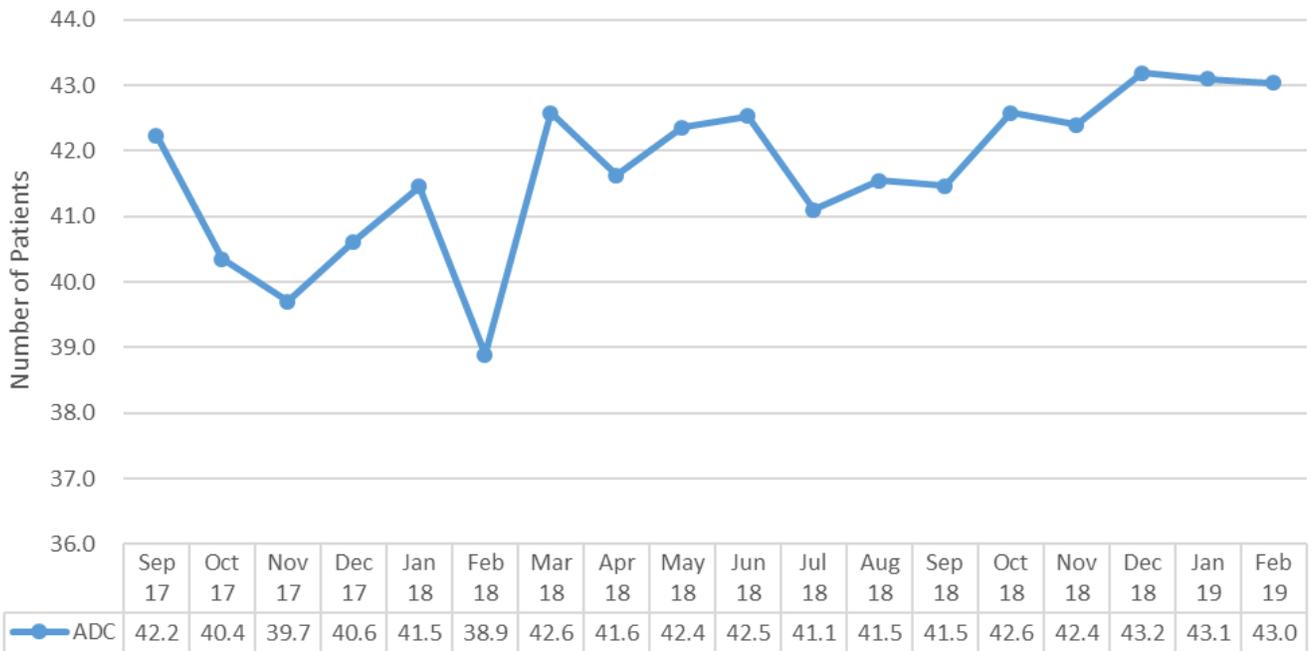
Medical Surgical, ICU, & MCH Average Daily Census



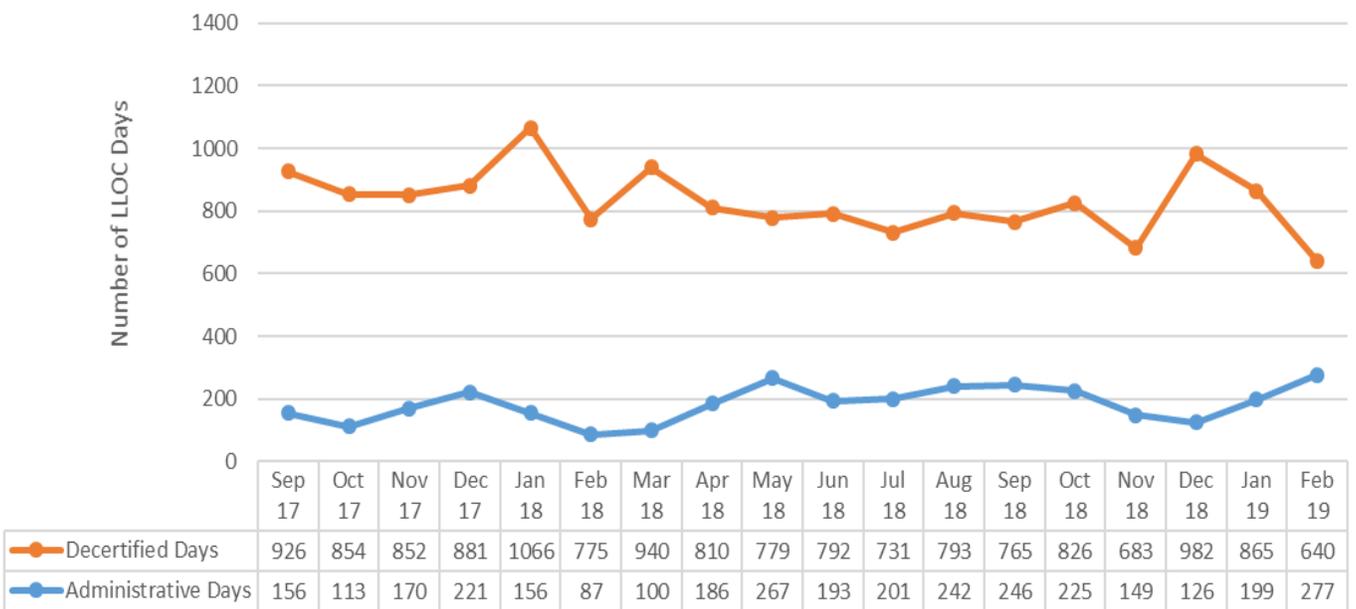
Medical Surgical Lower Level of Care Days



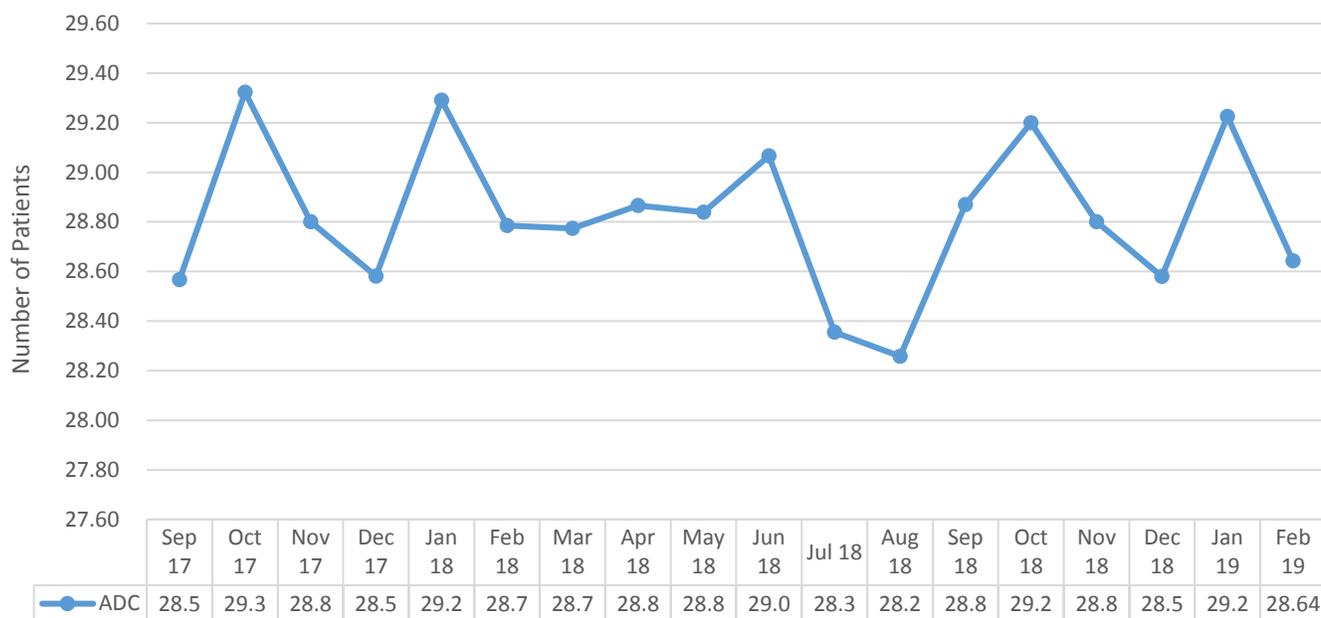
Acute Psychiatry (7B and 7C) Average Daily Census



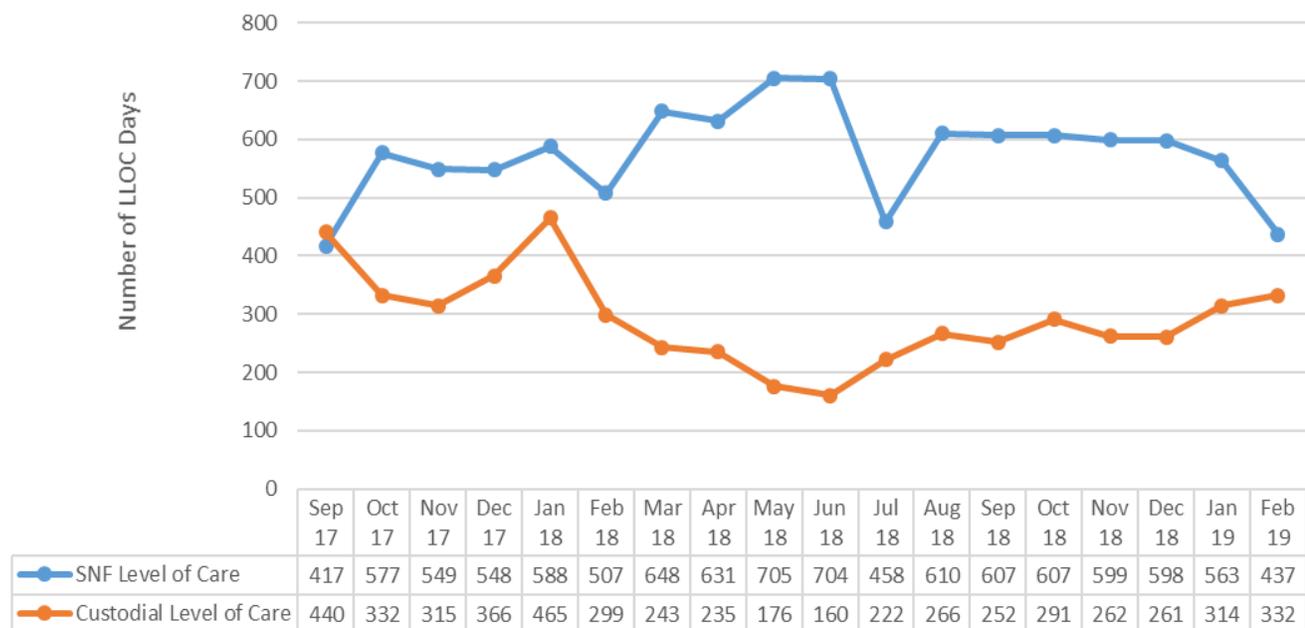
Acute Psychiatry (7B and 7C) Lower Level of Care Days



Skilled Nursing Facility Average Daily Census



Skilled Nursing Facility Lower Level of Care Days



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

For Pay Period Ending (PPE) February 22, 2019, Zuckerberg San Francisco General recorded an unfavorable 2.44% salary variance between Actuals and Budget – specifically, actuals were \$375,070 over budget. For Fiscal Year 2018-2019 year-to-date variance through PPE February 22, 2019, ZSFG has an unfavorable variance of 2.24% / \$5,730,448 over budget.

