**Hospital Operations & Patient Care Report**

Presented to the JCC – ZSFG on May 28, 2019

ZSFG Executive Team Report

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1. Positive Health Onsite Program- Unstably House Populations (POP-UP)

ZSF has been at the forefront of groundbreaking, compassionate care for people with HIV and AIDS. In 1983, ZSF opened Ward 86, one of the world’s first outpatient AIDS clinics. In 2010, Ward 86 and the San Francisco Department of Public Health (SFDPH) adopted universal antiretroviral therapy (ART) for all people living with HIV, two years before the rest of the U.S. In 2013, the RAPID program was developed at Ward 86 and adopted by SFDPH, which linked newly diagnosed HIV patients with treatment immediately upon diagnosis. And in 2017, Ward 86 (also called the Positive Health Program) launched the Golden Compass clinic, which offers multi-disciplinary care for people over the age of 50 living with HIV.

POP-UP (Positive health Onsite Program - Unstably housed Populations) is Ward 86’s next innovation, perfectly focused on where we are in the epidemic today. POP-UP aims to reduce health disparities among homeless and unstably housed individuals living with HIV in San Francisco. The innovative clinic attempts to provide a different model of care for those who are unstably housed and have high viral loads, by allowing drop-in (no appointment) primary care for these patients at Ward 86 and a multidisciplinary team to help meet each enrolled patients’ unique life and medical needs.

Last year, San Francisco had the lowest number of new HIV infections since the epidemic started in the early 90s. San Francisco has not had a baby born with HIV infection since 2005. These facts are not accidents: they are due to the hard work of our entire community, led by the talented people at Ward 86, ZSF and the SF Department of Public Health. With this tradition and now with POP-UP, we are headed for ZERO new infections in SF.

DEVELOPING OUR PEOPLE

2. Holly Smith Award Winner, Margaret Damiano

The Lloyd Holly Smith Award for Exceptional Service to the School of Medicine was established in 2000 to recognize exceptional career service that has resulted in broad and long-lasting benefit to the School of Medicine. The award is named for Lloyd H. (Holly) Smith, Jr., whose 35-year career as chair of medicine and associate dean exemplified such an outstanding career effort. The winners of this award are deemed to exhibit those qualities best exemplified by Holly Smith: dedication to the School of Medicine, diversity in roles played, commitment to sustaining UCSF’s position as a world-class institution, and accomplishing all of the above with humor and grace.

Margaret Damiano, Associate Dean of Administration and Finance at Zuckerberg San Francisco General Hospital is one of the 2019 Holly Smith Award recipients. Damiano has already advanced the organization tremendously in just over a decade. The impact of her work with UCSF legal in getting the MOU with the City to allow the Clinical Physician’s Group to use a professional fee billing strategy through the Epic system will extend for years, likely decades ahead. The benefits of these contributions extend directly to the community. Margaret has been instrumental in fostering a trusting, effective relationship with the COO, CFO, and CEO as she oversees the Affiliation agreement on behalf of all UCSF Departments in ZSF. The ongoing success of this work is the lifeblood of UCSF activities for all clinical and educational programs at ZSF. Staff appreciate her respectful approach and openness to ideas. She listens with active engagement and possesses interpersonal skills that bring out the best from all she works with.
On Thursday, May 16th, the FACES for the FUTURE program at John O’Connell High School honored Karen Napitan for her continued partnership as a FACES internship preceptor. As such she has enabled many students to gain incredible insight into the health field, while simultaneously enhancing their classroom learning experiences. By taking on four students each rotation, she has continued to impact the lives of many FACES Health Scholars over the past four years.

Congratulations to Karen on her ongoing partnership with FACES, which continues to provide students with meaningful experiences and break the stigma surrounding mental health!

The Nurses Week Celebration and Awards Ceremony was held at ZSFG on Thursday, May 2nd. The following awards were presented:

Daisy Award – This award recognizes the extraordinary work and exemplary contributions of nurses who are nominated by their patients and peers. The DAISY Foundation was established in memory of J. Patrick Barnes, to celebrate and thank nurses for their hard work and dedication to the excellent patient care. ZSFG is proud to be a DAISY hospital.

Daisy Award recipients:
- Amy Lee, Urgent Care Clinic: recognized for her dedication to patient care and leadership roles as a charge nurse, preceptor, interim nurse manager and now Epic Core Super User.
- Glenna Walker, Opiate Treatment Outpatient program/Ward 93: nominated for her work on breaking stigmas around opioid use disorders and advocating for harm reduction.
- Shannon Macfarland: demonstrated sharp assessment and communication skills as she conveyed to a Police Investigator that her patient, and suspect in a vehicular crime, could not have been the perpetrator due to evidence she noticed at the scene, which cleared her patient of all charges.
- Shayda Alaghemand O’Hara: celebrated for her duties as a 54/56 Day shift Charge Nurse, Chair of the Med/Surg Practice Counsel, and lead Charge Nurse Development Series trainer.

DAISY Team Award- This award was presented to the IMPACT ICU team: Jennifer McGaugh, Lawrence Chyall, Brooke Bassett and Shannon Macfarlan. This team of Palliative Care and ICU Leadership Nurses have trained many ICU nurses on the IMPACT-ICU (Integrating Multidisciplinary Palliative Care in the ICU) model. This model revolves around the bedside training ICU nurses need in order to identify patient and family palliative care needs. It also teaches them to focus on the clinician-family communication, advocate for patients to receive treatments that are consistent with their goals and ensure that they understand their care plan.

DAISY Nominees: The following nursing staff were nominated for a DAISY award and recognized for their professionalism and contributions to quality patient care at ZSFG with a DAISY nominee pin: Earl Cuesta, Felise Tan, Froylan Arao, Melissa Pitts, Rahkee Patel, Raquel Capistrano-Guevarra and Sushilla Shakya
**O’Connell Society Award** - This award recognizes a nursing leader who has strengthened the profession of nursing and the health of San Francisco residents by demonstrating skills as an advocate, change agent, leader and mentor while embracing and modeling the art and science of nursing. The 2019 recipient of this award is Jennifer Berke. Jennifer has contributed to care delivery and quality outcomes by serving in many roles as the Medical-Surgical Nursing Division Educator, Performance Improvement Coordinator, and Nursing Informatics Liaison. She is most recently also spearheading the Inpatient Domain group in our transition to Epic.

**Dorothy Washington Scholarship** – This scholarship was created by Dorothy Washington, who served as a nurse leader and change agent during her 35 years at ZSFG. She created this scholarship to support higher education for nurses and to honor those who embody the ZSFG Way through their commitment and contributions to our hospital and community. Furthermore, this fund aims to promote development and cultural diversity among nursing leaders at ZSFG to better reflect our client/patient population. The 2019 scholarships were awarded to:
- Tanisha Brooks, a Sterile Processing Technician, who is enrolled at Samuel Merritt University pursuing her BSN.
- Elizabethe Sanchez, originally a volunteer at ZSFG and currently a Bed Control Clerk, who is pursuing her ADN at San Francisco City College.

**Ambulatory Care Nursing Leadership Award** – This award recognizes outstanding professional performances in the ambulatory care setting. Recipients of this award exhibit great commitment to the integration and coordination of care across the Network, as well as embody the highest standards of integrity and respect for patients and staff. The 2019 recipients are: Consuelo Mesina, 4C, and Patricia Grandberry, Maternal Child Adolescent Health.

**Friend of Nursing Award** – This award recognizes an individual whose work has promoted, facilitated and supported the contribution that nurses make to the ZSFG mission. The 2019 awardee is Dr. David Sanchez. He has continuously provided support and wisdom during his 22 years of service as one of the San Francisco Health Commissioners with his vested interest in issues related to diversity, immigration, seniors and veterans.

**Harris Family National Teaching Institute (NTI) Scholarship** – This scholarship was created by the family of a former ZSFG ICU patient, Toby Harris, in gratitude for the compassionate care and expertise the nursing staff provided to their daughter throughout her recovery. This fund helps ZSFG Critical Care Nurses continue their education by allowing 2 Critical Care RNs to attend the American Association of Critical Care Nursing (AACN) Annual NTI Conference each year. The winners of the scholarship “pay it forward” by bringing back new knowledge and sharing it amongst their ICU peers. This year’s recipients are Kristina Lesiuk, Unit 32/38, and Jennifer Miller, Unit 34/36.

Thank you and congratulations to our nurses at ZSFG for their continued hard work and outstanding patient care!
From Wednesday, April 17\(^{th}\), through Friday, April 19\(^{th}\), the California Department of Health Care Services (DHCS) came to survey ZSFG’s Opiate Treatment Outpatient Program (OTOP). On the first day, they reviewed the department in its entirety, verifying the licensing and certification of staff, reading through contracts and reviewing patient. On the second day, DHCS observed medication dispensing practices, inspected the Methadone Detox Van, and reviewed patient medical records. Before DHCS concluded their survey, they highly commended and recognized the OTOP program. They also expressed that ZSFG has “a stellar program” and that there was no other program in the state like this one, noting that they were especially impressed by the staff’s Narcan training, which demonstrated to them, how well the staff knew their patient population.

Congratulations to Hasija Sisic and her staff on this outstanding accomplishment and review! ZSFG is proud of the compassion and hard work this team puts into serving our patients.

ZSFG passed validation of Centers for Medicare and Medicaid Services (CMS) Inpatient Quality Reporting (IQR) Program for FY 17-18. “Validation” occurs when CMS performs a random and targeted selection of inpatient prospective payment system hospitals on an annual basis. Through the validation processes, CMS assesses the accuracy of chart-abstracted and Healthcare Associated Infection data submitted to the Hospital IQR. Passing validation means that ZSFG will not lose approximately $300,000 in Medicare reimbursements and will likely not be selected for validation for FY 18-19.

Congratulations to the team for a successful Quality Reporting Program.
QUALITY

Emergency Department Activities

Average Daily Volume

Average Daily Admissions
QUALITY Psychiatric Emergency Services Activities

Average Daily PES Encounters

Average Daily Admissions to Inpatient Psych (7B, 7C, 7L)
QUALITY

Average Daily Census

MEDICAL/SURGICAL
Average Daily Census of Medical/Surgical was 192.90 which is 123.65% of budgeted staffed beds and 107.77% of physical capacity. 27.42% of the Medical/Surgical days were lower level of care days: 8.71% administrative and 18.71% decertified/non-reimbursed days.

INTENSIVE CARE UNIT
Average Daily Census of ICU was 29.63 which is 105.83% of budgeted staffed beds and 51.09% of physical capacity of the hospital.

MATERNAL CHILD HEALTH
Average Daily Census of MCH was 24.13 which is 80.44% of budgeted staffed beds and 57.46% of physical capacity of the hospital.

ACUTE PSYCHIATRY
Average Daily Census for Psychiatry beds, excluding 7L, was 42.03, which is 95.53% of budgeted staffed beds and 62.74% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.03, which is 71.86% of budgeted staffed beds (n=7) and 41.92% of physical capacity (n=12). Utilization Review data from the INVISION System shows 78.75% non-acute days (18.56% administrative and 60.19% non-reimbursed).

4A SKILLED NURSING UNIT
Average Daily Census for our skilled nursing unit was 28.33, which is 1001.19% of our budgeted staffed beds and 94.44% of physical capacity.
For Pay Period Ending (PPE) April 19, 2019, Zuckerberg San Francisco General recorded an unfavorable 5.22% salary variance between Actuals and Budget – specifically, actuals were $764,576 over budget. For Fiscal Year 2018-2019 year-to-date variance through PPE April 19, 2019, ZSFG has an unfavorable variance of 2.95% / $9,294,541 over budget.