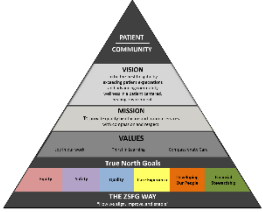


Hospital Operations & Patient Care Report

Presented to the JCC – ZSFG on January 28, 2019

ZSFG Executive Team Report

Report Updates



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EQUITY

1. Equity Pop-Up Lounge

On Saturday, December 18, ZSFG held its first ever Equity Pop-up Lounge, with over 20 night-shift staff in attendance. The Pop-Up Lounge Series aims to provide ZSFG's night staff with the opportunity to learn about and participate in facilitated conversations around Health Equity, defined as an outcome where everyone has a fair and just opportunity to be as healthy as possible. During this first meeting, Dr. Jeff Critchfield, Chief Medical Experience Officer, presented the overall results of the Staff Engagement Survey and Dr. Ayanna Bennet, Director of the DPH Office of Health Equity, presented the results of the equity questions from the survey. Participants discussed the results and suggested other equity topics they would be interested in learning at upcoming Pop-Up Lounges.

Feedback from the event was positive, with much excitement around a dedicated resource for night-shift staff. The next lounge will take place on January 29th and will focus on workplace violence prevention. ZSFG would like to express its deepest gratitude to the San Francisco General Hospital Foundation's Hearts Grants for funding this series and to the Equity Team for putting on such an incredible, informative, and important event!



DEVELOPING OUR PEOPLE

2. Charge Nurse Development Series

In December 2019, the ZSFG Nursing Workforce Development Program completed its fourth cohort of the Charge Nurse Development Series, training a total of 54 charge nurses from inpatient and outpatient ZSFG units and clinics. These 2-day training sessions offer ZSFG's charge nurses the opportunity to develop their competencies in communication, delegation, mentoring, and feedback through a varied curriculum which includes didactic, teach back style, team building activities and personal reflection. The course evaluations highlighted that these sessions were helpful in "identifying real life scenarios from work and tools to deal with them." Another nurse wrote, "I will incorporate into my practice the steps I learned on handling and resolving conflicts".

After participating in the course, charge nurses can become facilitators, thus utilizing the skills they learned in class and broadening their experience as leaders. Many thanks to the San Francisco General Hospital Foundation's Hearts Grant for funding this development series and investing in ZSFG's future leaders.

DEVELOPING OUR PEOPLE

3. Expanded Executive Committee Retreat

On Friday, November 22nd, ZSFG's Expanded Executive team met offsite to participate in a day long retreat. Over the course of the day, the team reflected on the previous year, celebrated successes, acknowledged challenges, heard from ZSFG's patient advisors, and developed individual, personal goals for the upcoming year.

The retreat incorporated two major themes: learning from our patients and staff; and putting one's own strengths into action. This past year, all DPH staff participated in a staff engagement survey. One of ZSFG's strategic initiatives, directly related to the outcome of the survey, "A Better Place to Work", was shared with the entire expanded team who were

able to ask questions and provide feedback. This conversation then continued into our patient advisory panel. Our patient advisors were candid in their feedback and shared their experiences at ZSFG in a way that invigorated our expanded members. This energy carried into the afternoon where each participant received their individual and group aggregate 360 survey results. Much of the afternoon was focused on individual reflection and learning from their peers. With all this feedback from our staff engagement survey, patient panel, 360 survey, and StrengthsFinders results, the team was tasked with updating their own personal development plans (PDP) to leverage these strengths, identify personal areas of opportunity, and determine how they can contribute to driving our strategic initiatives.

The team's feedback to this retreat was overwhelmingly positive. The conversations were timely and honest, the patient panel reminded the team of our dedication to True North, everyone was able to work together in a way that was a refreshing change from day to day interactions, and each member had dedicated time to reflect and work on their individual plan for the next year. Following this event, each expanded member will submit their individual goals, catchball them with their executive, and begin tracking their progress.

This retreat was a great opportunity for our Expanded Executive Leaders to strengthen their commitment to making ZSFG not only the best place to care for its patients, but also the best place to work for its staff. Many thanks to the Kaizen Promotion Office for putting on such an incredible event and to our patient advisors who took the time out of their day to participate in this important retreat.

CARE EXPERIENCE

4. 2019 ZSFG Holiday Celebrations

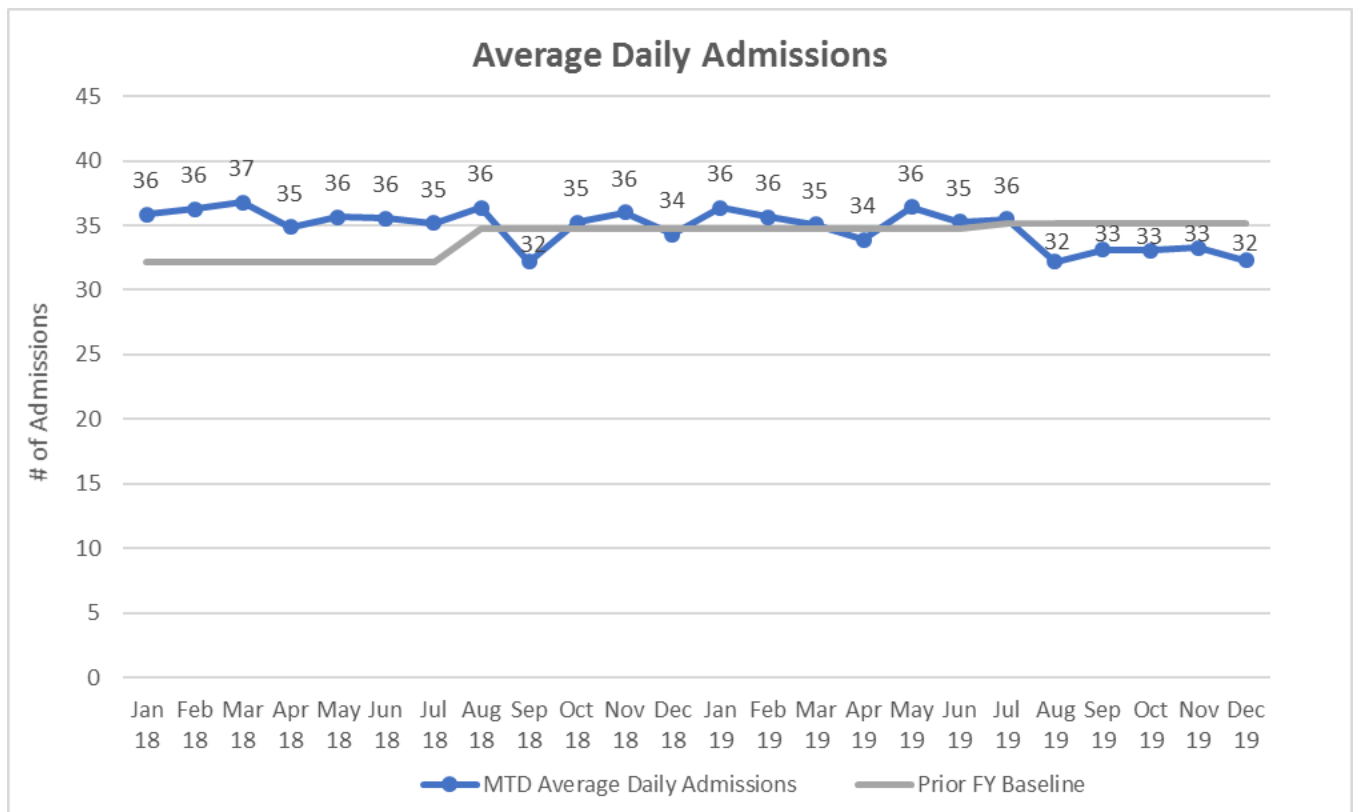
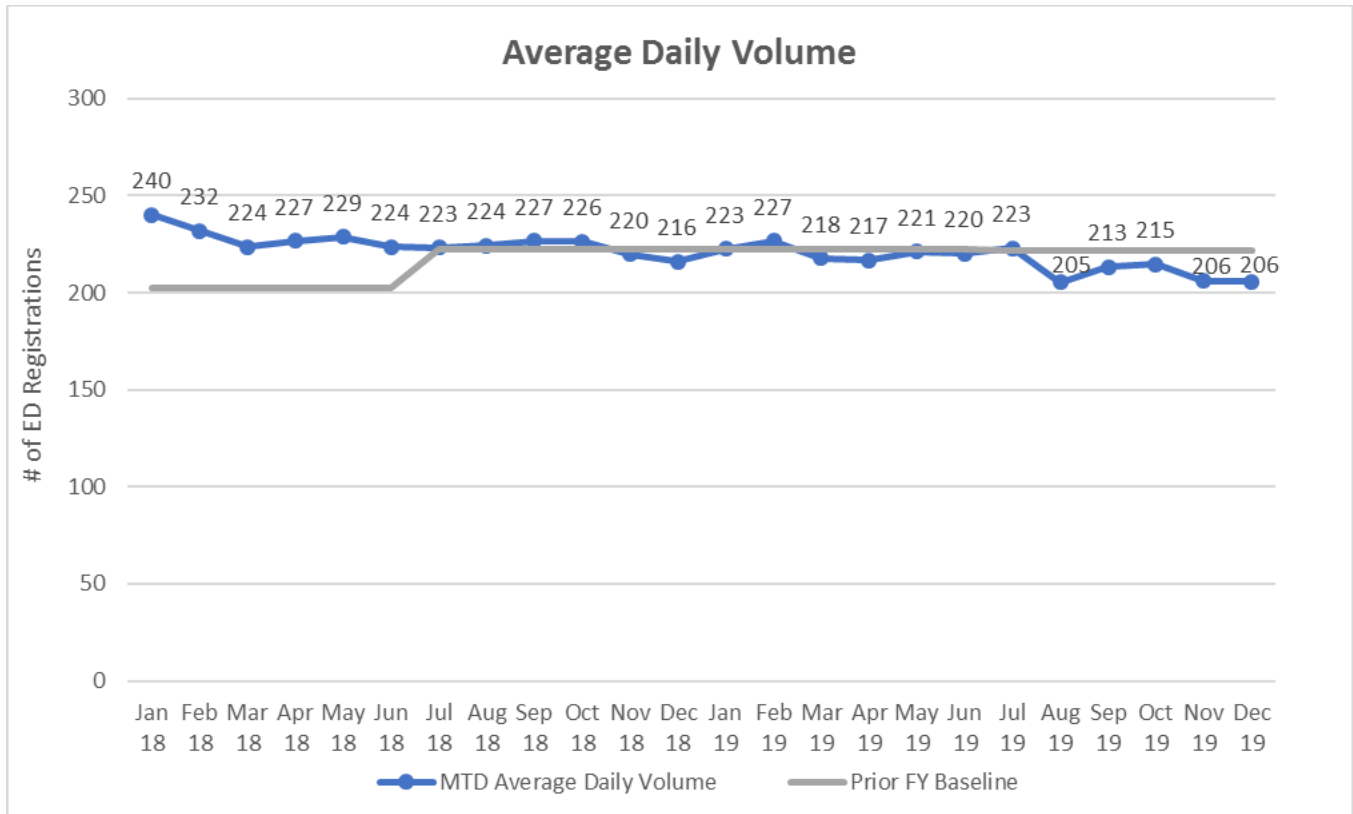
For 36 years, the Annual San Francisco Harley-Davidson Toy Run has provided toys to pediatric patients and their families at ZSFG. Two years ago, the Perkins family sold the dealership to Rich Gargano. Being a rider his entire life and someone who genuinely cares for this community, Mr. Gargano has made it a priority to keep this holiday tradition alive. On Sunday December 8th, 2019, Rich Gargano and San Francisco Harley-Davidson continued this custom with Santa Claus and members of the motorcycle clubs of San Francisco (and surrounding counties) by riding to ZSFG with donated gifts in tow. Following the toy donation, riders celebrated the holiday season by enjoying carols in the lobby of the main hospital.

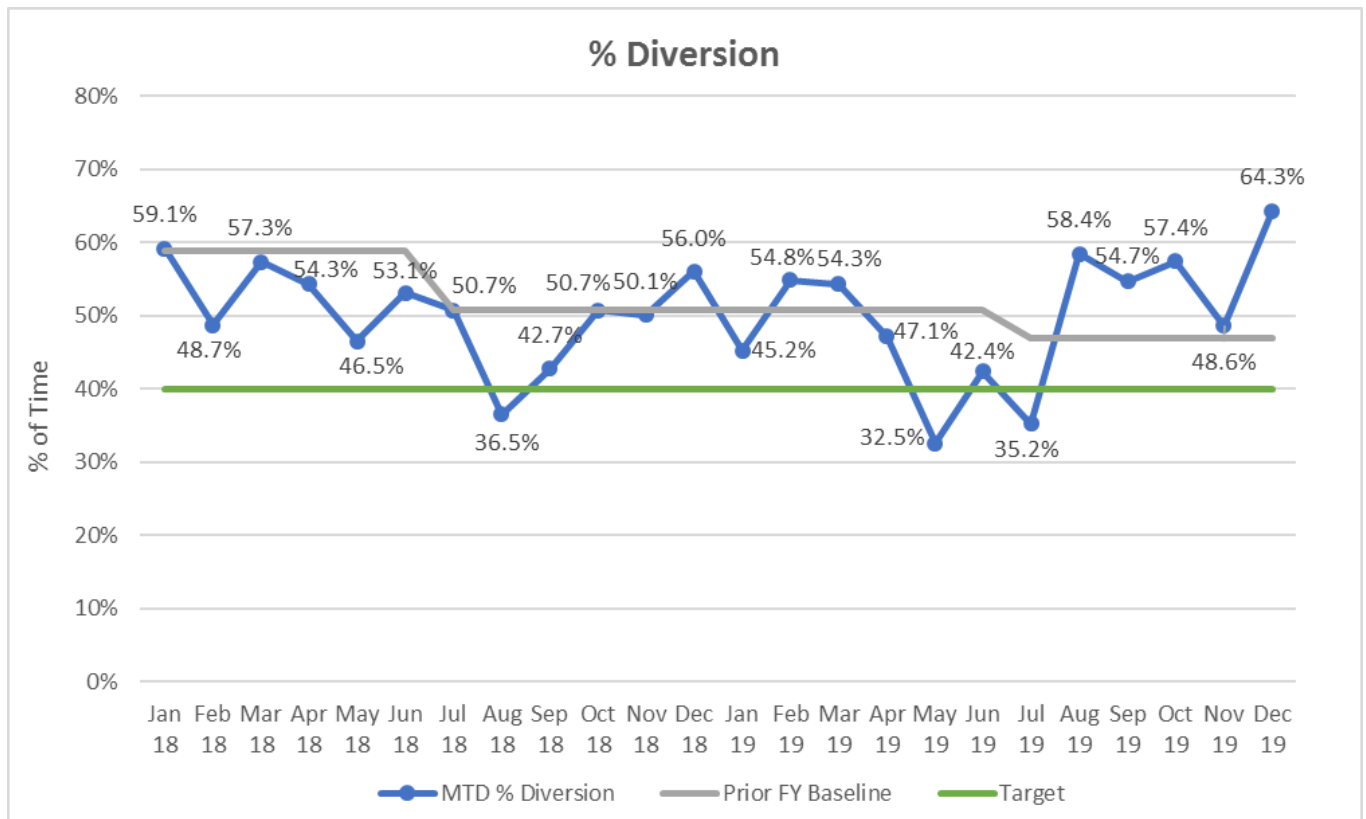
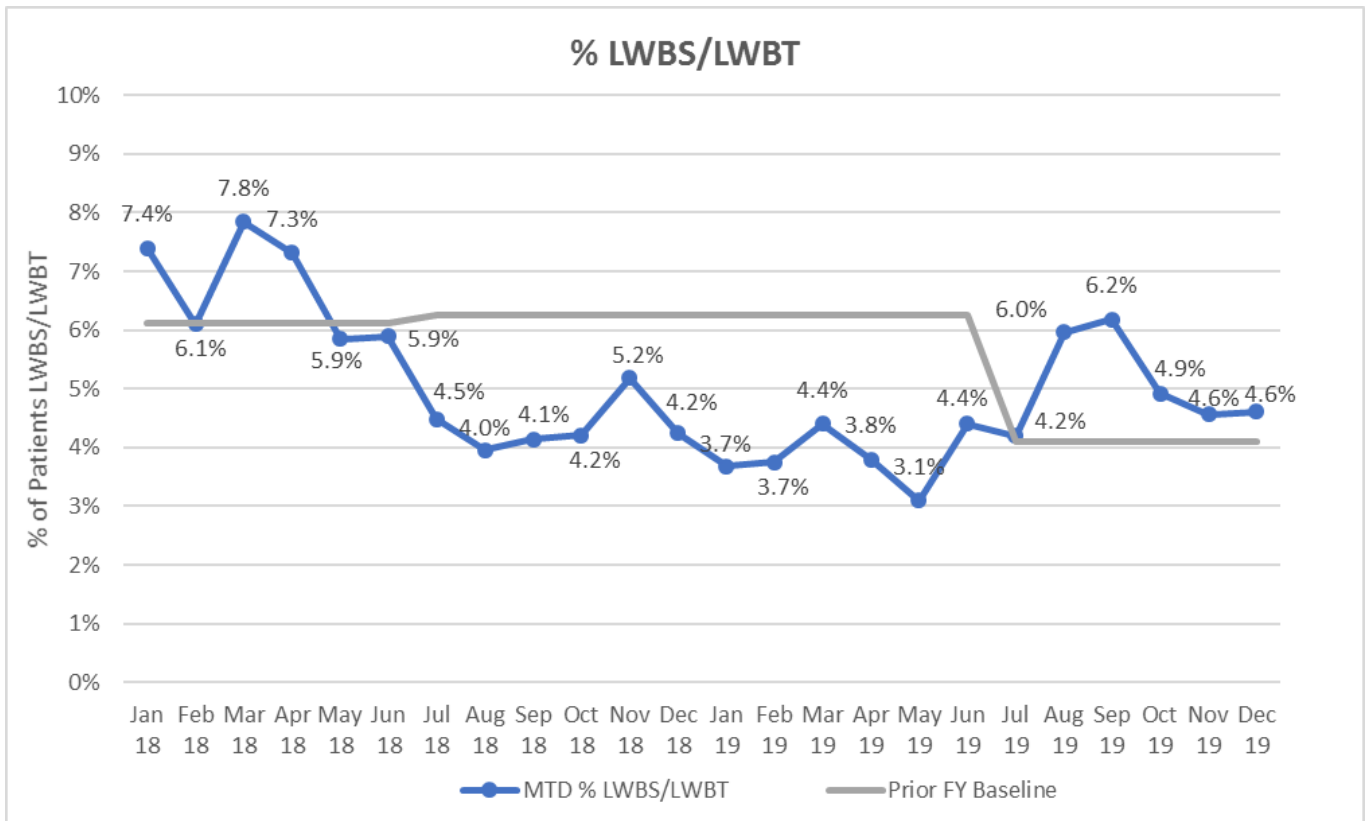
On Thursday, December 12, 2019, ZSFG's Annual Children's Holiday Party took place in the Cafeteria. This event gives our pediatric patients and their families the opportunity to enjoy holiday music, free food, face painting, cookie decorating, balloon making, and caricature drawing. Each family also received a free gift bag and participated in a raffle, winning prizes such as a Visa gift card. Another favorite activity of the event was meeting and taking pictures with Santa Claus and his elves.

ZSFG would like to thank Chef Mike, Food and Nutrition Services, Environmental Services, Facilities, Care Experience, and all the volunteers for putting on two fantastic and well-planned events!



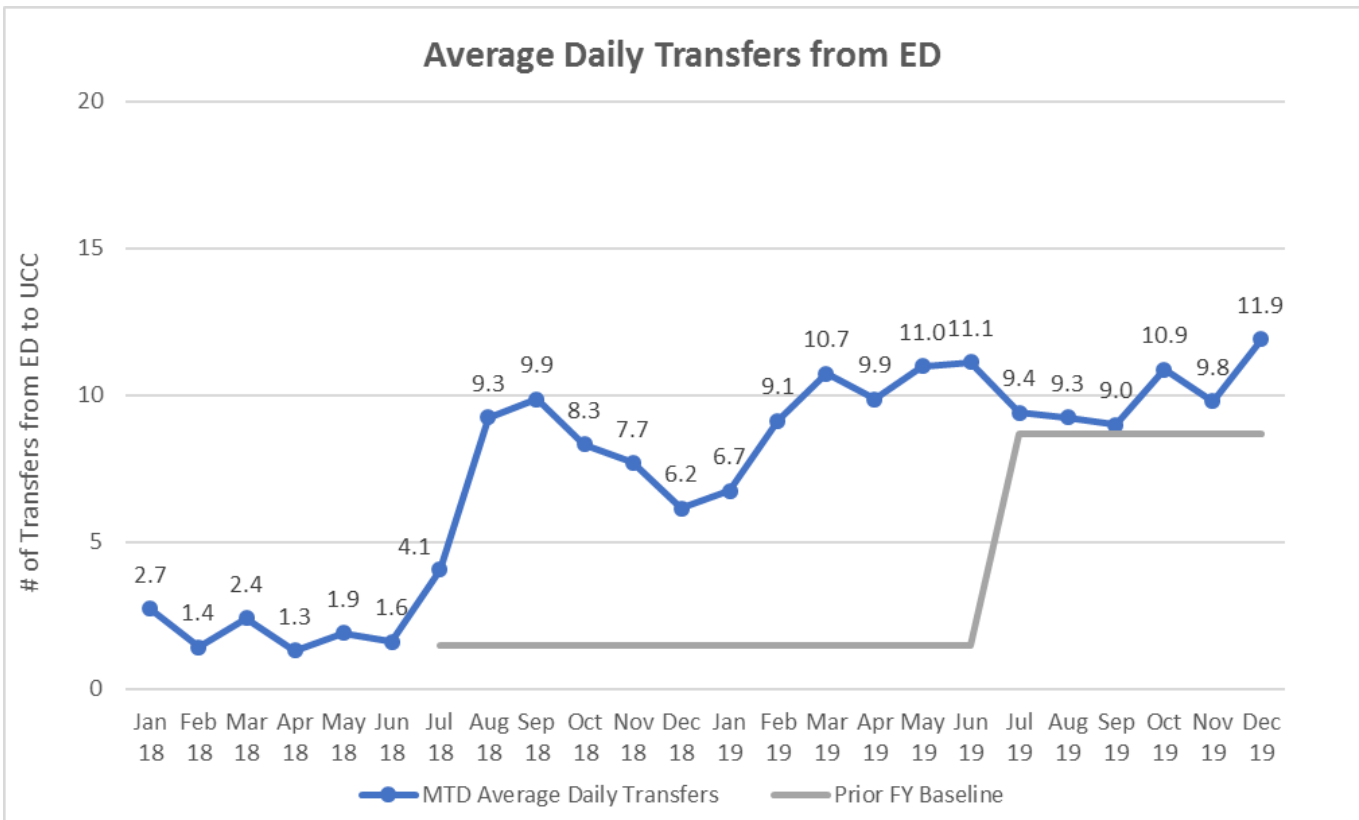
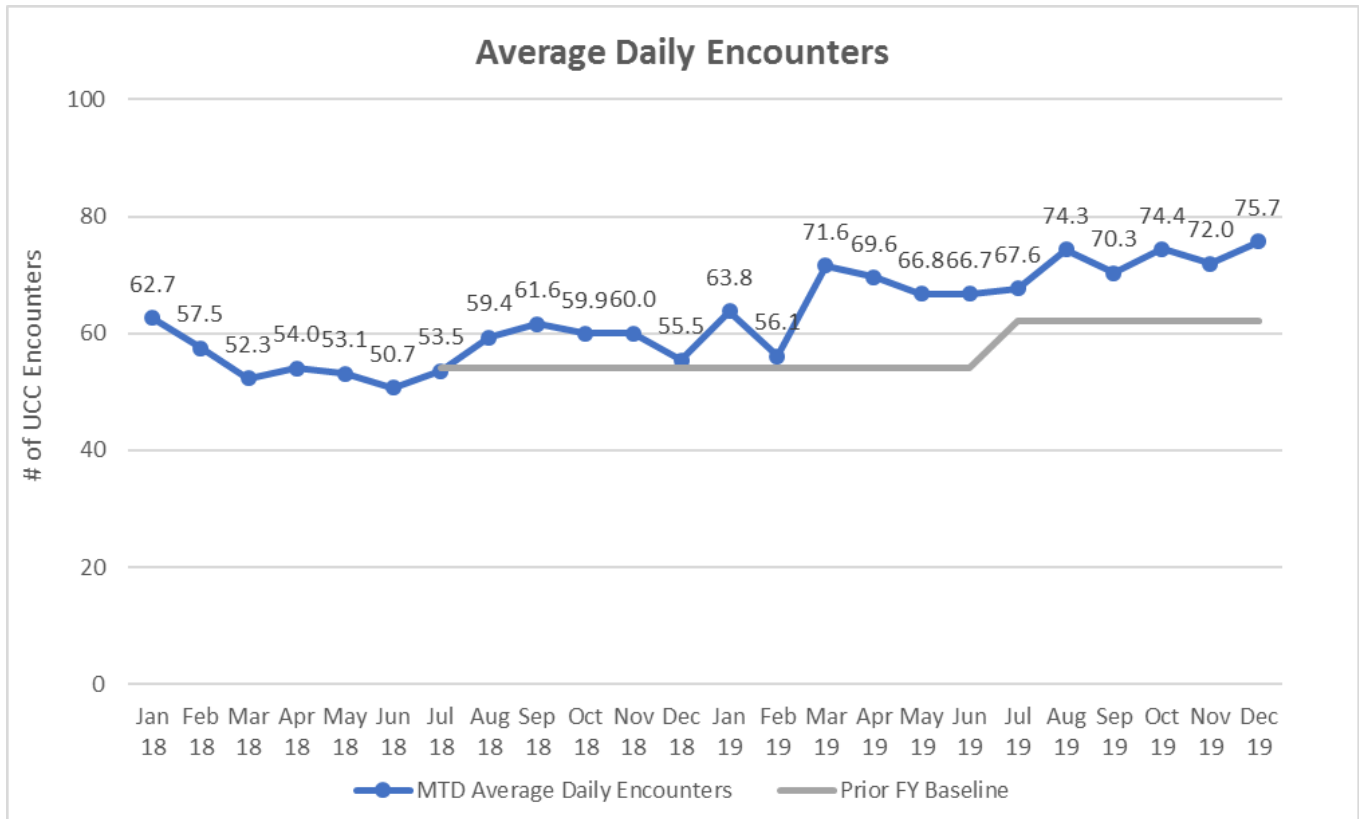
QUALITY Emergency Department Activities



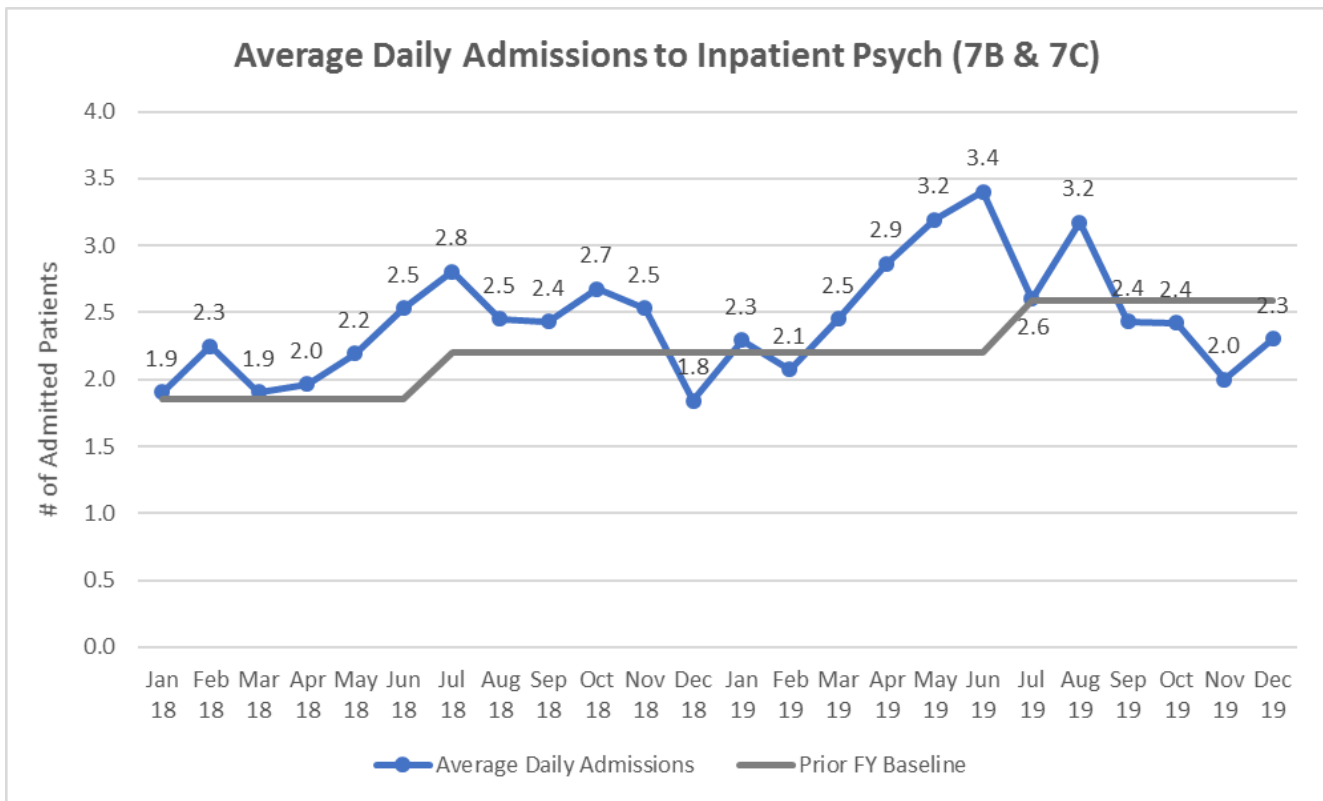
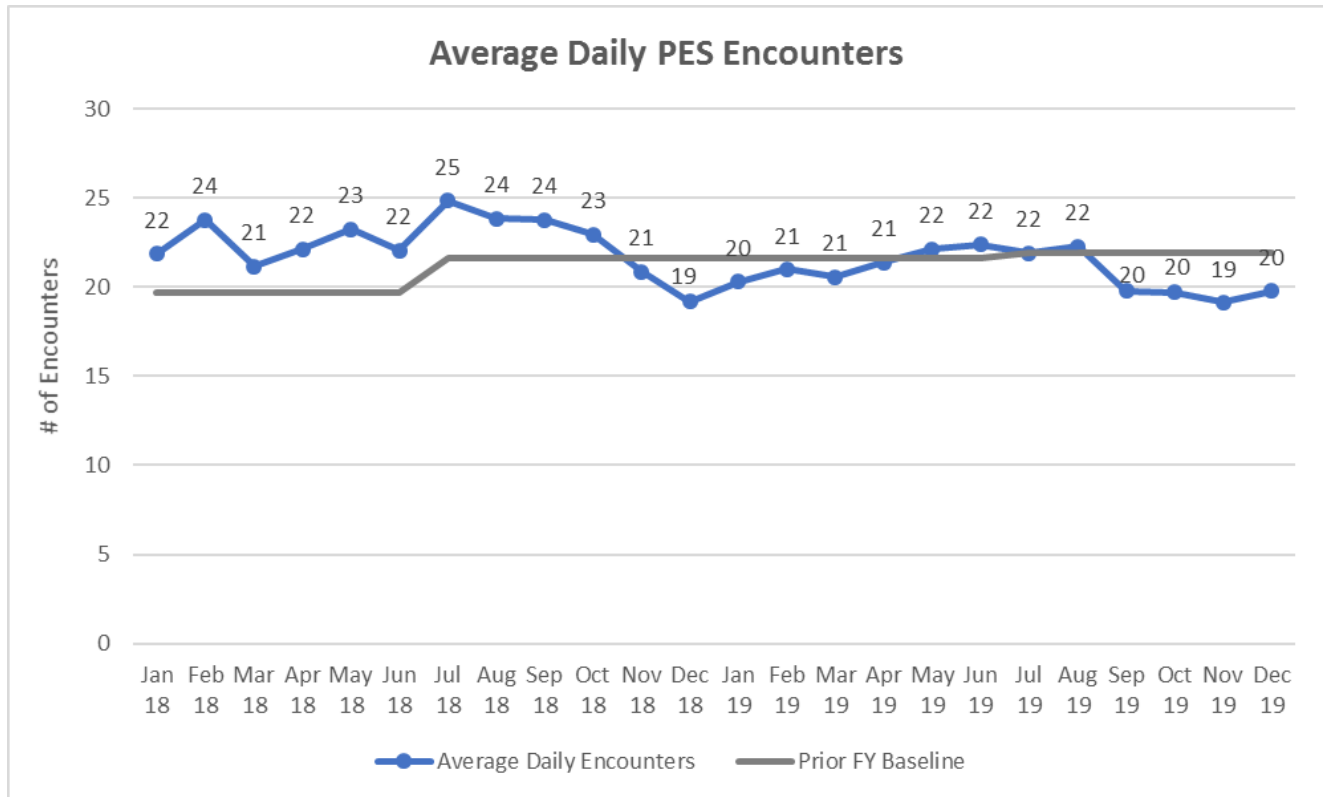


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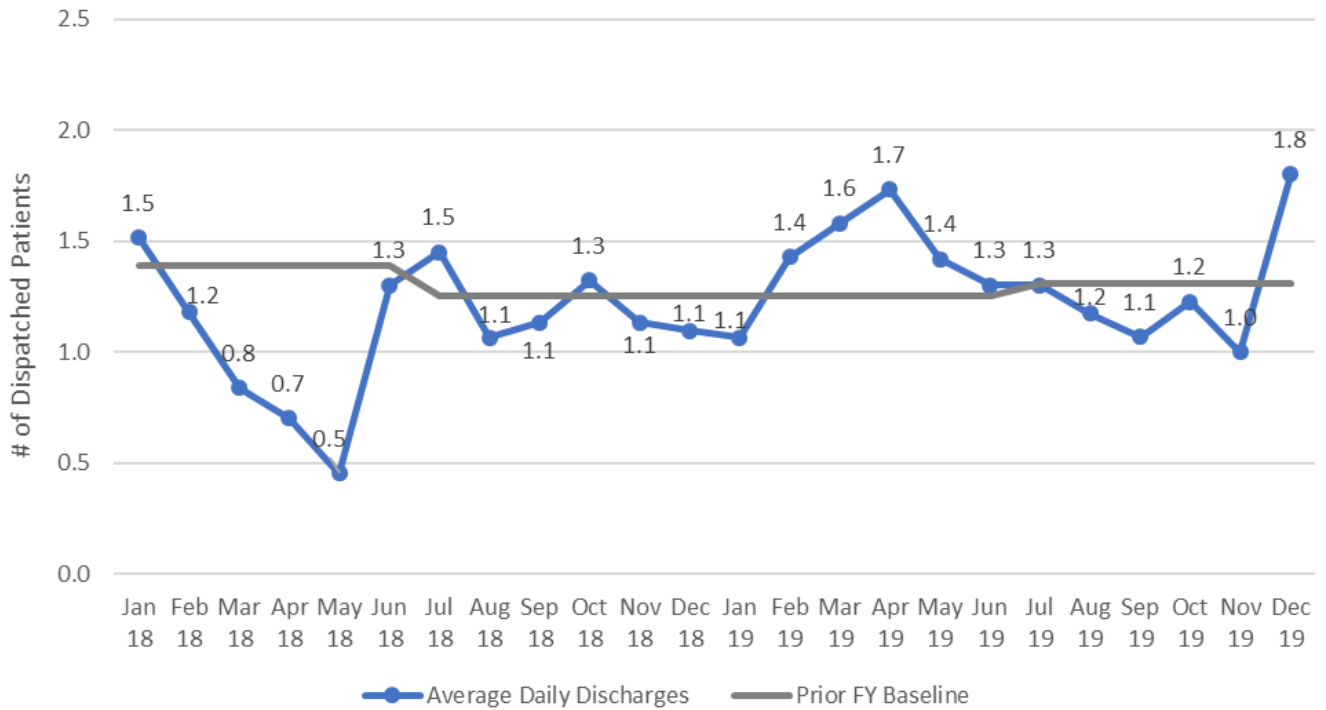
Urgent Care Clinic Activities



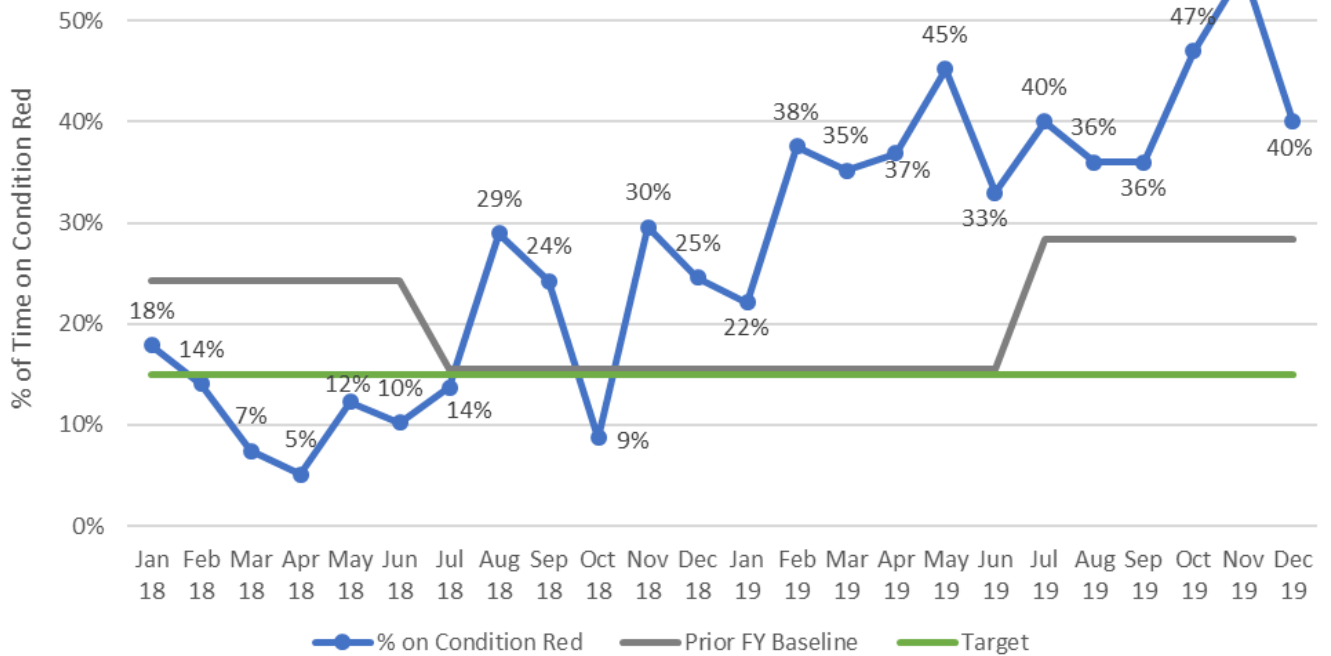
QUALITY Psychiatric Emergency Services Activities



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



PES Condition Red



QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 174.06 which is 111.58% of budgeted staffed beds and 97.24% of physical capacity. 24.63% of the Medical/Surgical days were lower level of care days: 9.62% administrative and 15.01% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29.13 which is 104.03% of budgeted staffed beds and 50.22% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 28.13 which is 93.76% of budgeted staffed beds and 66.97% of physical capacity of the hospital.

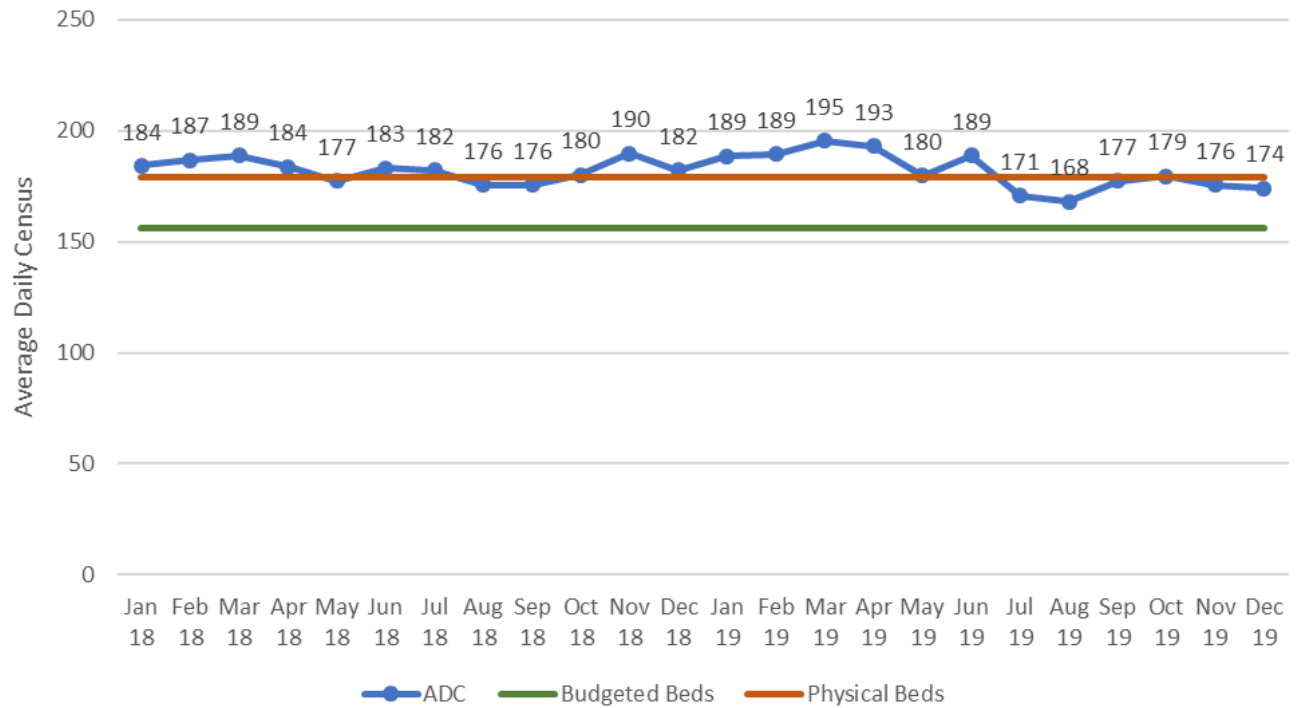
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 41.65, which is 94.65% of budgeted staffed beds and 62.16% of physical capacity (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 shows 81.10% non-acute days (17.27% administrative and 63.83% non-reimbursed).

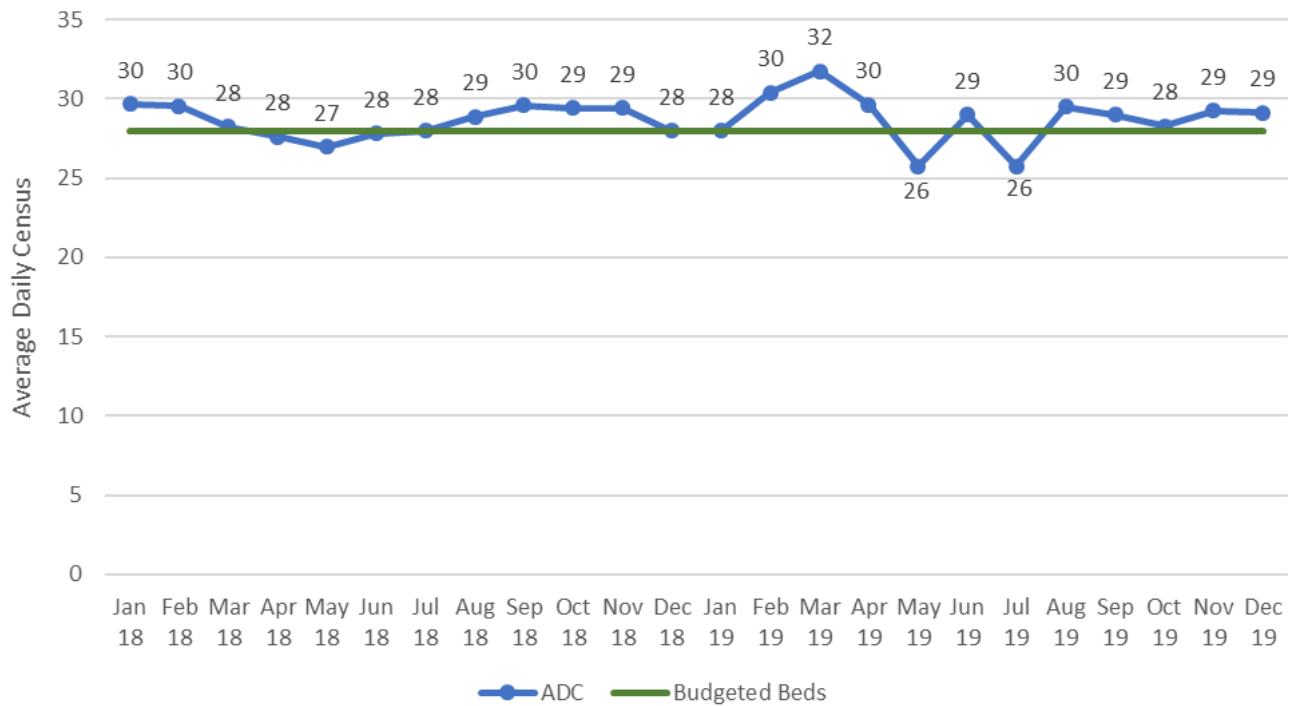
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.35, which is 101.27% of our budgeted staffed beds and 94.52% of physical capacity.

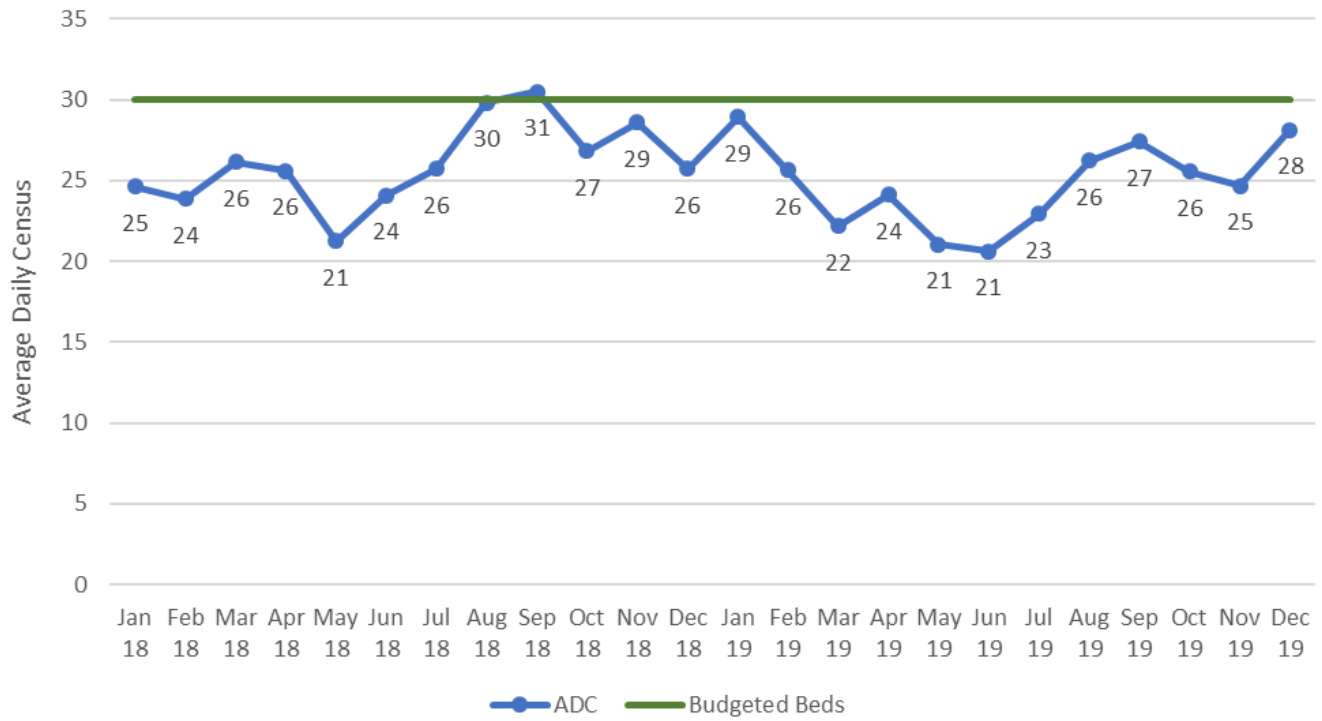
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



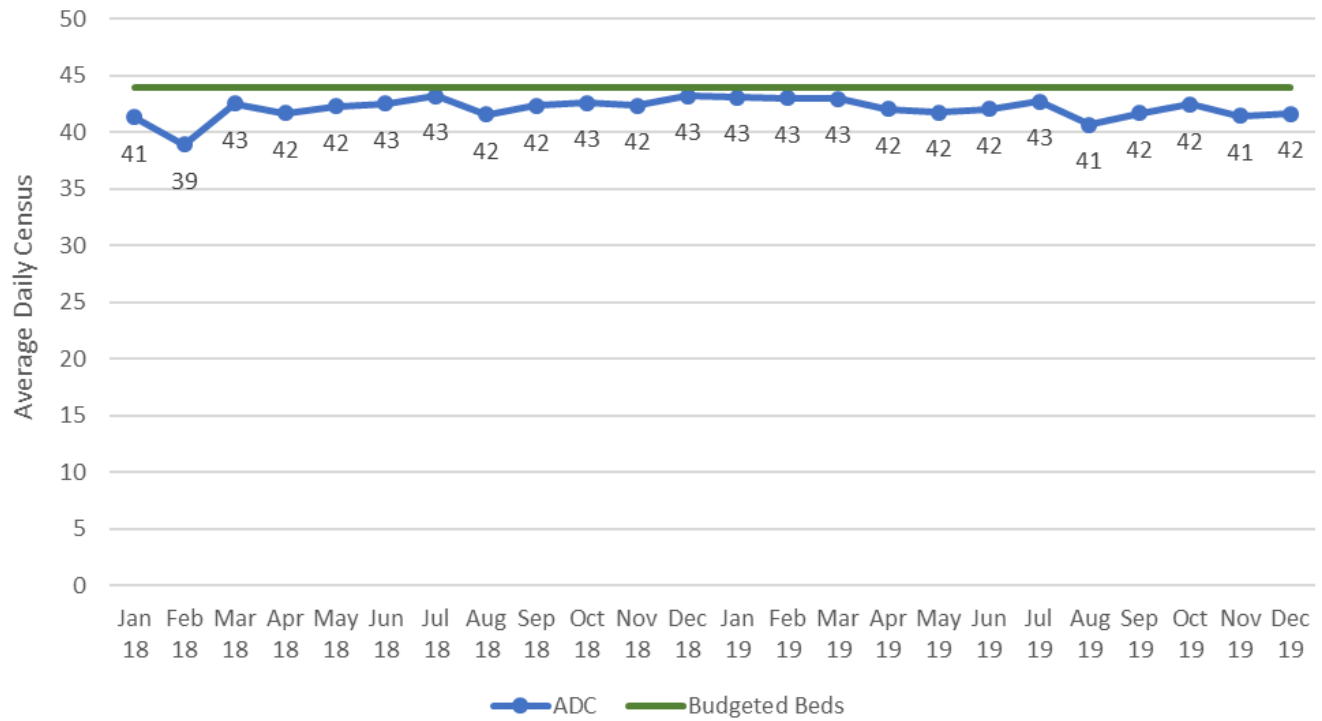
Intensive Care Unit Average Daily Census

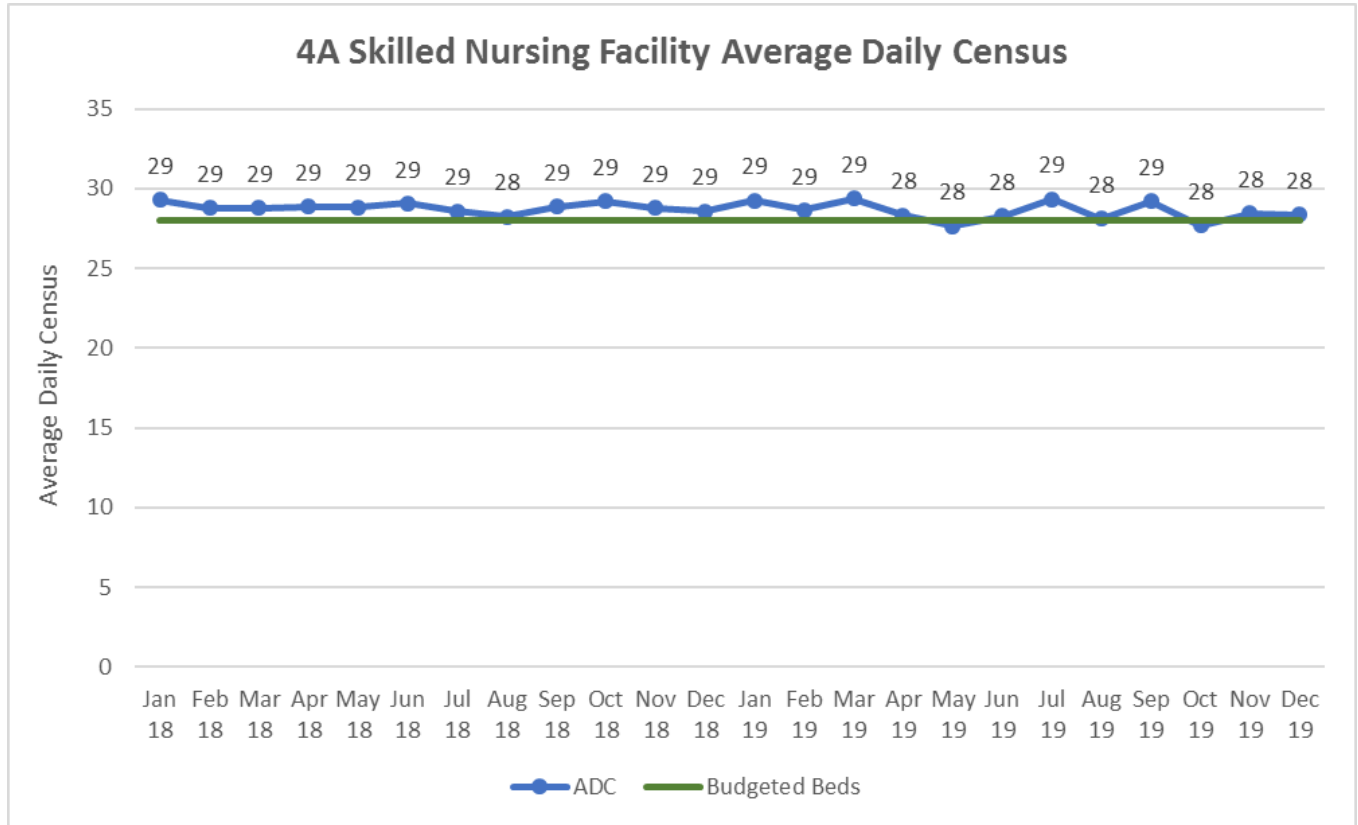


Maternal Child Health Average Daily Census

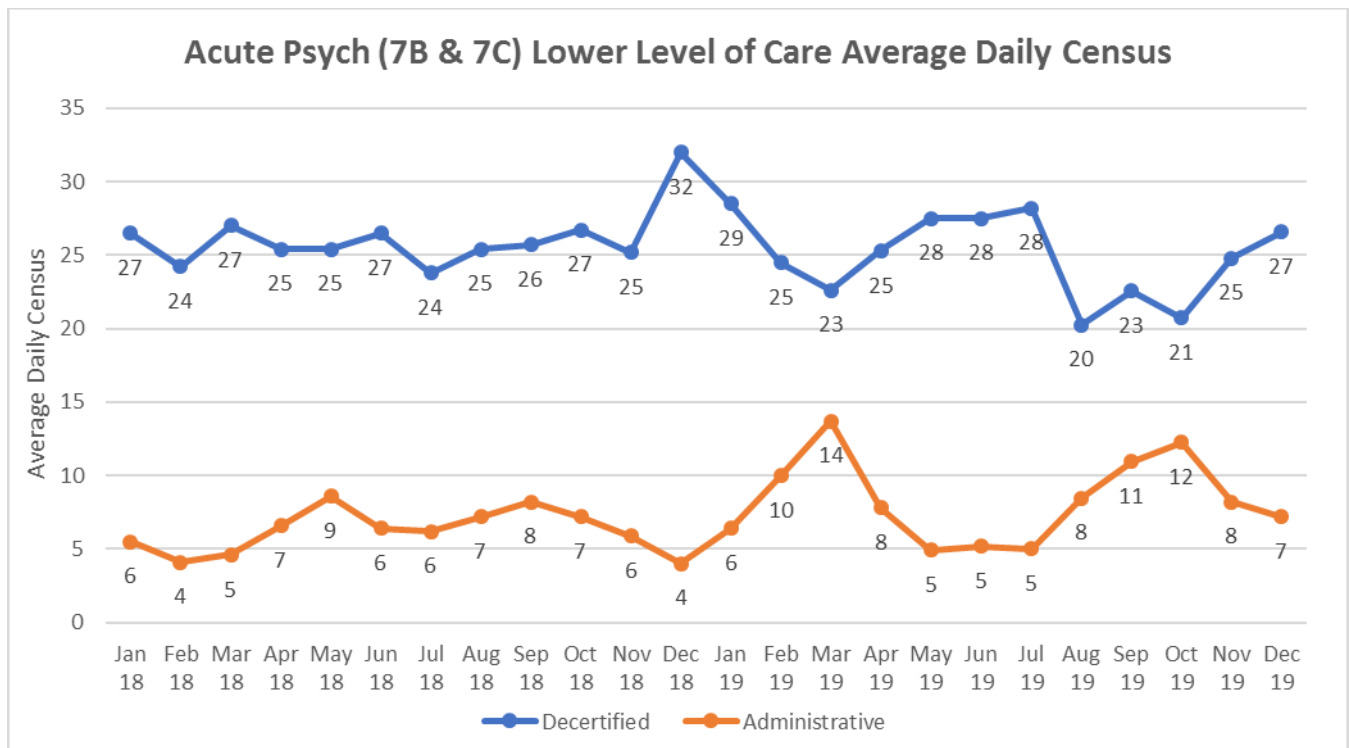
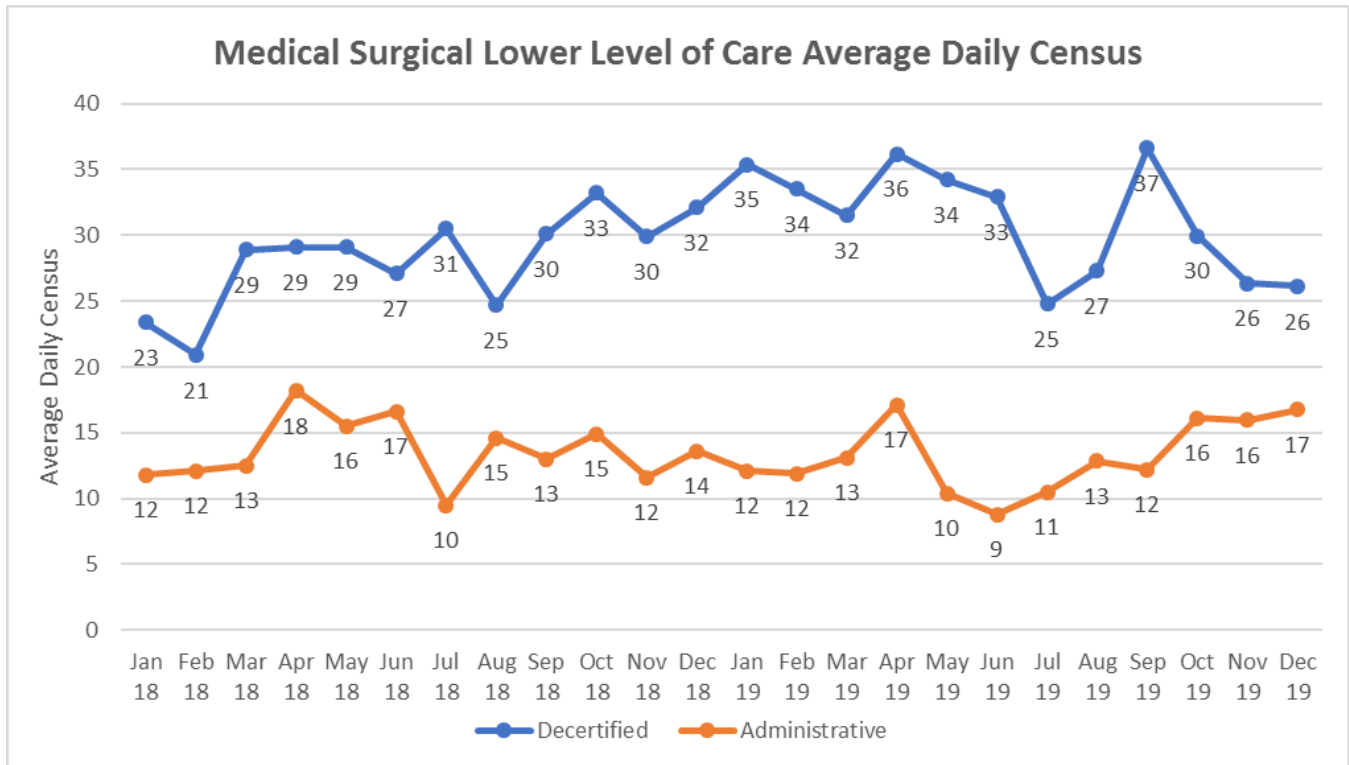


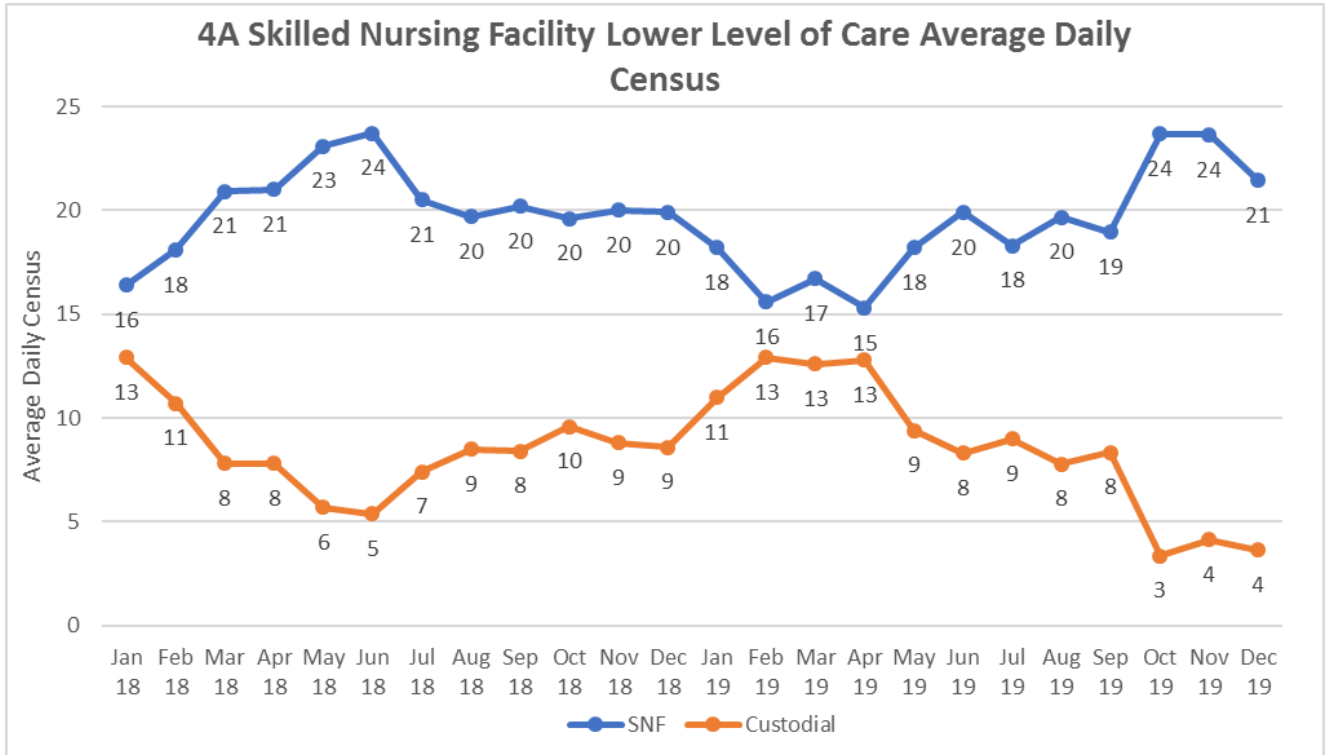
Acute Psychiatry (7B & 7C) Average Daily Census





QUALITY Lower Level of Care Average Daily Census





Financial Stewardship

Salary Variance

For Pay Period Ending (PPE) December 27, 2019, Zuckerberg San Francisco General recorded a favorable 0.90% salary variance between Actuals and Budget – specifically, actuals were \$144,519 under budget. For Fiscal Year 2019-2020 year-to-date variance through PPE December 27, 2019, ZSFG has an unfavorable variance of 1.82% / \$3,727,400 over budget.

