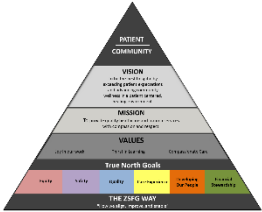


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on December 22, 2020

ZSFG Executive Team Report

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1. COVID Preparedness/Response

COVID Preparedness

For the past ten months, ZSFG has been fully engaged with the SFDPH and the City's COVID Command Center (C3) to manage the CoVid-19 pandemic, including planning for and implementing the way we manage peaks and valleys in the number of patients we are caring for at any given time. In doing so, we have also been working closely with all other hospitals in the City to plan for as much capacity as possible, as well as using state and federal regulatory flexibility to use all ZSFG care areas as efficiently as possible. ZSFG is also an integral part of the City's incident command team that identifies and operationalizes spaces that can be used as field clinics, field hospitals and medical shelters. The entire City structure is poised with us to meet the pandemic head on.

COVID-19 Vaccines at ZSFG

In preparation for the first round of vaccines, ZSFG held a virtual, COVID-19 Vaccines Town Hall on Friday, December 11th. The live event featured six expert panelists who provided a well-rounded overview of the science behind the vaccine, California's vaccination distribution plan, and the equitable distribution plan specifically for SFHN and ZSFG. Dr. Hali Hammer kicked off the town hall with a few opening remarks about the hope that comes with these vaccines. Dr. Vivek Jain then explained the details of how the vaccine works and the data from both the Pfizer/BioNTech and Moderna trials. Dr. Lisa Winston proceeded to review the answers to some common questions surrounding the vaccine. Next, Tiffany Rivera, from the COVID Command Center, discussed California's overall distribution plan and tiered categories. Similarly, Dr. Ellen Chen and Dr. Lukejohn Day went into further detail regarding SFHN's and ZSFG's own tiered categories and distribution plan. Finally, Dr. Susan Ehrlich made closing remarks thanking the organization's COVID-19 leadership team and all staff, via pre-recorded video.

ZSFG is fortunate to be among the first sites in the United States to receive the vaccines. San Francisco will be receiving a total of 12,675 doses of the Pfizer/BioNTech vaccine; 1,950 doses arrived at ZSFG on Monday, December 14th. The next shipment, from Moderna, could arrive the third week of December.

On December 15th, the first five people at ZSFG, and in San Francisco, received the COVID-19 vaccine: Antonio Gomez, Medical Director of Critical Care; Phung Nguyen, RN, Intensive Care Unit (ICU); Starr Knight, Emergency Medicine doctor; Alexandra Ames, Computed Tomography technician; and Otis Morgan, RN, Medical-Surgical COVID-19 unit. Roughly 100 staff will be vaccinated every day, until everyone who wants the vaccine has received it. To determine the order in which vaccines are offered, staff and providers were categorized into six groups based on their risk of patient and environmental exposure. Frontline clinical staff providing direct patient or client care in locations with high exposure to confirmed or suspected COVID-19 disease were the first to be offered vaccination. The first 500 staff members were contacted on the 15th by email, with an offer to get vaccinated. From there staff had the option to accept the vaccine or sign a declination form.

This is an incredible moment of hope for all of us, made possible by an extraordinary team. Led by Dr. Lukejohn Day and Rosaly Ferrer, it includes people from the Urgent Care and Specialty Clinics, Facilities, Occupational Health, the Pharmacy, Health Information Technology and others.



Urgent Care Clinic Pandemic Innovations

The UCC was invited to present at this year's international Lean Healthcare Academic Conference at Stanford. The UCC has an amazing track record of using daily improvement to improve patient flow over time.

Throughout the pandemic, the Urgent Care Clinic (UCC) has made the most of this experience. They evolved their services and physical space to better serve our patients, especially supporting the Emergency Department and clinics. Specifically, the team created a centralized nurse role to provide patient triage and navigation, and a fast-track provider role to care for low-acuity COVID-19 persons under investigation (PUIs). They also tested a number of ways to decrease exam room turnover time and to support COVID-19 guideline knowledge and utilization among staff. Through these initiatives, UCC:

- Eliminated barriers for the Emergency Department to transfer patients to the UCC;
- Reduced the percentage of all respiratory patients seen in the UCC to 59% - now 41% are seen in the Building 5 lobby; and
- Saved at least 21 exam room hours per day (about 5 clinic hours per day from patient triage and navigation alone).



During COVID, this team's creativity and resilience has been truly remarkable. Many thanks to UCC for all that they do!

COVID-19 Asymptomatic Testing Pilot Program

For two weeks in November, ZSFG's Occupational and Employee Health Services (OHS) team conducted a pilot program in which they tested asymptomatic employees for the first time since the pandemic began. This pilot program allowed up to 10 tests of asymptomatic employees per day, on top of the multitude of symptomatic staff testing they do every day. Although the third surge put this program on hold, ZSFG is extremely grateful to this team for rising to the occasion and expanding their services in order to provide our staff with the highest quality care and protective measures.

Resilience Garden

One of the latest projects by the Facilities and Groundskeeping team is the Resilience Garden tucked in near Buildings 30, 40 and 9. Dedicated to the perseverance and dedication of all ZSFG staff during the COVID-19 pandemic, it connects the historic role of the hospital in infectious crises in San Francisco: from the Bubonic Plague in 1900, the Spanish Flu in 1918, HIV/AIDS beginning in the 1980s, and now COVID-19 in 2020. Throughout this time of great pain for many, the groundkeepers were inspired to have a place to honor the hardships of this year. And with the beautiful history of this location, the idea for the resilience garden was born for staff, patients and visitors to enjoy.

Many thanks to Anile Woods, David Carroll, Mario Reyna and Everett Pinkney for creating this incredible space and for the work they do every day to lovingly, creatively and compassionately care for the 23 acres of ZSFG.



Many thanks to our staff and their dedication to one another and to our patients. Our staff is our greatest asset and we would not be the remarkable institution we are today without the amazing work they do each day.

EQUITY 2. October Schwartz Center Rounds

On October 22nd, the Community Wellness Program held their Schwartz Center Rounds. This month's event presented the importance of language access at ZSFG. The stories shared by Ana Delgado and Francisco Medrano provided insight into their experiences with language barriers and the impact that can have on patient care. Ana Delgado shared a heartfelt story about a patient who experienced major language barriers, which led to a lack of vital communication with the nurses that cared for her. This story shed light on the necessity of clear communication, especially for patients whose primary language is not English. Dr. Francisco Medrano shared stories about the importance of speaking in Spanish to his Spanish-speaking patients, in order for them to achieve positive health. He also showed staff a hand-written letter from his patient who expressed their deepest gratitude for being treated by a provider who spoke their language. This letter highlighted the fear and anxiety that patients experience when they are unable to communicate effectively with their providers, as well as the trust and relief they feel when they are able to share their concerns with a doctor who understands them. Many thanks to both panelists for giving important insight into how ZSFG can remove language barriers and improve patient care.

EQUITY 3. October and November Equity Pop-Up Lounge

On Wednesday October 28th and Wednesday, November 18th, ZSFG held its monthly Equity Pop-Up Lounge for night staff via Zoom. October's Equity Pop-Up Lounge featured guest speaker, Jessica Brown, the Mental Health Service Act (MHSA) Director for SFDPH. Jessica Brown's fireside chat with the night staff discussed her work as the MHSA director and how she uses an equity and social justice lens when addressing various issues such as educating her staff about the inequities facing marginalized groups with access to mental health services in the City. She also explained the importance of creating innovative programs to meet individuals with mental health concerns where they are at. The night ended with a deep discussion about Ms. Brown's leadership and the provision of tools to help our night staff better care for behavioral health patients.

November's Equity Pop-Up Night lounge featured speaker, Dante King, DPH's new Director of the Workforce Equity program and a leader in racial equity. Dante King shared his approach to addressing workforce inequities and how his knowledge comes from not only education and work experiences, but also from his own personal experiences. He

detailed his goals for improving the hiring process at DPH and provided insight on how staff can push the boundaries in tackling difficult topics of race and racism. In addition, Mr. King provided a short presentation on how anti-Black sentiments are coded throughout U.S. history through laws and extra-legal means, and continues to impact the lives of the Black/African American community today. Finally, Mr. King responded to questions asked by the staff about his goals and plans to address internal issues and bring transparency into his new position at DPH.

Many thanks to both Equity Pop-Up Lounge speakers and to the Equity team for continuing to host this important series amidst the pandemic!

DEVELOPING OUR PEOPLE 4. 2020 Hearts Grants

In early November, the San Francisco General Hospital Foundation (SFGHF) awarded its annual Hearts grants. This year, 22 grants went to innovative projects that promote equity throughout the hospital. Creatively championed by staff and departments, these projects will ensure health equity remains at the center of our work. Since 2004, the Foundation's Hearts Grants Program has awarded ZSFG over 500 grants totaling more than \$12 million. Initially designed to supplement patient care, this program has grown to fund creative approaches to patient care. This year's grants particularly highlight the ways the organization is working toward a more equitable future for both staff and patients:

- **Wraparound Services for Children Ages 0-3:** Child and maternal health continues to be a priority for the Foundation, ZSFG, and the City and County of San Francisco. Several of this year's grants are focused on bringing healthcare to women and children outside hospital walls: through pop-up clinics in the Bayview; supporting the work of doulas and health outreach workers in underserved communities; and ensuring women have access to legal and mental health resources.
- **Whole-Person Care in a Pandemic:** During the pandemic, our clinicians saw many of their patients struggling with issues such as housing instability, food insecurity, and lack of access to resources. Several grants will fund initiatives that tie food pantries and other necessities to patient visits and provide supplies for families with school-aged children.
- **Patient Education in a Digital World:** Grants were awarded to several programs focused on how to best reach patients now that many healthcare visits have gone virtual. This includes creating more digital resources for patients in their native languages, setting patients up with new ways to monitor their vitals from home, and providing safe transportation to the hospital when they do need to be seen.
- **Equity Training for Providers:** To ensure ZSFG is providing the best care to all of our patients, our staff needs the time and space to discuss the ways in which biases affect patient care, and how our care models can shift to better care for people of color. This year's grants include projects that focus on training staff to better understand gender and trans issues, reviewing interactions with patients to remove biases, and educating teams on how racism affects patient care throughout the hospital.
- **COVID Beyond the ICU:** This year, much of our focus has been on COVID-19 prevention, testing, and patient care. One grant is focused on what supplies our patients need when they return home – and how they can share health information that will benefit their entire family.

These are just a few of the many incredible projects selected as this year's awardees. Congratulations to all the 2020 Hearts Grants recipients!

DEVELOPING OUR PEOPLE 5. 2020 Executive Team Hoshin

This year, the pandemic impacted the hospital in many ways, including delaying the Executive team's annual strategic planning session, or Hoshin. Under normal circumstances, this event takes place throughout one full day in which the Executive team reprioritizes their strategies and key performance indicators that they will continue to improve and track throughout the year. However, this year, Hoshin was split into weekly, 45-minute sessions at each Executive Team meeting every Monday and a larger 2-hour Hoshin event on November 2nd. In the weeks leading up to this event, the Executive team completed pre-work in which they evaluated their previously set 17 key performance indicators and dwindled them down to six strategies. Additionally, they transformed their previous 4 strategic initiatives to now reflect and align with ZSFG's 6 True North Pillars: Equity, Quality, Safety, Care Experience, Developing our People and Financial Stewardship.

Many thanks to the Chris Ross and Will Huen for facilitating this incredibly important event and leading the organization in this strategic work!

DEVELOPING OUR PEOPLE 6. UCSF Research and Academic Building Update

As of November 17, 2020, the installation of utilities is underway onsite and in adjacent public sidewalks, and pedestrian detours are in place. Additionally, construction of the foundation system for the new building has begun. Throughout the rest of the year, the sidewalk on 23rd street will be replaced, new underground utilities will be installed, concrete footings for the building's foundation will begin installation, and asphalt will be replaced on the south side of the site.

Throughout construction, safety precautions and disruption mitigation efforts are in place. Dust monitors have been installed to monitor air quality and water will be used to control dust when appropriate. Additionally, street sweeping will take place regularly, noise levels will be monitored, and clear signage will be on display for detours. Our sincerest gratitude to the capital project and facilities team for their amazing work on this project while also keeping staff safety a priority.

DEVELOPING OUR PEOPLE 7. Relationship Centered Communication Workshops for Charge Nurses

Relationship Centered Communication (RCC) workshops have been rolled out to many ZSFG services and teams over the past several years. These RCC workshops deliver evidenced-based communication skill training through brief didactic presentations, live demonstrations, skills practice activities and guided feedback and coaching. Through this training, staff learn the patient experience domains of listening carefully, treating them with courtesy and respect, and explaining information in a way that patients can understand. Recently, Annie Harvey, RN in the ZSFG Family Birth Center, has been sponsored by Nursing Services to become an RCC Faculty in Training. In this role, she will be facilitating these workshops and expanding their reach to charge nurses for the first time. So far, six charge nurses have completed the inaugural Zoom training, with a second group beginning their workshop this month.

Much appreciation to Annie Harvey for stepping into this role to help our Charge Nurses complete this integral workshop to enhance patient care!

QUALITY 8. 4A Skilled Nursing Facility COVID-19 Mitigation Survey

On Tuesday, November 17, 2020, California Department of Public Health Surveyors arrived at ZSFG to perform the second visit of the 4A Skilled Nursing Facility COVID-19 Mitigation Survey. During each visit, no deficiencies were cited. The Survey Lead was very complementary regarding the staff and ZSFG's process and also shared that they did not see any issues that rose to the level of a deficiency.

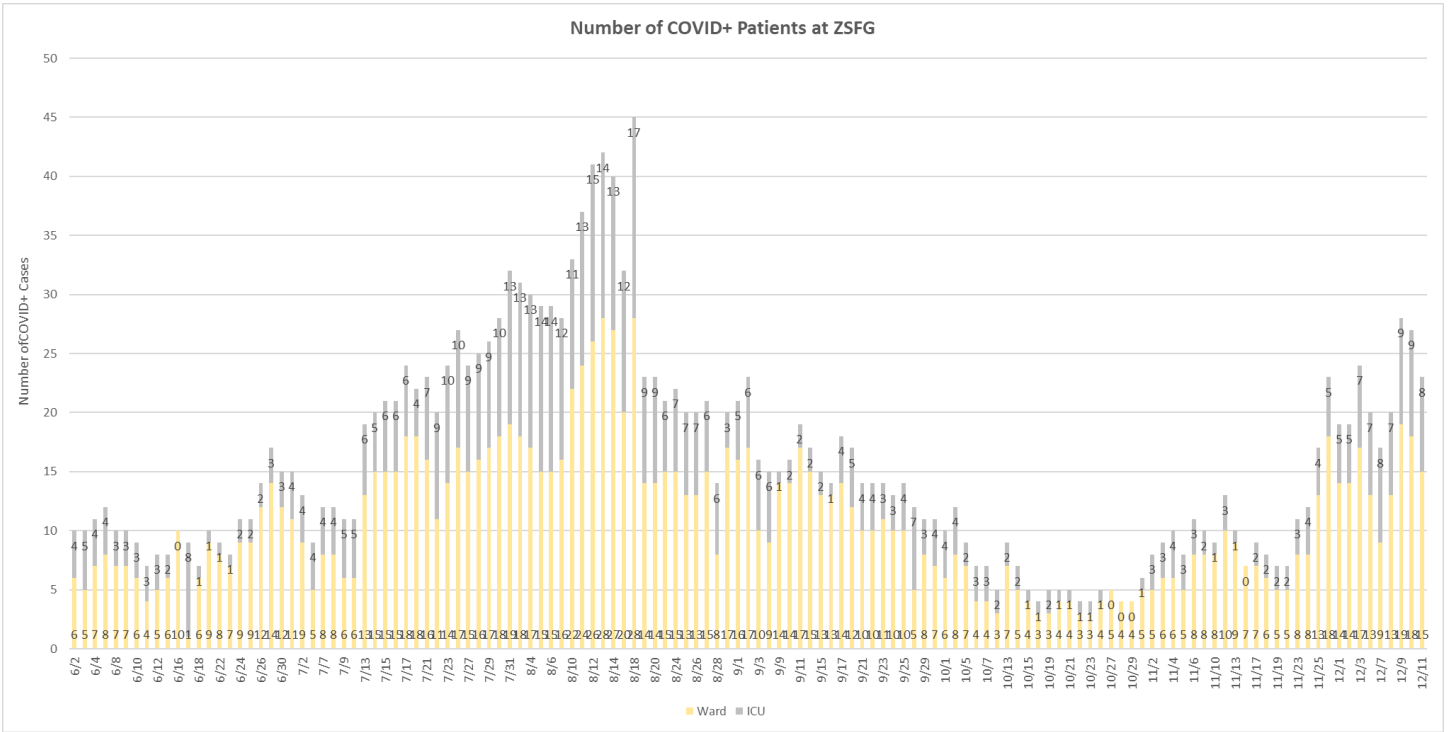
Congratulations and many thanks to the 4A Skilled Nursing Facility team for their incredible work during this challenging time!

QUALITY 9. Infection Prevention and Control Joint Commission Survey

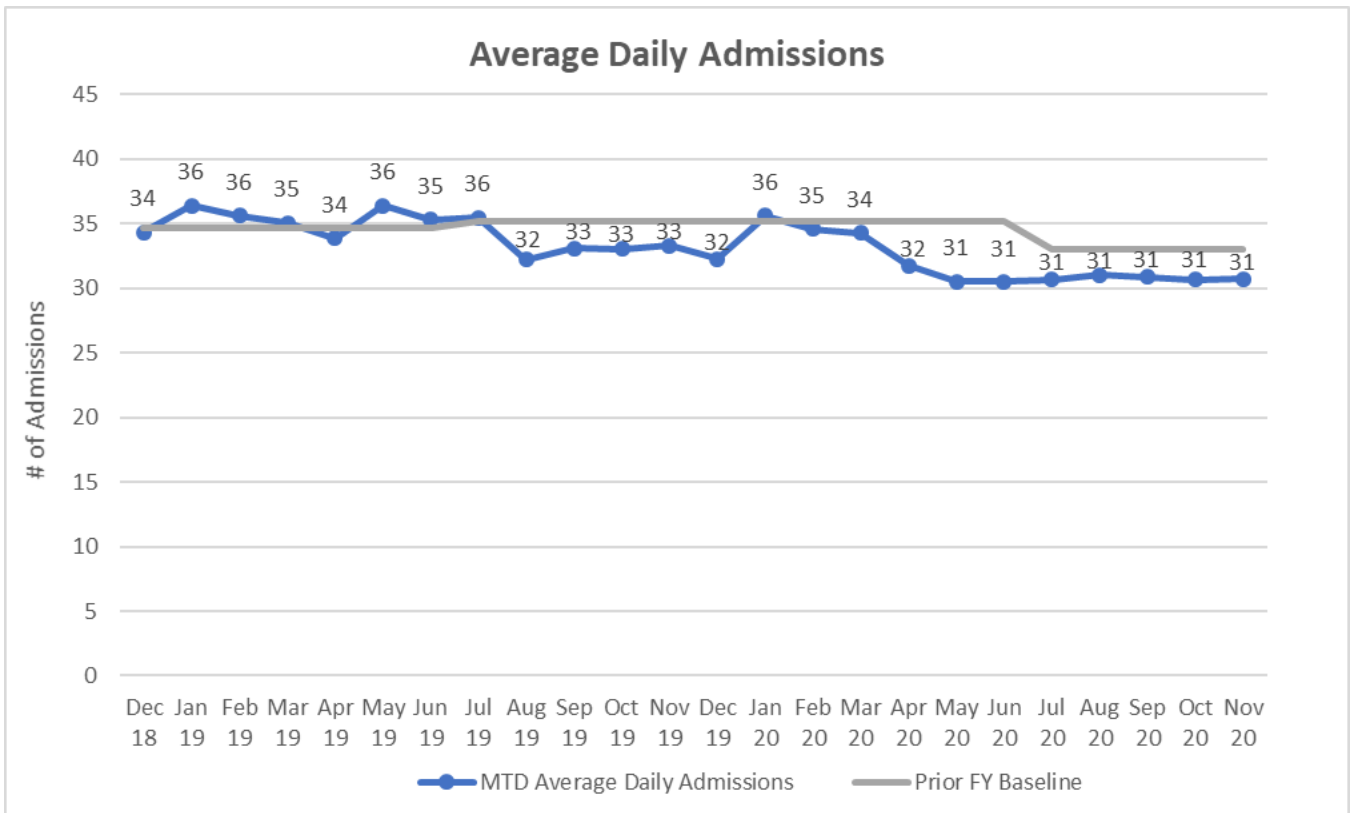
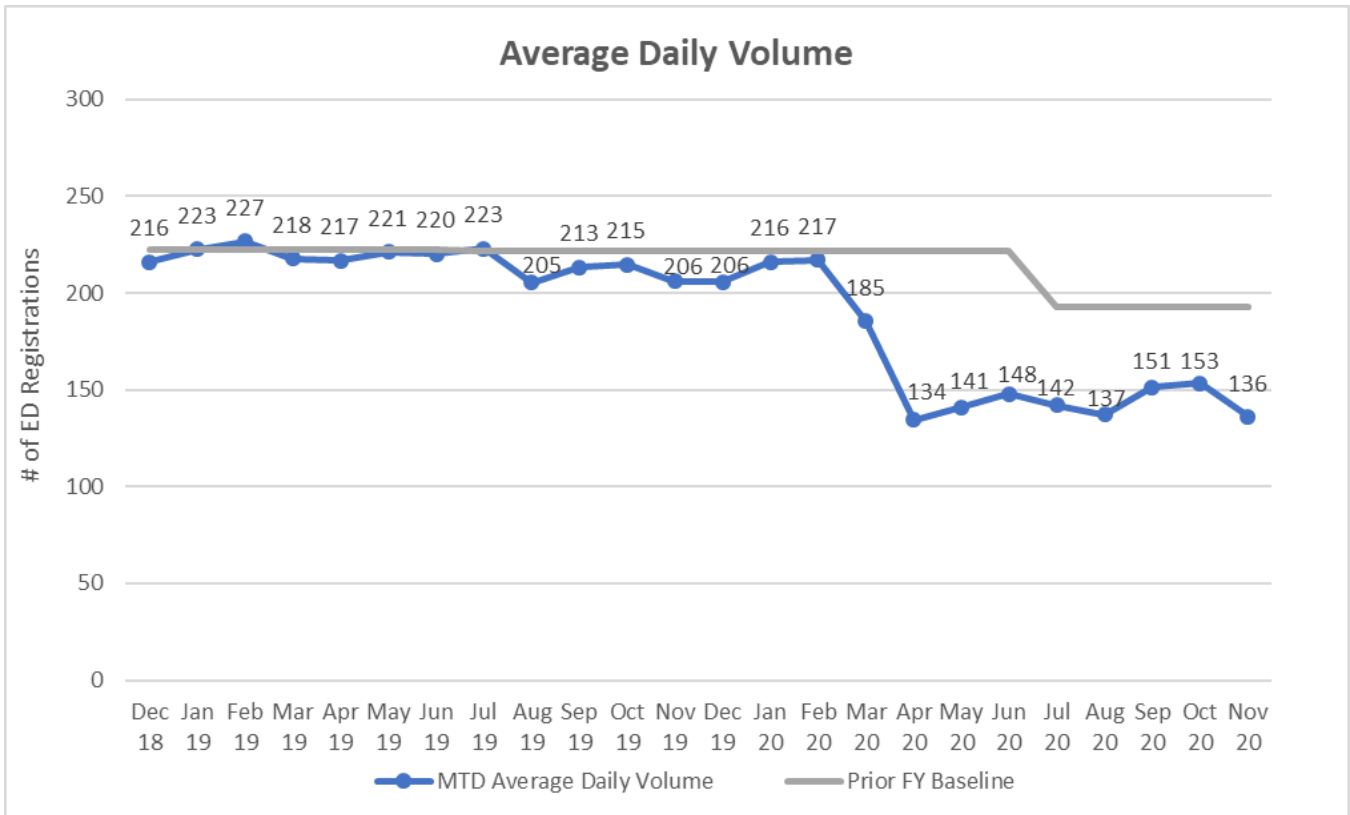
On Tuesday, November 24th, a surveyor from the Joint Commission arrived at ZSFG to assess the processes for instruments used for Ophthalmology procedures in regard to infection prevention and control. Specifically, the surveyor reviewed the policies and procedures for instrument processing, the competencies of the Sterile Processing Department (SPD) staff, evidenced-based guidelines used for instruments, the latest culture of safety results, healthcare associated infections / surgical site infection rates, and toured the SPD, all with an emphasis on Ophthalmology.

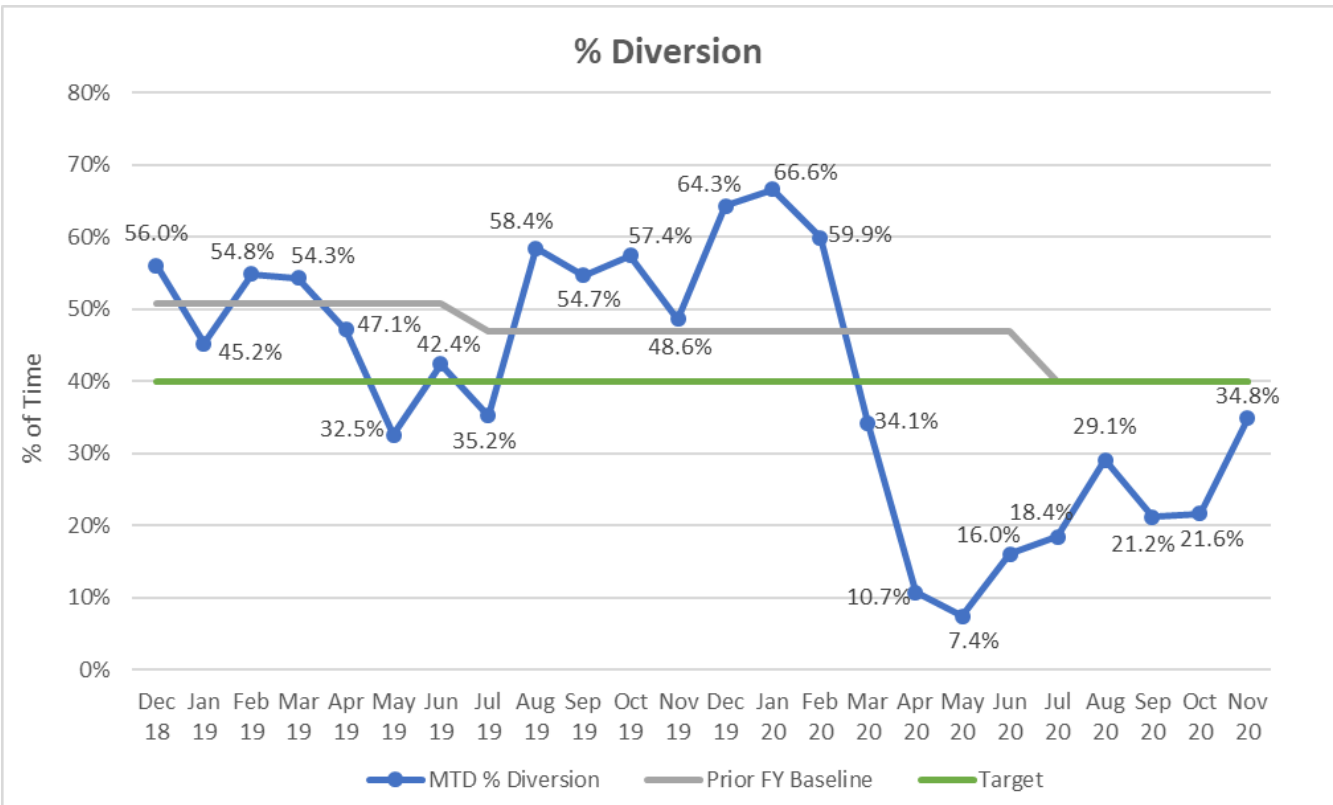
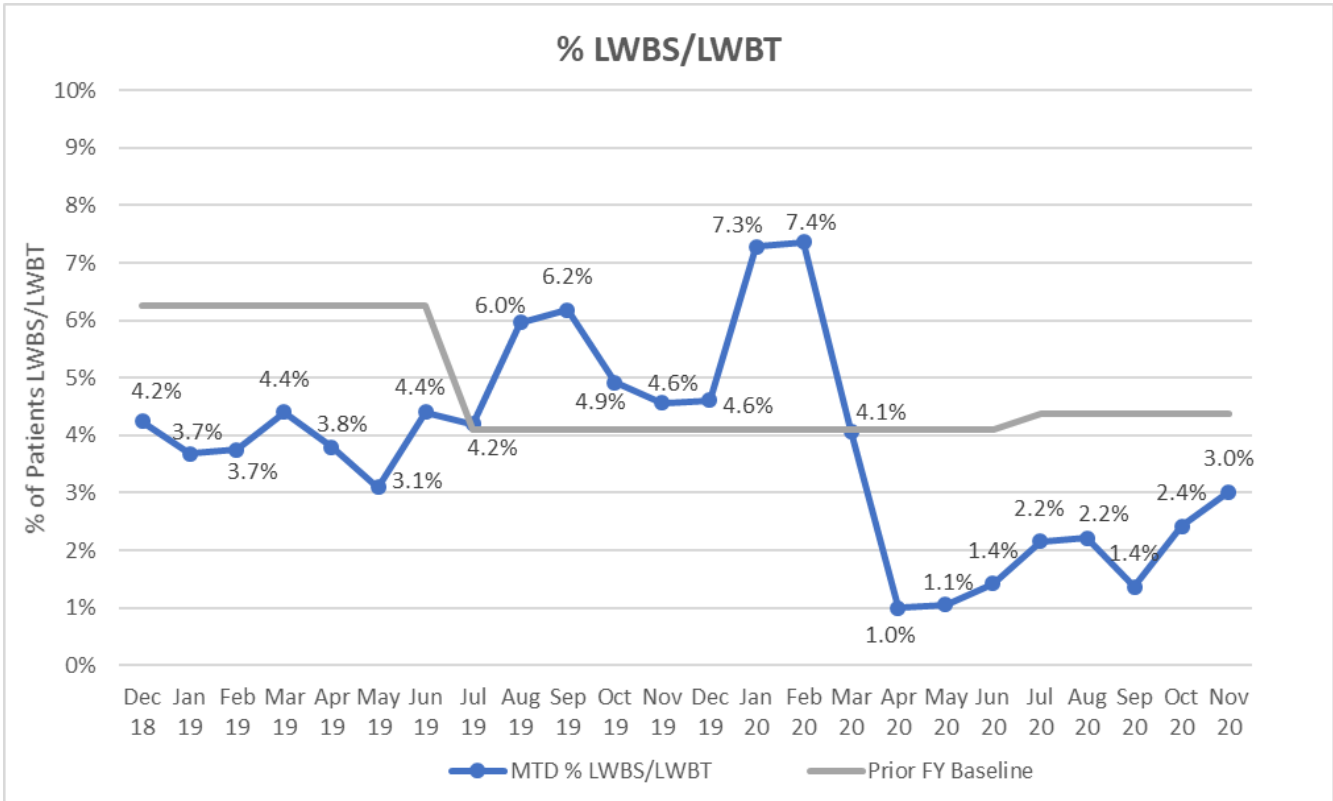
Following the survey, the surveyor shared that there would not be an exit conference and that any findings will be reviewed in the Office of Quality and Patient Safety at the Joint Commission and sent to ZSFG in a written report at a later date. Our deepest appreciation to Daphne Nguyen for her impeccable leadership with this survey and to Patty Coggan, Dana Nelson, Juliann Susman, Elaine Dekker, Alonn Ilan, and Licerio Astudillo for supporting the survey!

QUALITY ZSFG COVID+ Cases

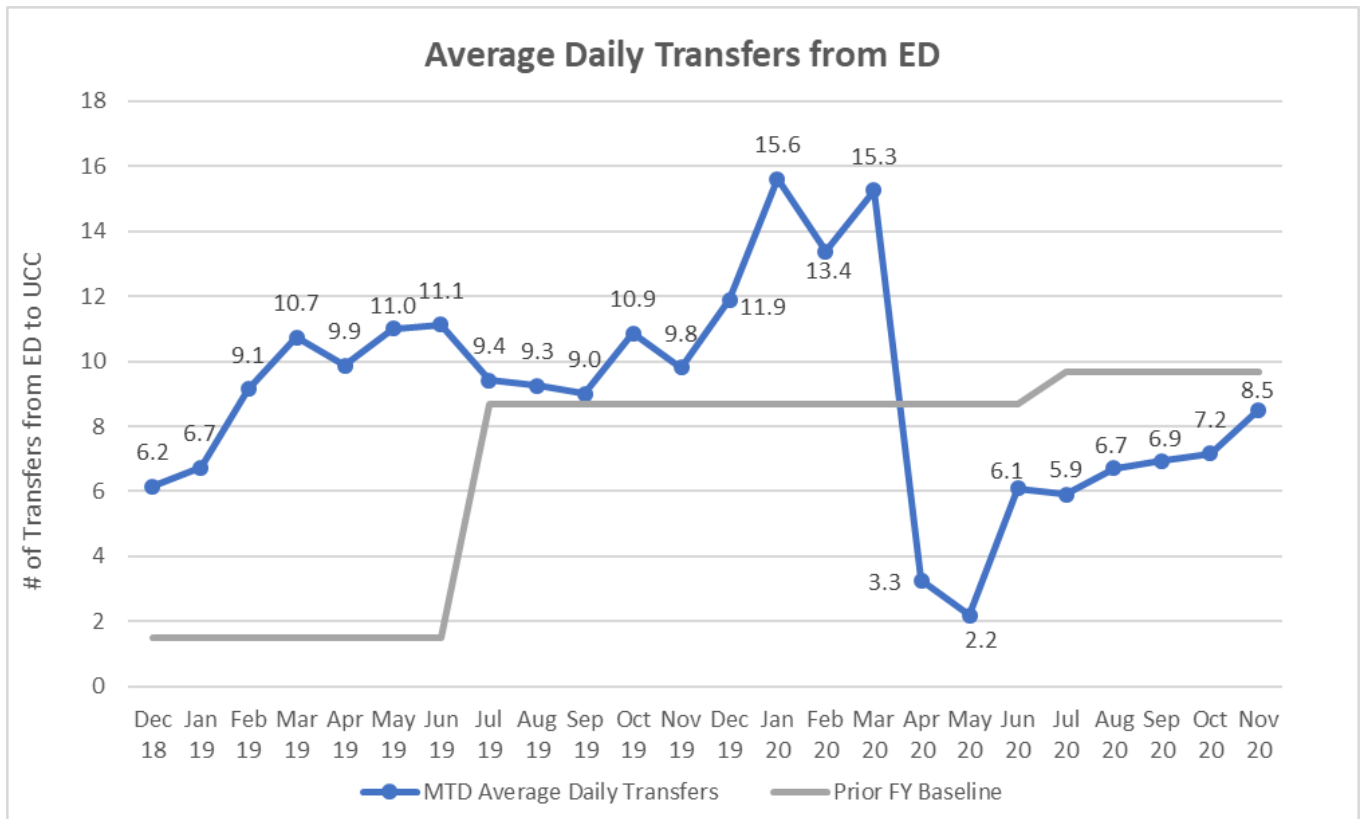
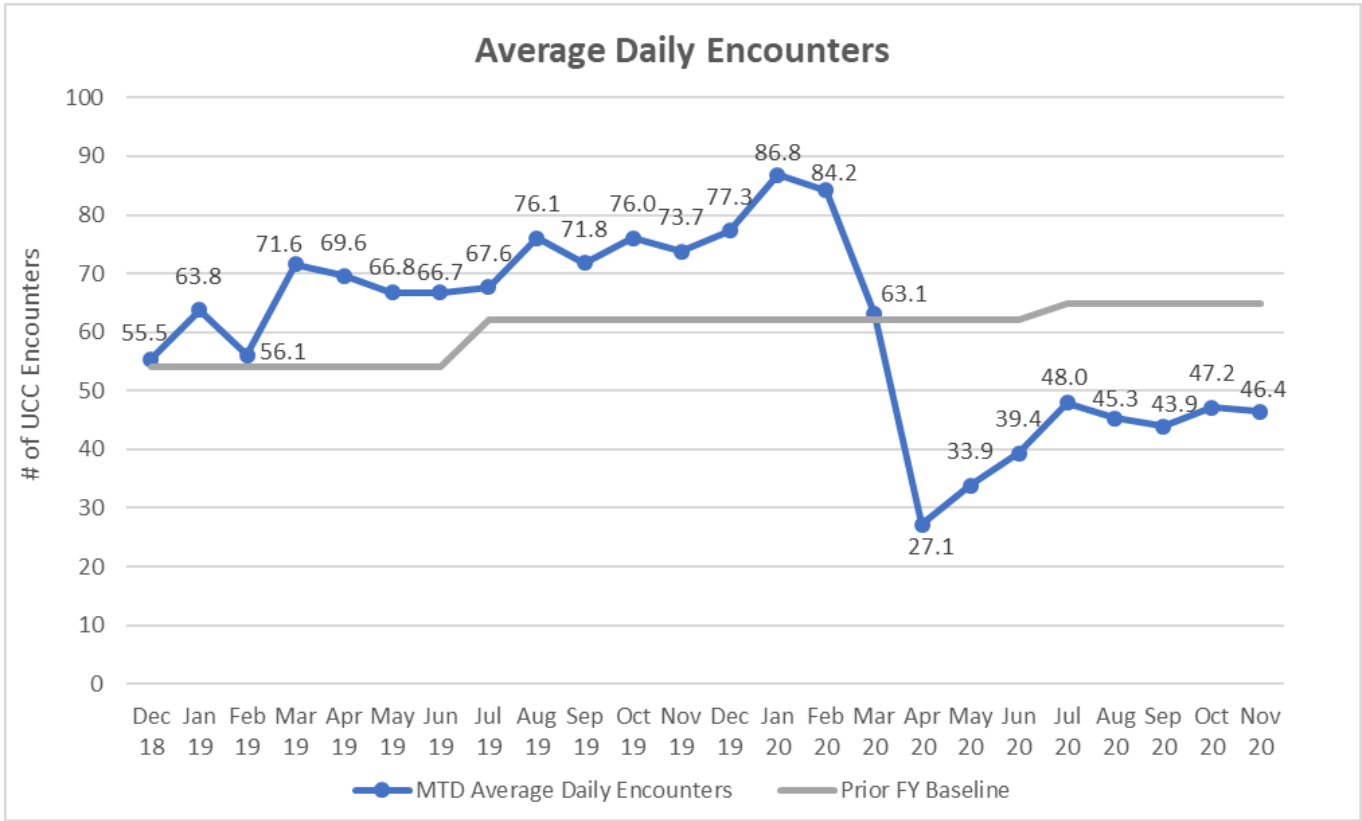


QUALITY Emergency Department Activities

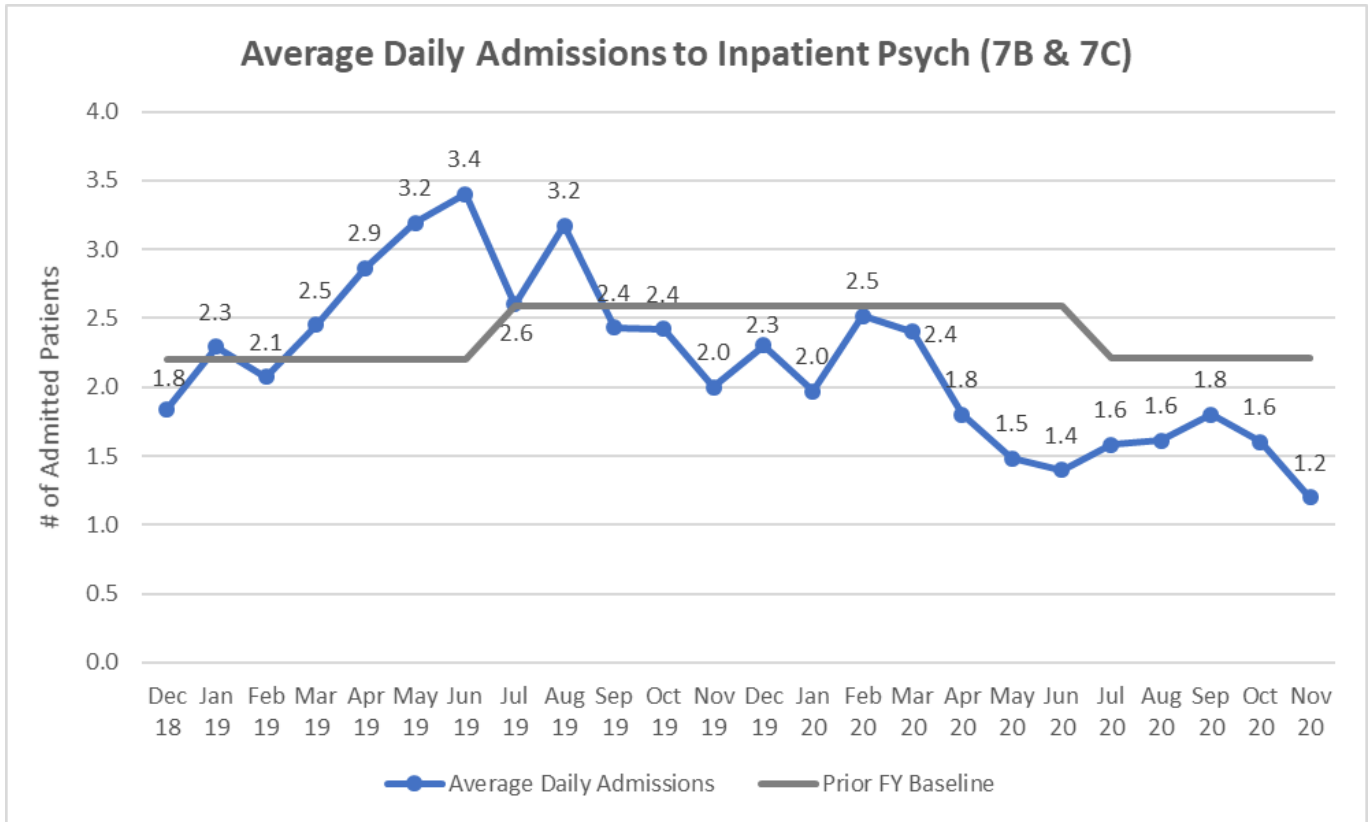
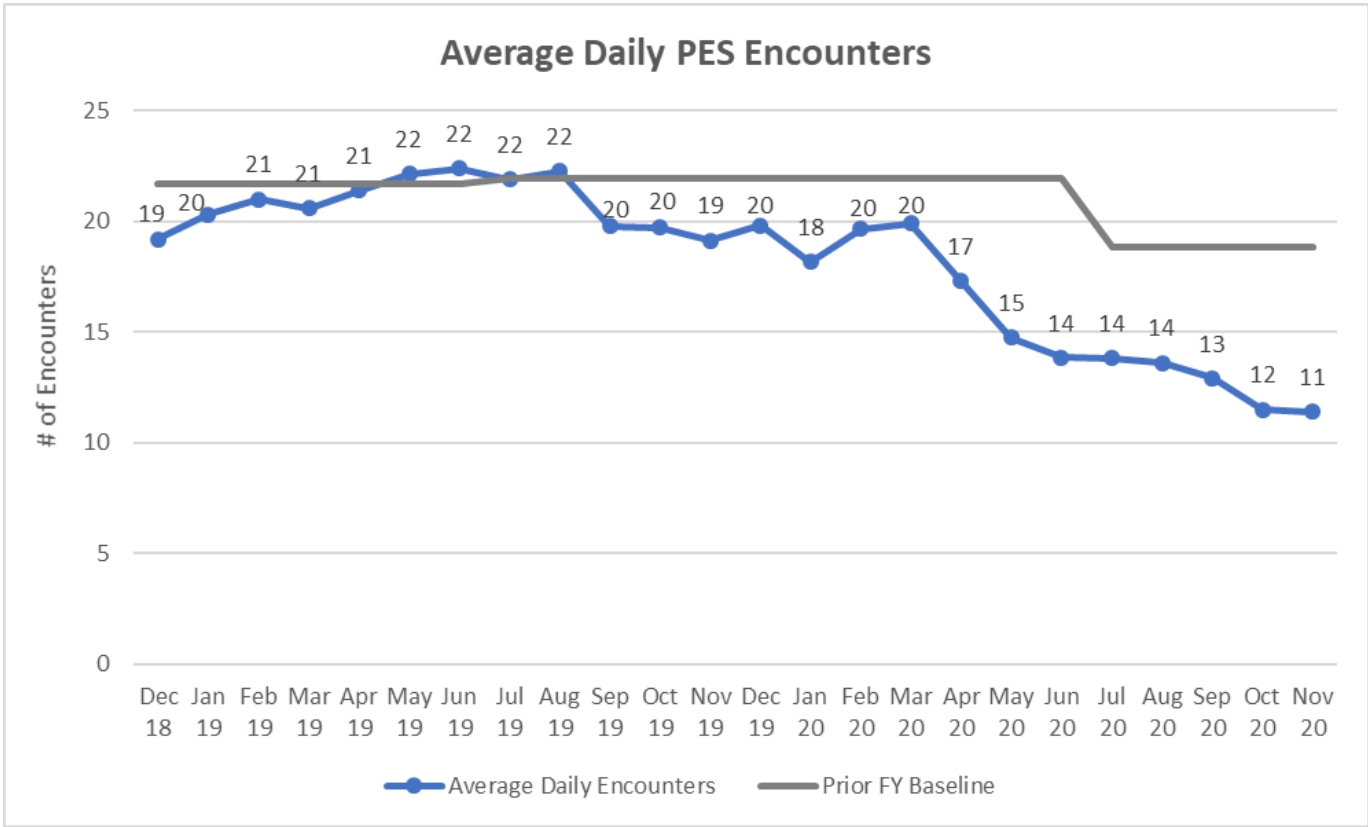


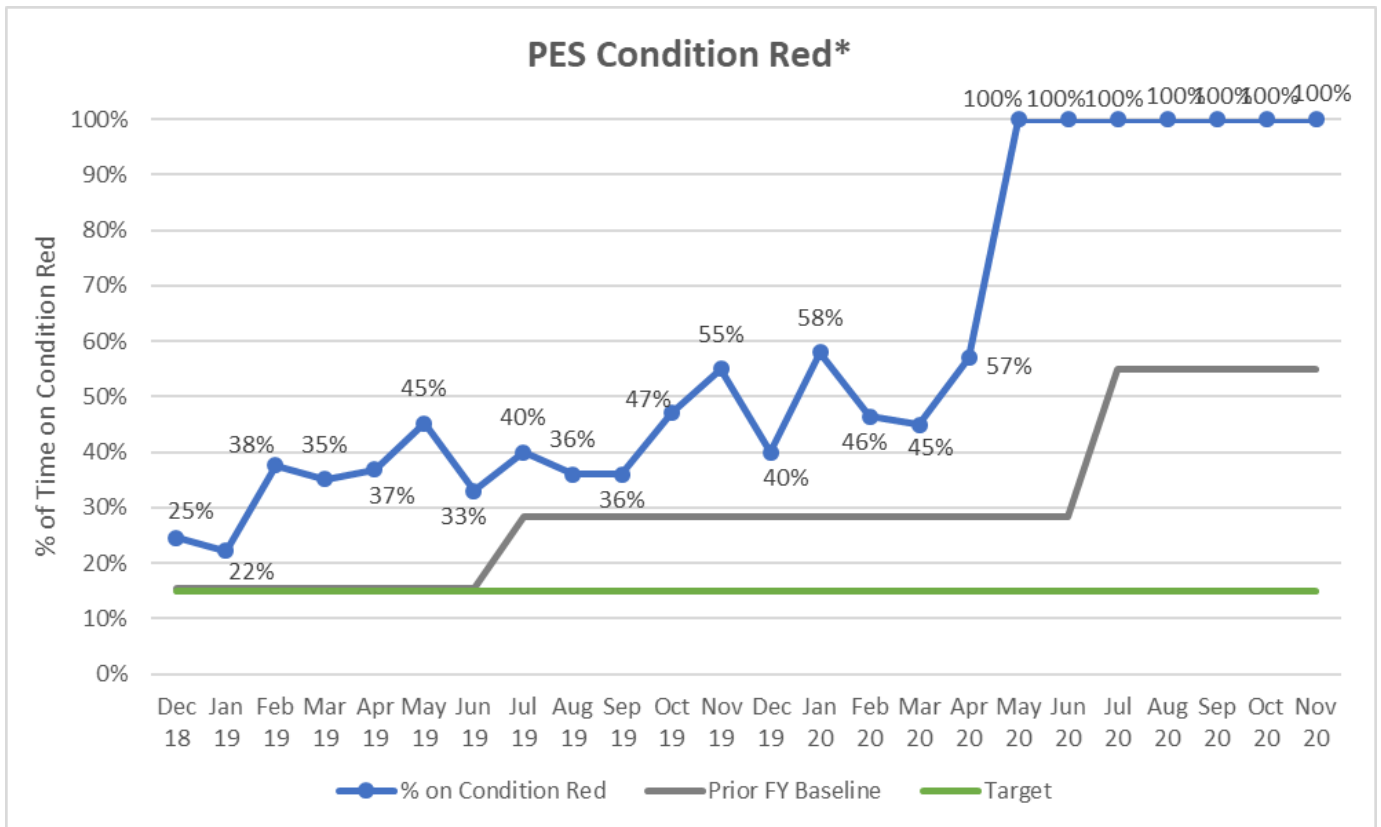
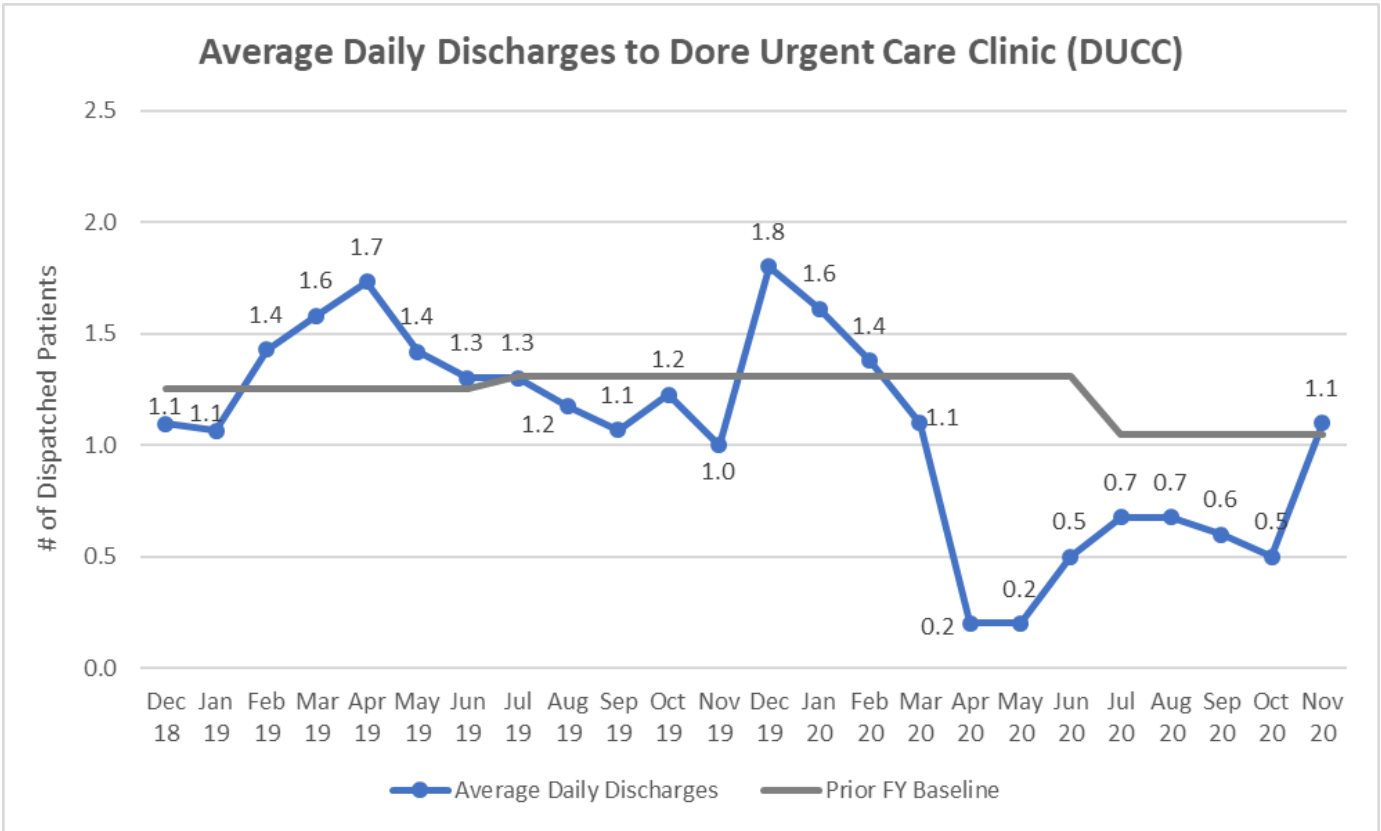


QUALITY Urgent Care Clinic Activities



QUALITY Psychiatric Emergency Services Activities





***We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 171.03 which is 109.64% of budgeted staffed beds and 95.55% of physical capacity. 18.40% of the Medical/Surgical days were lower level of care days: 6.41% administrative and 18.40% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 33.43 which is 119.40% of budgeted staffed beds and 57.64% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 23.87 which is 79.56% of budgeted staffed beds and 56.83% of physical capacity of the hospital.

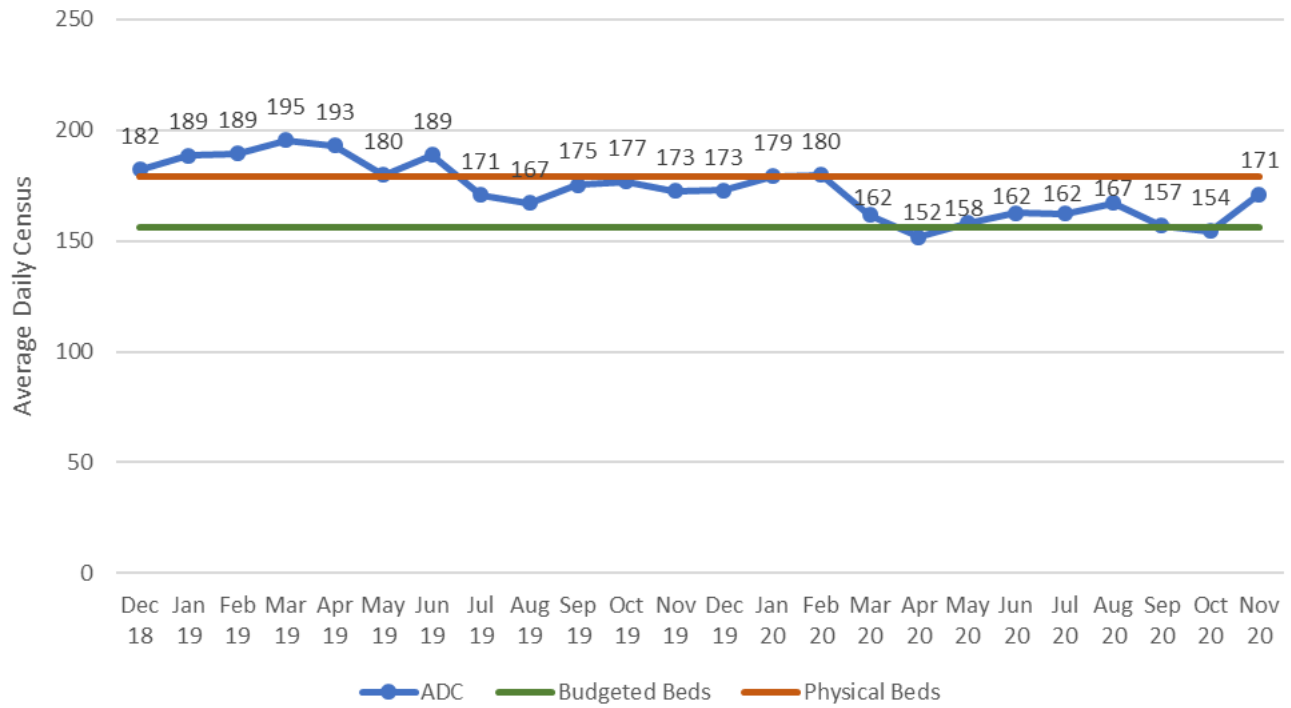
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 41.17, which is 93.56% of budgeted staffed beds and 61.44% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.77, which is 82.38% of budgeted staffed beds (n=7) and 48.06% of physical capacity (n=12). Utilization Review data shows 80.97% non-acute days (40.97% administrative and 40.00% non-reimbursed).

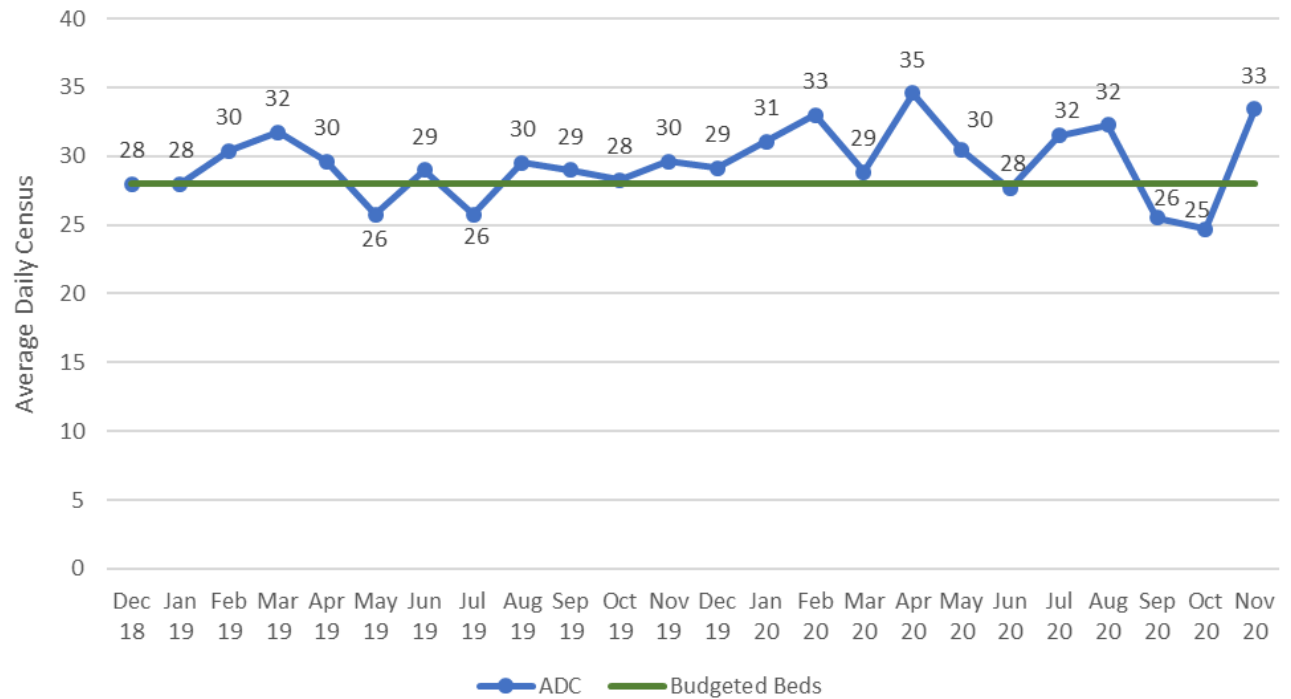
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.67, which is 102.38% of our budgeted staffed beds and 95.56% of physical capacity.

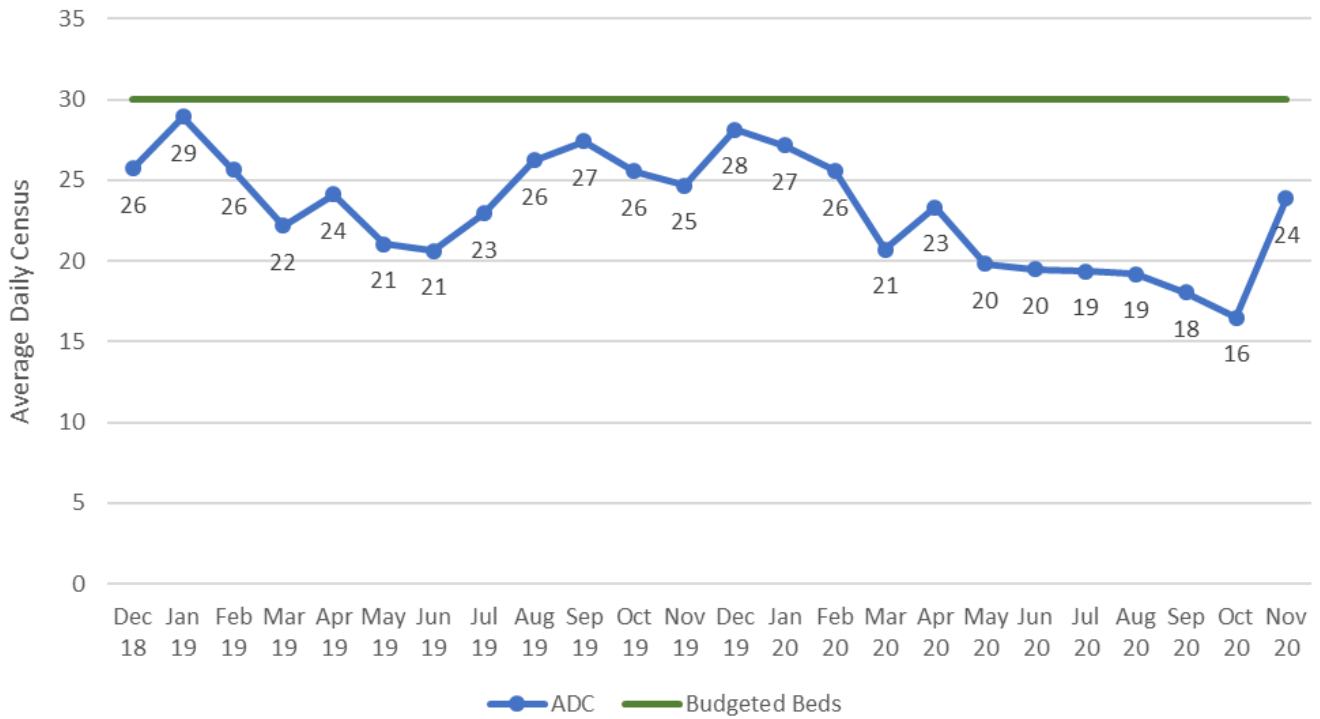
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



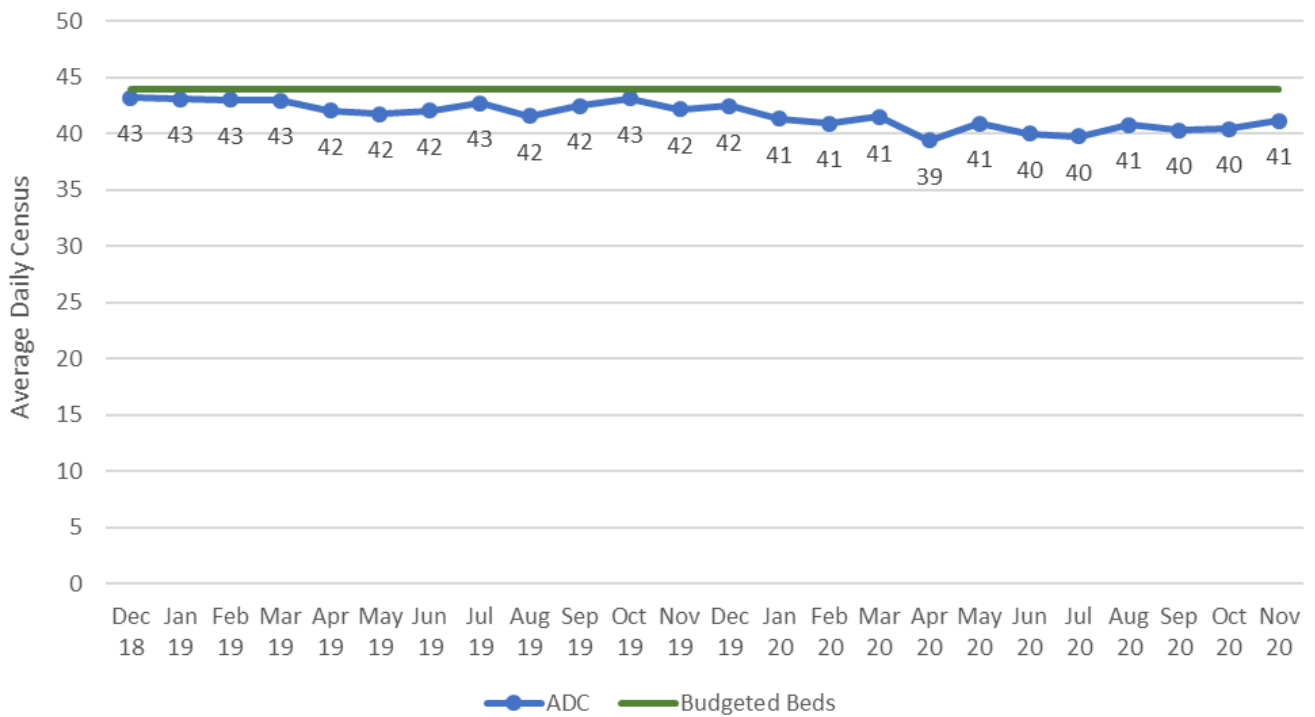
Intensive Care Unit Average Daily Census

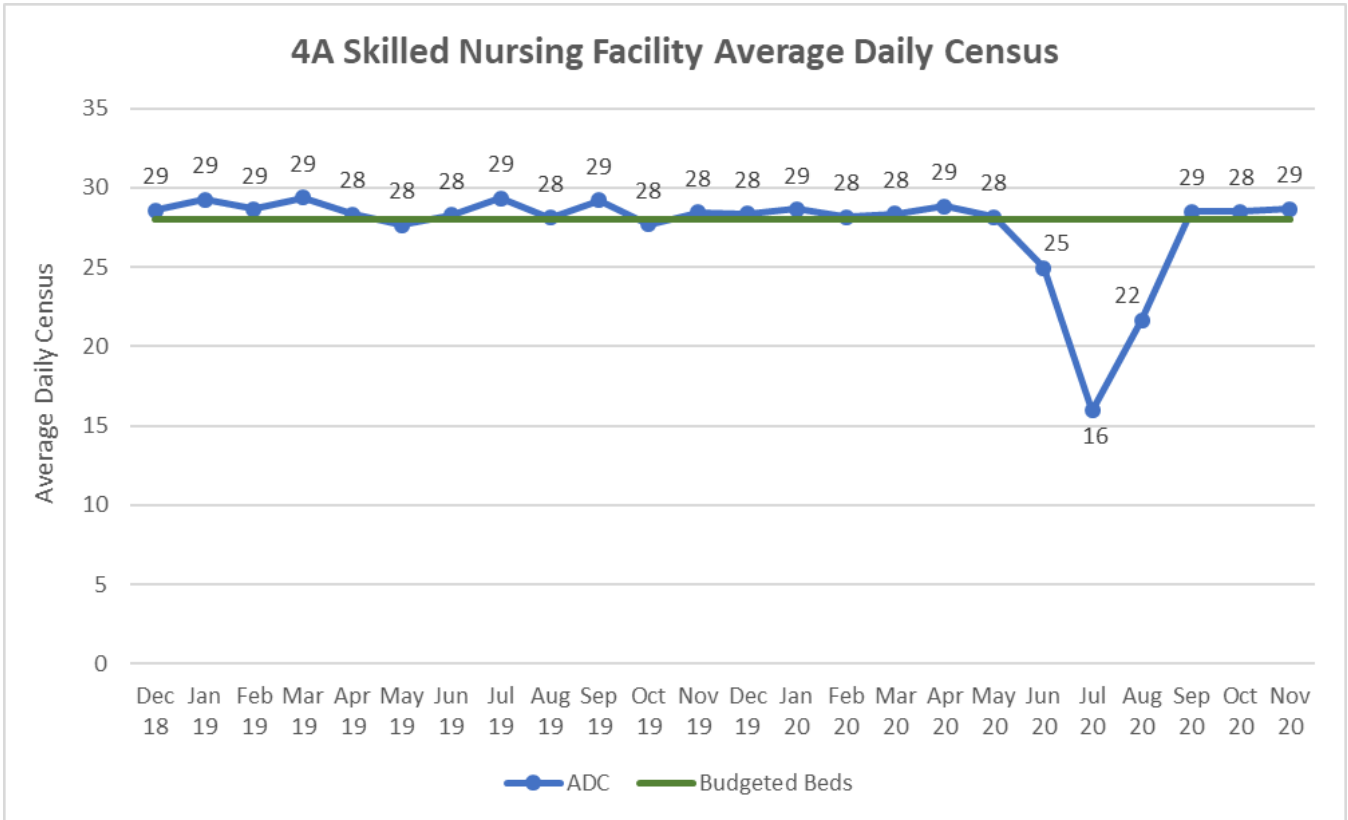


Maternal Child Health Average Daily Census

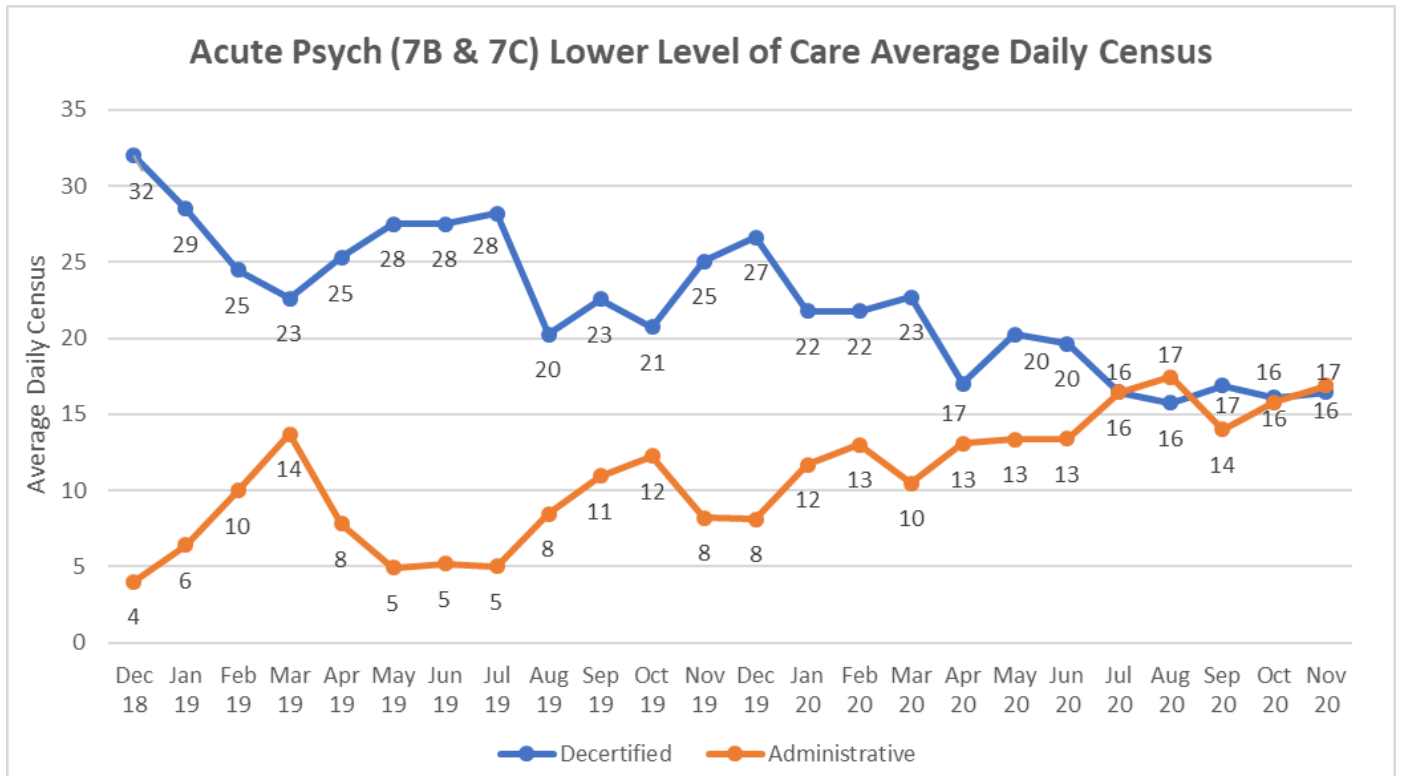
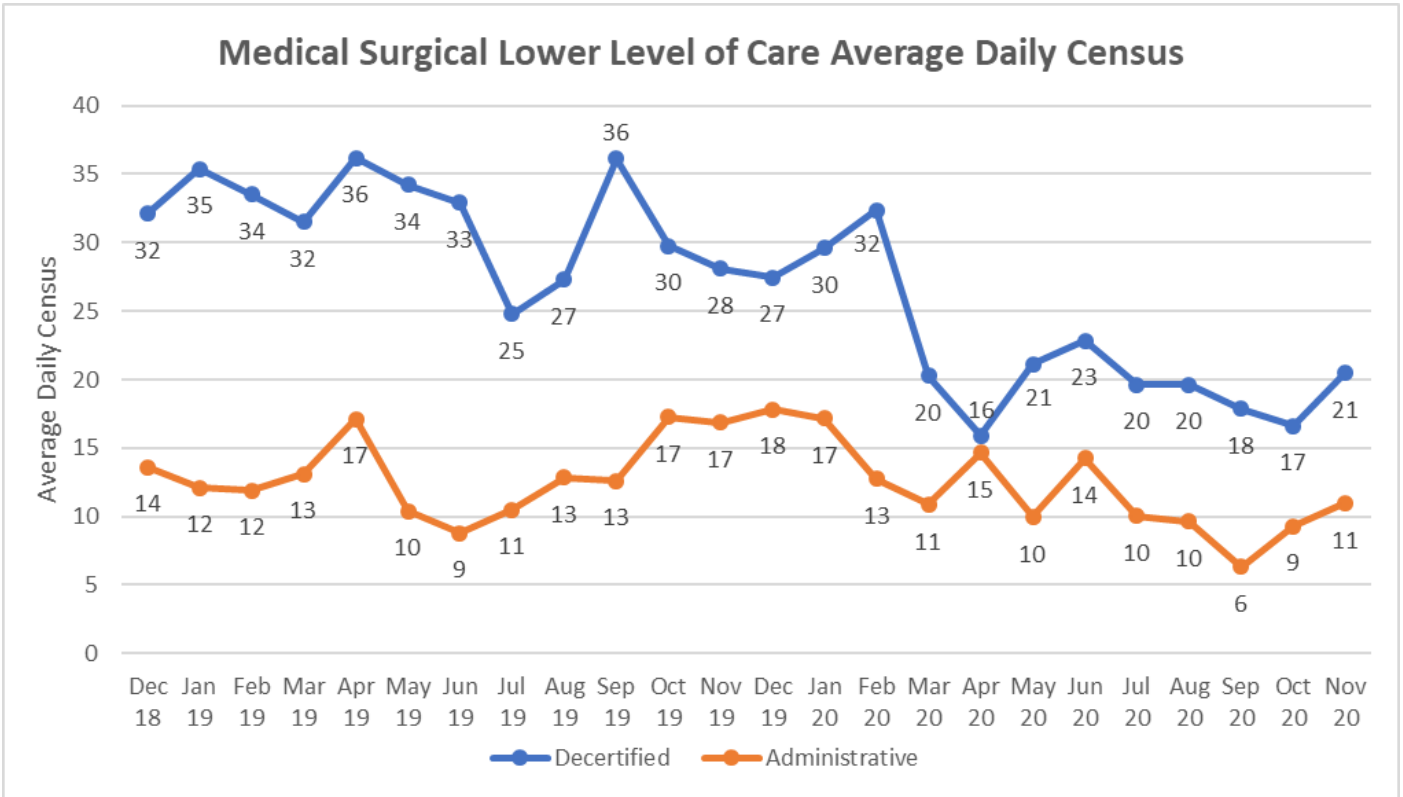


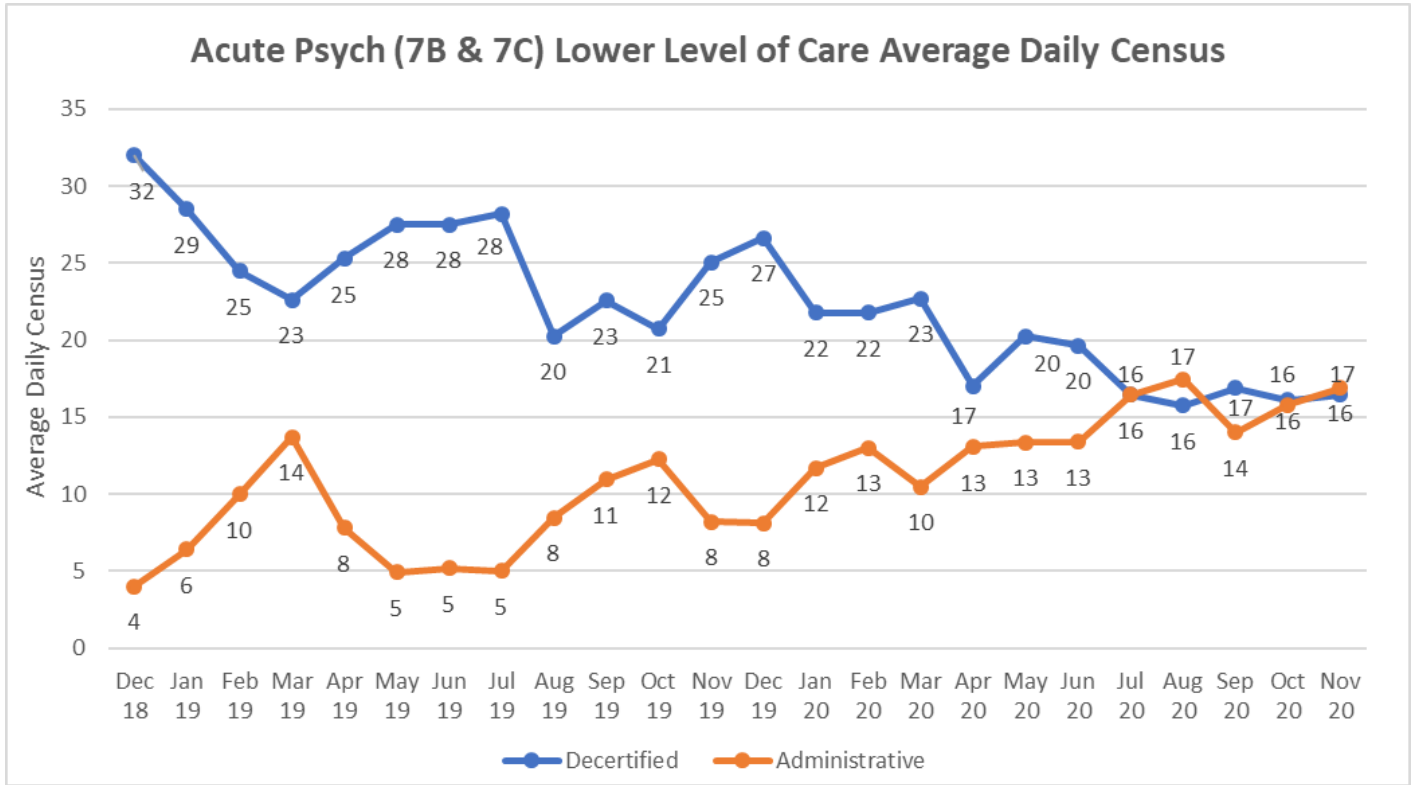
Acute Psychiatry (7B & 7C) Average Daily Census





QUALITY Lower Level of Care Average Daily Census

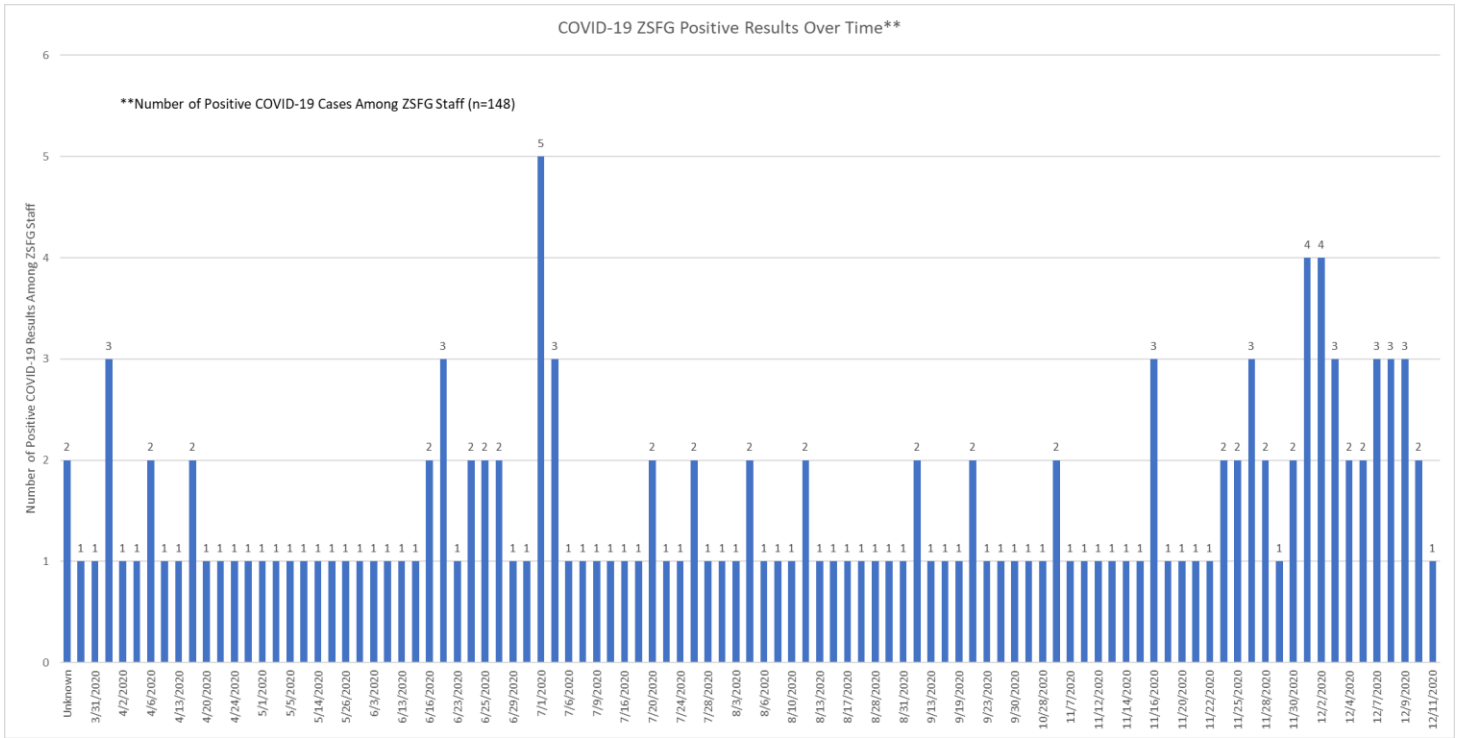




SAFETY

Occupational Health COVID Testing

The following data is reported as of December 14, 2020: 148 ZSFG employees have tested positive for COVID-19.



SAFETY Workplace Violence Activity

