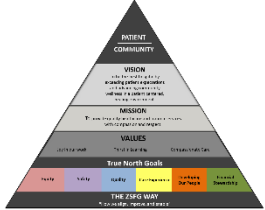


# ***Hospital Operations & Patient Care Report***

Presented to the JCC – ZSFG on February 25, 2020

ZSFG Executive Team Report

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## QUALITY

### 1. The Joint Commission Consultative Survey

During the week of January 13th, three surveyors from The Joint Commission (TJC) conducted a Mock Triennial Survey. The survey is intended to prepare staff for the upcoming TJC Triennial Survey that will be taking place within the next five months.

Following the survey, the surveyors shared with the organization many notable accomplishments. For example, they acknowledged that for an organization of ZSFG's size, there are typically two times more findings than what they documented, which showcased ZSFG's "continuous regulatory readiness." Also, the surveyors were impressed with ZSFG's integration of behavioral health services into ambulatory services, a testament to the organization's dedication and focus on this critical aspect of treating "the whole person." Lastly, the surveyors commended the team on their proficient use of navigating care plans in Epic, especially this early into our implementation.

There were, of course, opportunities for improvement. The Quality Team reviewed the final report and will continue to collaborate with departments to ensure the organization is survey ready.

Congratulations and many thanks to our Quality and Regulatory Team for organizing and facilitating this important mock survey. Many thanks also to all staff for the professionalism, teamwork, and dedication to our patients!

## QUALITY

### 2. The Kaizen Promotion Office 3P Workshop

During the week of February 10, the Kaizen Promotion Office (KPO) led a week-long, 3P (Production, Preparation, and Process) Workshop, focusing on the future state of ZSFG's performance improvement department. The KPO's mission is to align the organization to True North, enable problem solving, and improve care for the community with respect and compassion. Its vision is to enable ZSFG to become the best place to work and receive care by developing problem-solving, servant leaders who can support continuous improvement.

Over the course of the week, KPO and staff from all levels of the organization, including patients, worked together to better understand customer and business needs. There were rich discussions, brainstorming and problem-solving activities that built on one another to design the KPO's 2020-2022 strategies for achieving its mission and vision.

Congratulations to the KPO on an incredible week of learning, development and growth. ZSFG looks forward to the exciting years of improvement to come.

## EQUITY

### 3. Workplace Violence Prevention Townhalls

On January 29<sup>th</sup>, the Workplace Violence Prevention Committee organized three town halls focusing on Workplace Violence (WPV) Prevention. The town halls took place at 12:00pm, 5:00pm and 10:00pm with the goal of reaching staff from all different shifts across the hospital. Over 150 staff attended the three sessions, with a live stream of the noon session for staff to view if they could not attend in person.

Each session began with a presentation by Chief Operating Officer, Tosan O. Boyo or Manager of Equity Strategies Anh Thang Dao-Shah, acknowledging the problem and providing an analysis of the existing barriers to preventing WPV within our current infrastructure. The day sessions featured a staff panel with front line staff: Brenda Barros from Patient Access, Brigitte Hargarten from the Emergency Department, Tess Marstaller from Risk management, and Trevor Noah from the Behavioral Emergency Response Team (BERT). The night session featured an open conversation with staff

about challenges and potential solutions, expertly moderated by Dr. Jeff Critchfield. Staff who attended the town halls also had the opportunity to submit their own questions which will be answered by the committee and reported out with the recording of the presentation and the workplace violence investigation toolkit at the end of February.

These town halls are part of a series of activities planned for 2020 to address the issue of WPV on campus, which includes a Kaizen event in March, open sessions of the Workplace Violence Prevention Committee, and another town hall series in December 2020. Although WPV continues to be a national problem, driven by many root causes, ZSFG understands there is much more to be done, and is committed to doing so. Many thanks to the entire Workplace Violence Prevention Committee for putting on three, well-mediated, townhall sessions.

## DEVELOPING OUR PEOPLE

### 4. Annual Employee Dinner

On Thursday, January 30<sup>th</sup>, the 2020 Annual Employee Dinner took place in the beautifully decorated cafeteria, honoring all staff who have devoted a great portion of their lives to working at ZSFG. This year, staff who started their years of service in years ending in a 9 or 4, starting from 2009 and earlier, were honored. Additionally, Brenda Barros and Eunice Woo were recognized at this year's dinner for their hard work and willingness to go above and beyond for this organization.

Supervisors Safai and Walton provided opening remarks to start the evening, honoring the organization's commitment to this community and the incredible service to our patients. Then, the organization's leaders served food to each of the guests in attendance.

Afterwards, Grant Colfax, Brent Andrew and Tosan Boyo gave leadership remarks detailing their positive experiences with all the staff. Michael Brown, Director of Human Resources, and Susan Ehrlich recognized each honoree with a certificate and pin that denoted their years of service.

Our deepest gratitude to Chef Mike, Food and Nutrition Services, Hospital Administration and CHEARS for a memorable. Congratulations again to the staff, who have dedicated many years of serving our patients and community at ZSFG.



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**DEVELOPING  
OUR PEOPLE****5. Lunar New Year**

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On Thursday, February 6<sup>th</sup>, ZSFG celebrated Lunar New Year in the main cafeteria. Lunar New Year is an important time celebrated at the turn of the traditional lunar calendar. The San Francisco Police Department Lion Dancing team provided attendees with a celebratory performance; the cafeteria became a lively place as two lions danced throughout the cafeteria to the beat of the drums and cymbals.

Many thanks to our Food and Nutrition staff for preparing a delicious Chinese banquet. Additionally, ZSFG thanks and acknowledges the CHEARS committee for planning and supporting the event.

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**DEVELOPING  
OUR PEOPLE****6. Celebrating the Behavioral Emergency Response Team (BERT)**

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The ZSFG Behavioral Emergency Response Team (BERT), staffed by psychiatry Clinical Nurse Specialists and Nursing Educators, began as a pilot in two medical surgical units in February 2018. This team functions Monday through Friday and was created to respond to behavioral emergent situations during the dayshift, decrease the number of San Francisco Sheriff's Department (SFSD) calls and assist with behavioral calls. Due to its great success, the program expanded in mid-March 2018 throughout the rest of Building 25 and implemented pre-emptive rounding in the acute-care units and in 4A SNF in Building 5.

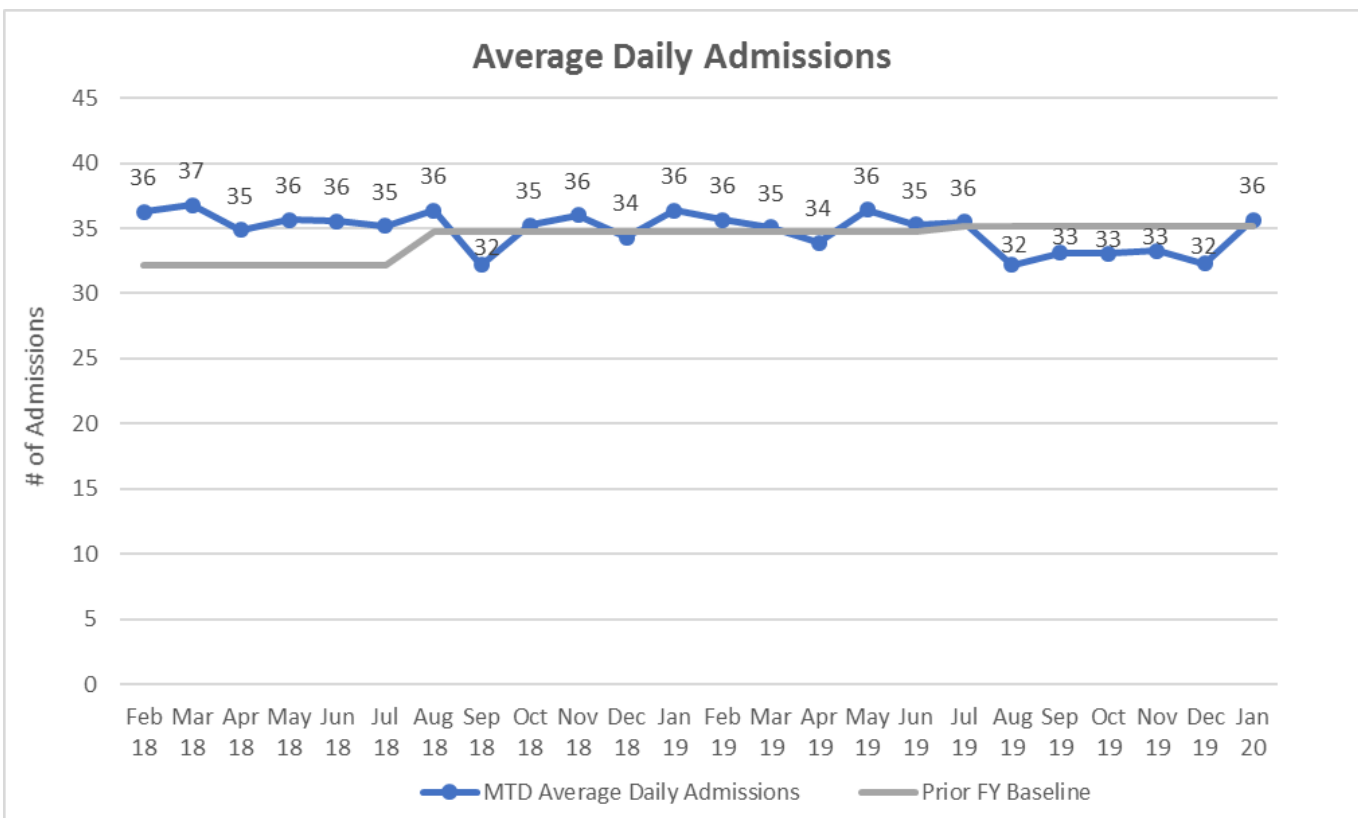
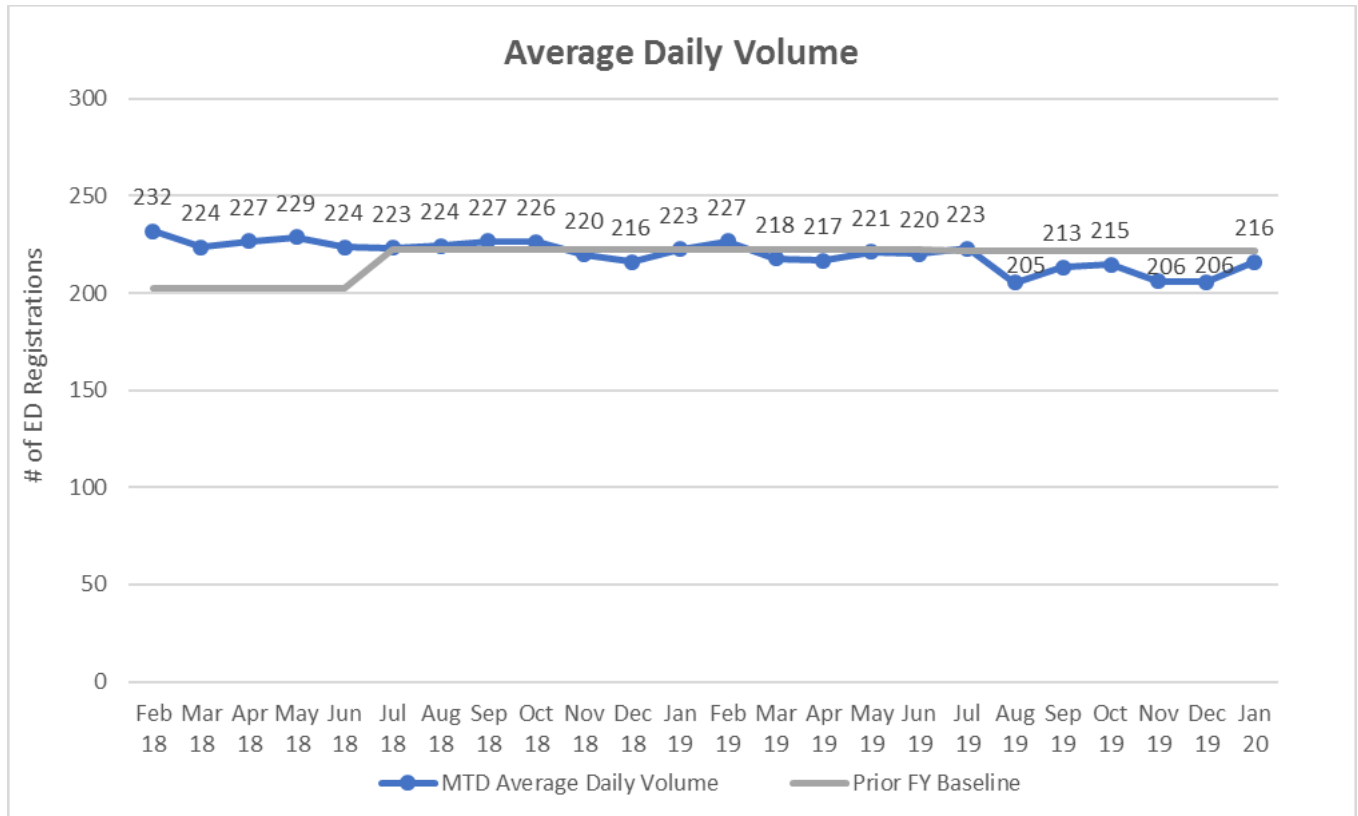
The response to these behavioral emergencies includes one team member managing the patient in crisis, modeling appropriate behaviors and teaching the nursing staff, while the other team member consults with the medical team on their patient management recommendations. As of January 2020, the BERT has responded to over 190 calls by inpatient nursing units and calls to the SFSD have decreased dramatically to five calls per day, during the BERT's hours of operations in 2019.

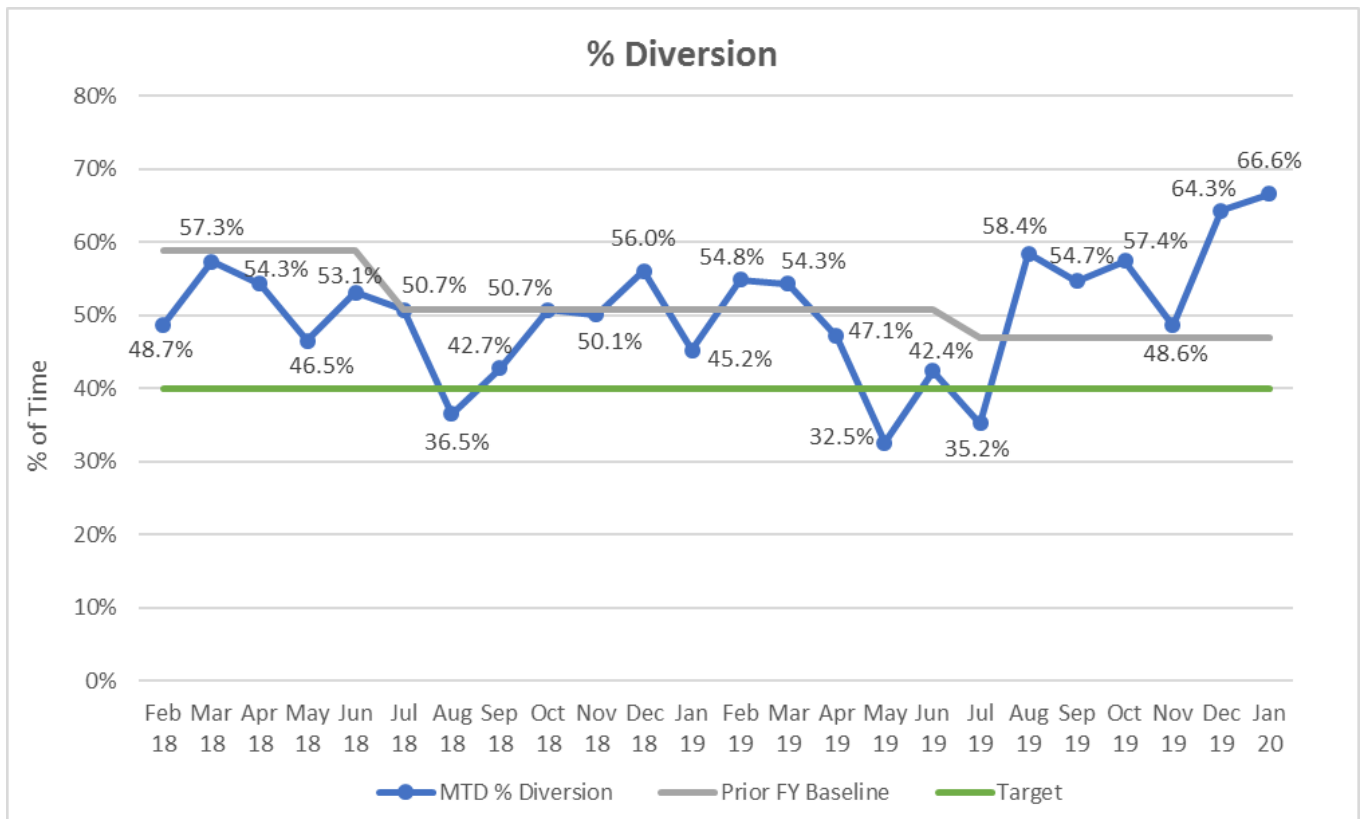
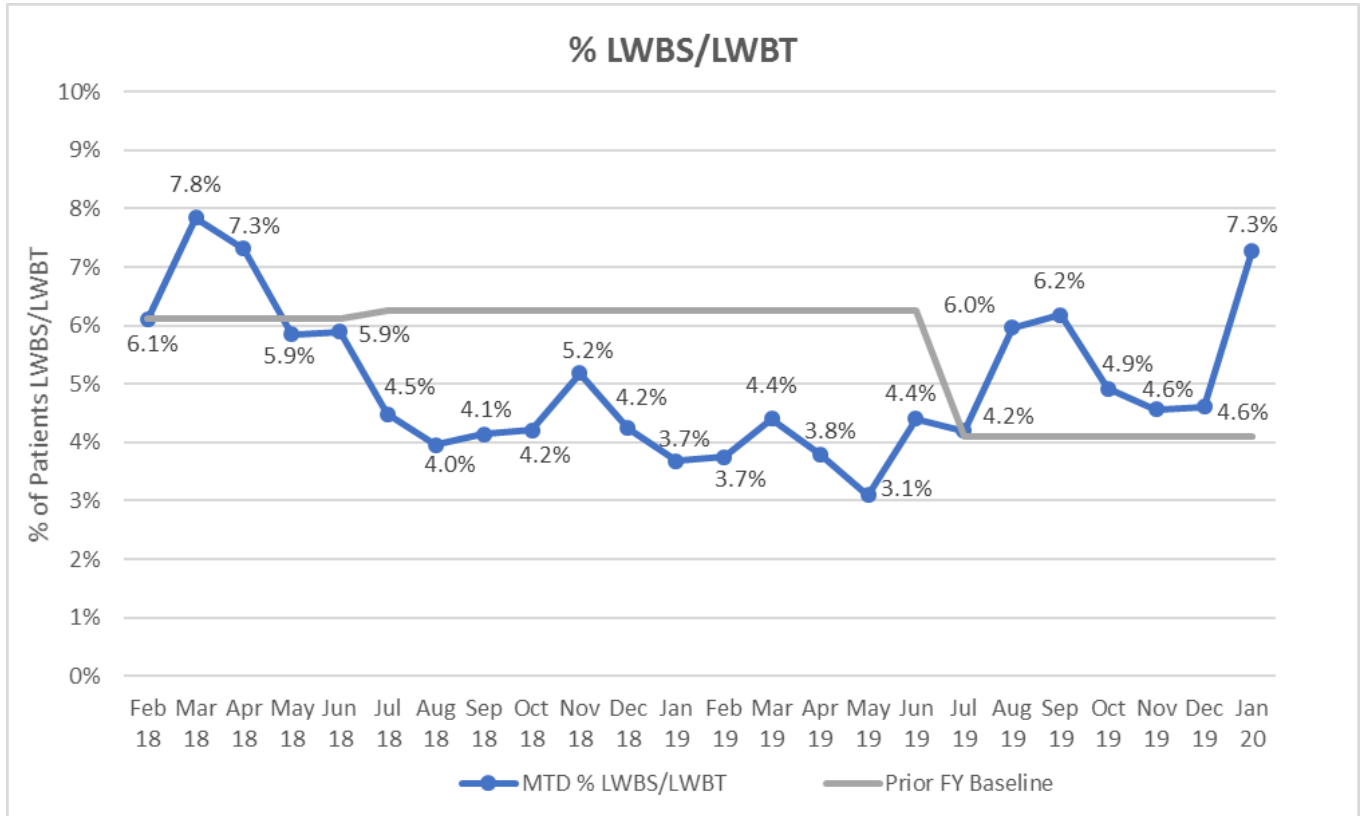
Furthermore, in December 2019, the BERT team began to pilot rounding in the Emergency Department. This new workflow consisted of the team checking in with the ED Charge Nurse and the Pod A and Pod C Team Leads at 10:00am and 2:00pm, Monday through Friday. During these rounds, if a patient is in crisis or needs behavioral de-escalation, the BERT will intervene. However, the ED is currently not paging the BERT for behavioral crises or non-urgent consultations outside of their rounding times.

ZSFG would like to take this opportunity to celebrate and show its appreciation for the BERT and all its incredible success over the past two years. ZSFG has taken great strides in finding innovative ways to better serve its patients and the BERT is a great part of this progress.

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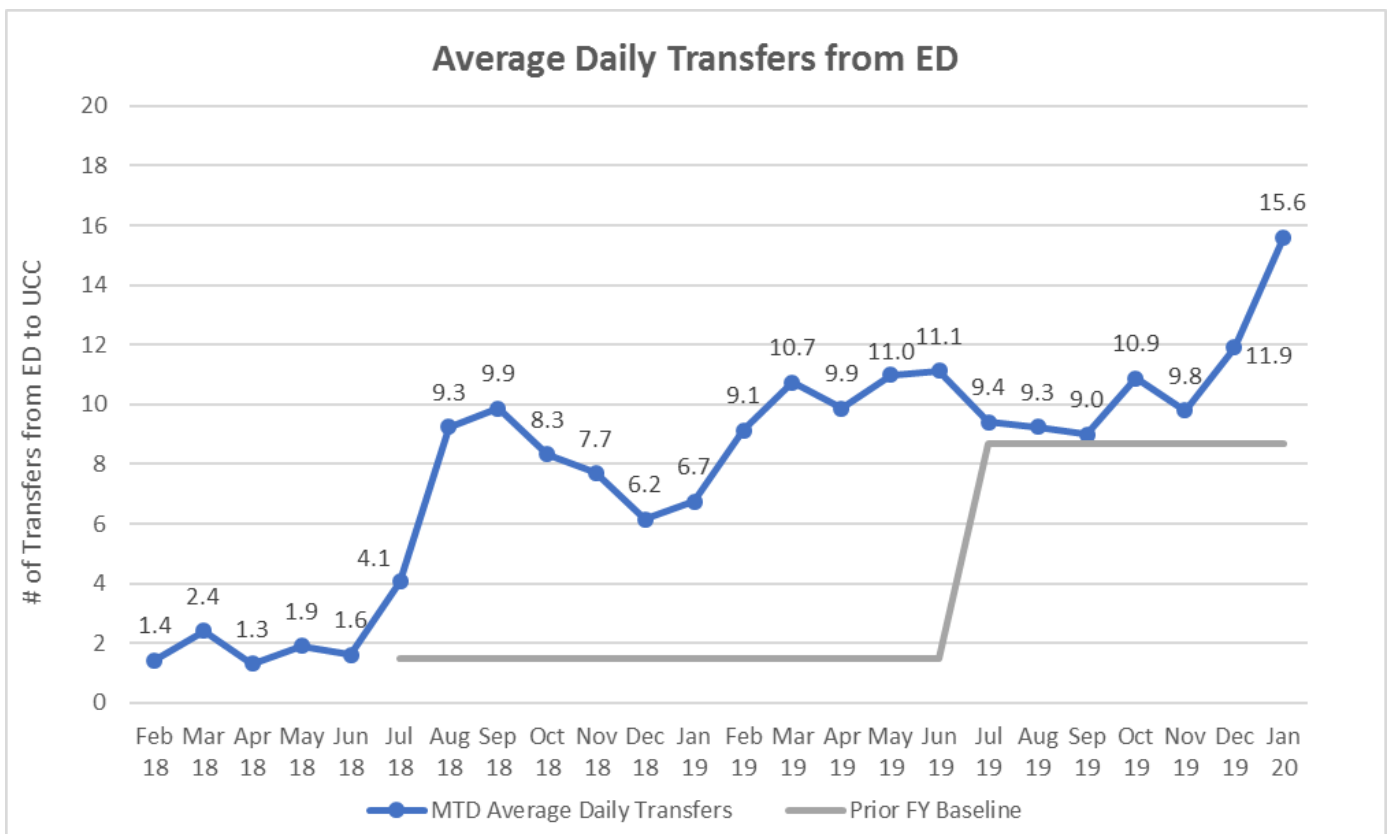
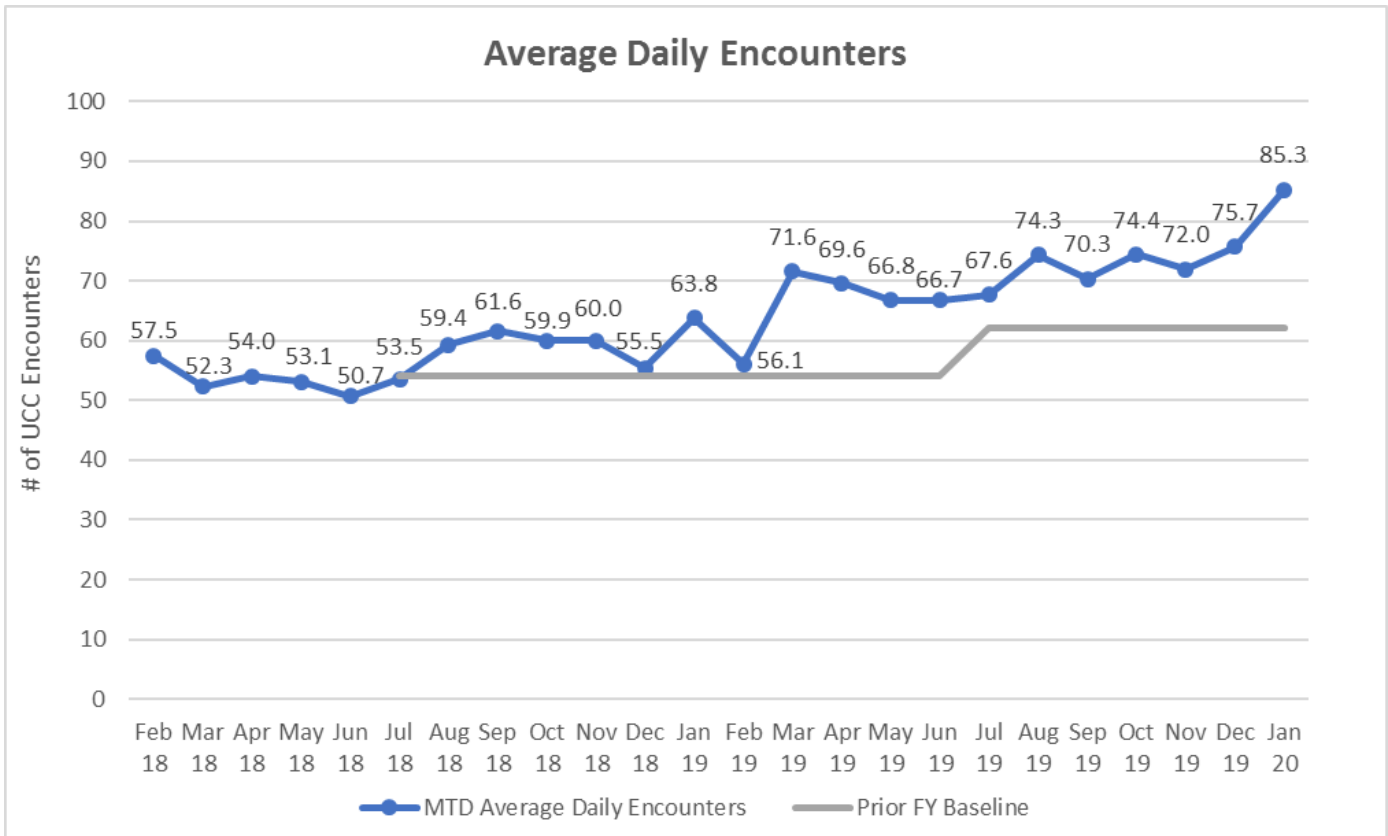
# QUALITY      Emergency Department Activities



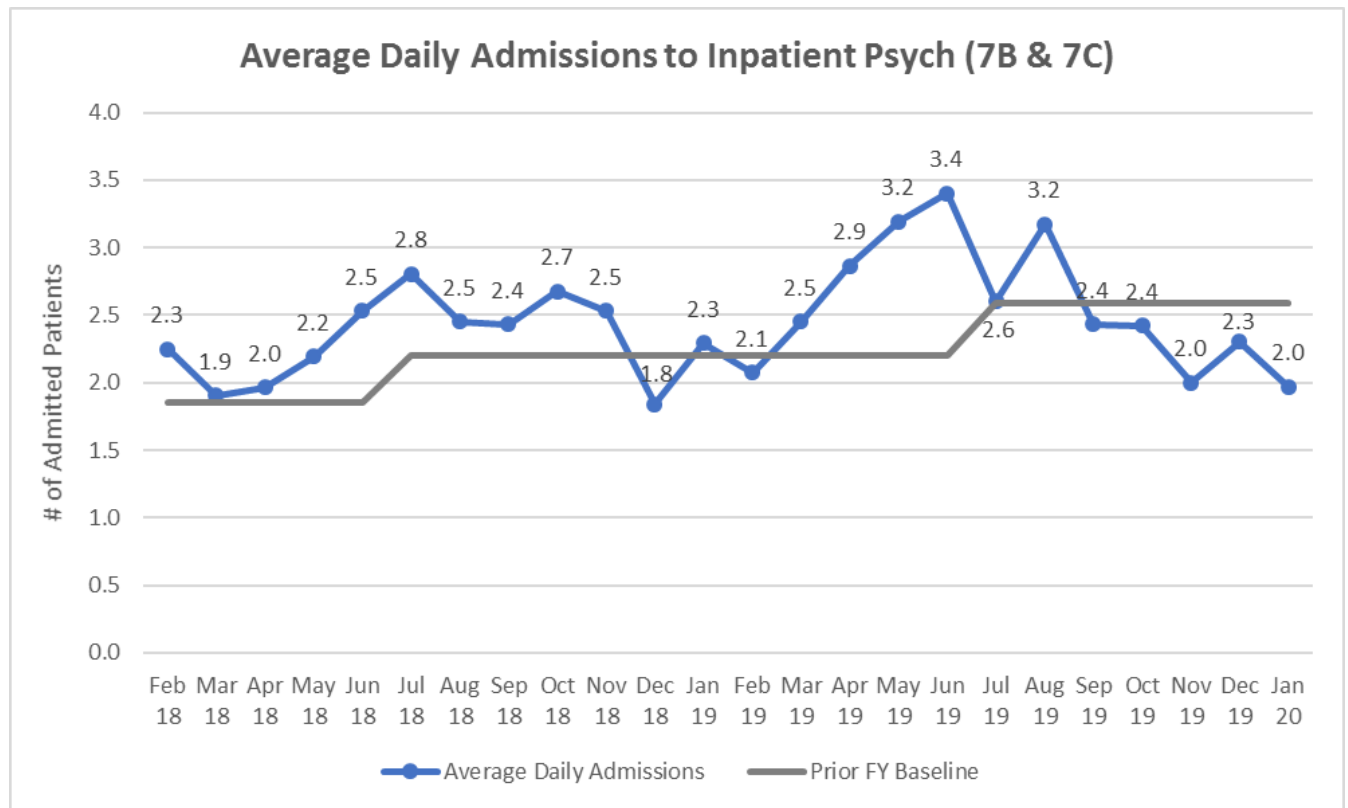
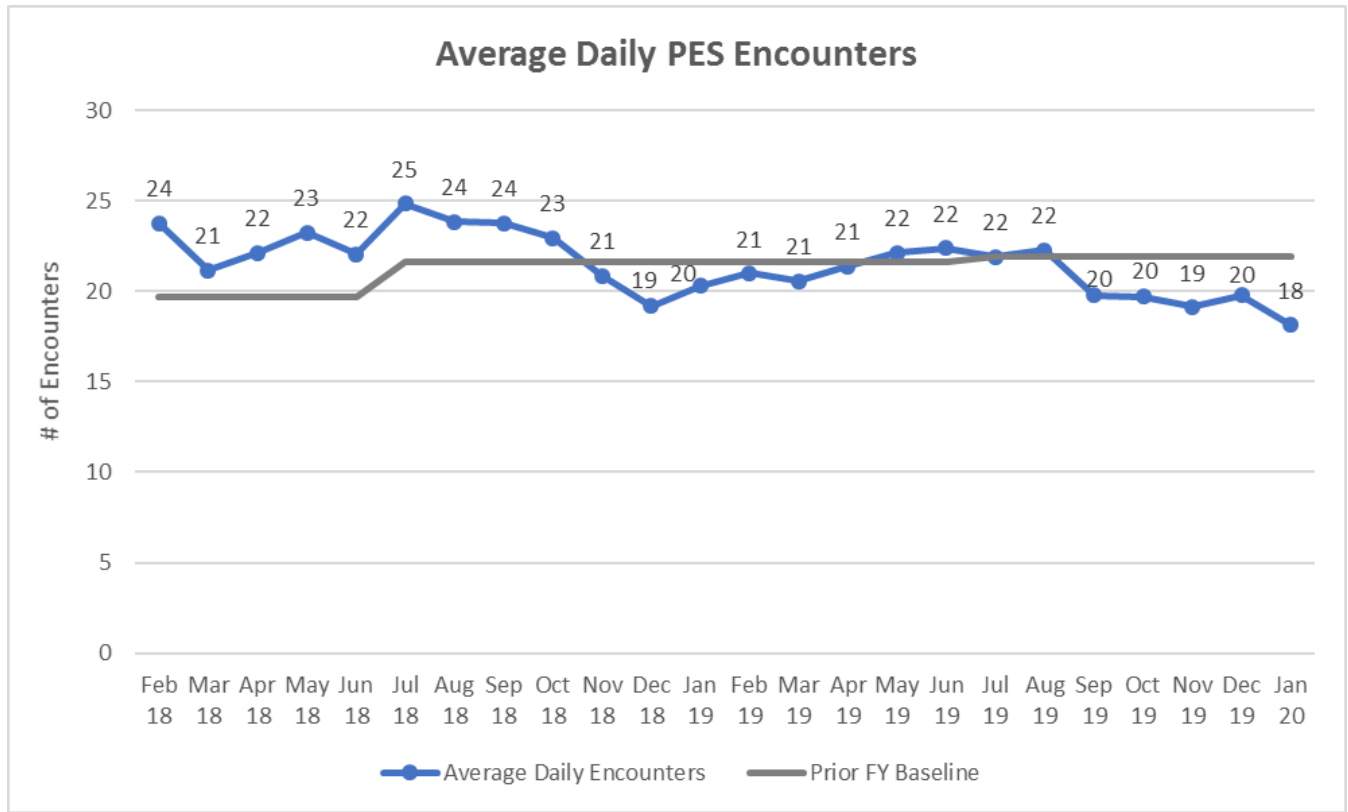


# QUALITY

## Urgent Care Clinic Activities

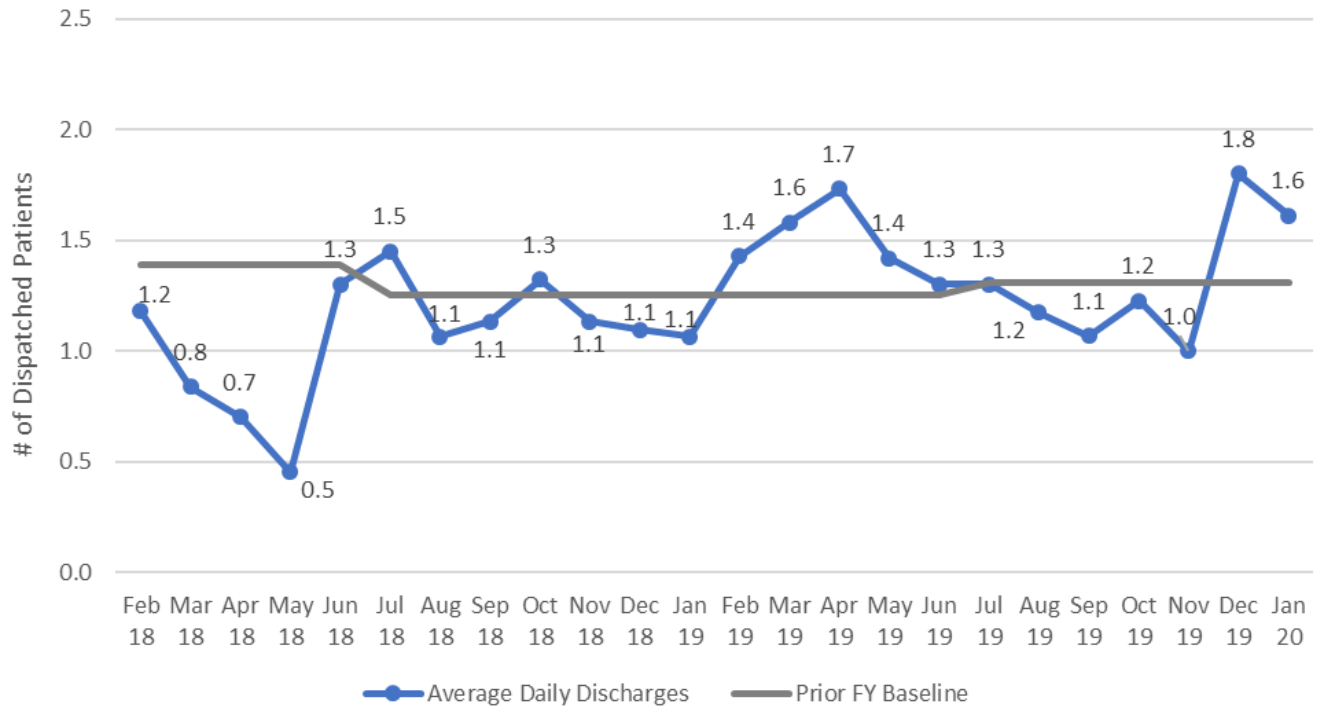


# QUALITY      Psychiatric Emergency Services Activities

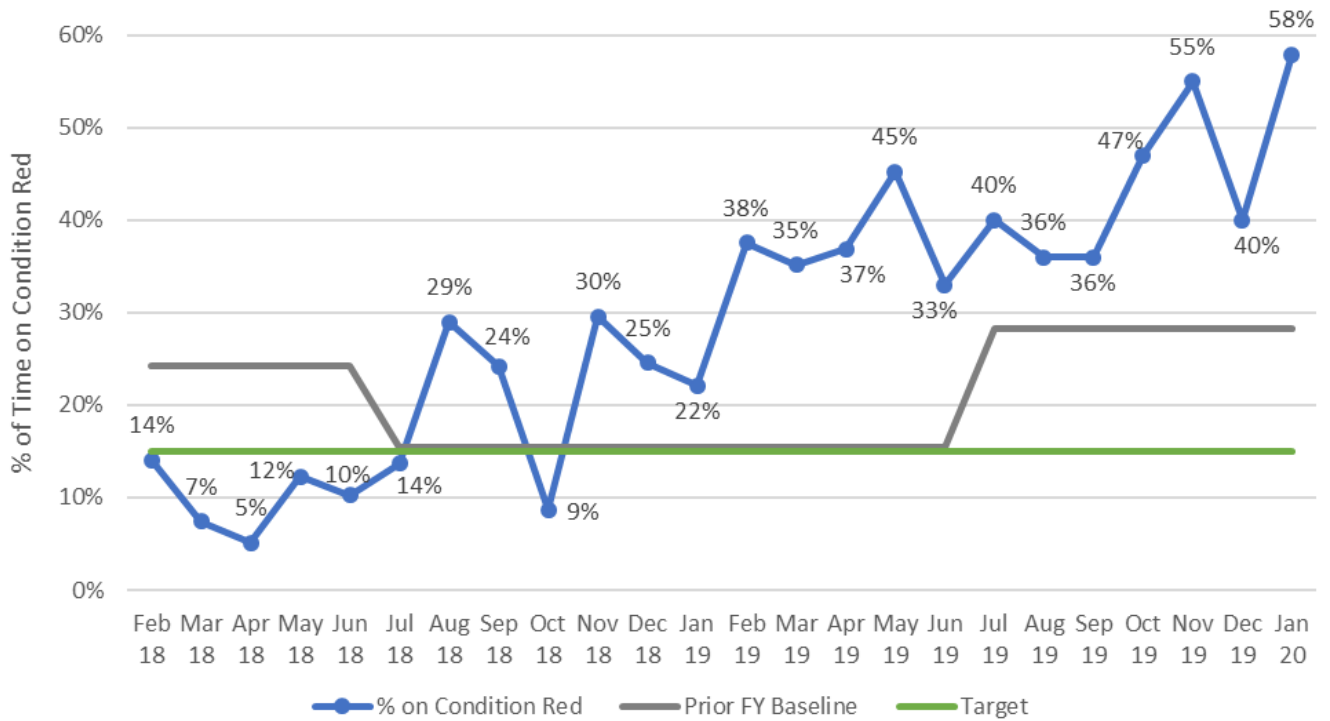




### Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



### PES Condition Red



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# QUALITY     Average Daily Census

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## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 179.42 which is 115.01% of budgeted staffed beds and 100.23% of physical capacity. 24.67% of the Medical/Surgical days were lower level of care days: 9.35% administrative and 15.32% decertified/non-reimbursed days.

## **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 30.87 which is 110.25% of budgeted staffed beds and 53.23% of physical capacity of the hospital.

## **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 27.16 which is 90.54% of budgeted staffed beds and 64.67% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

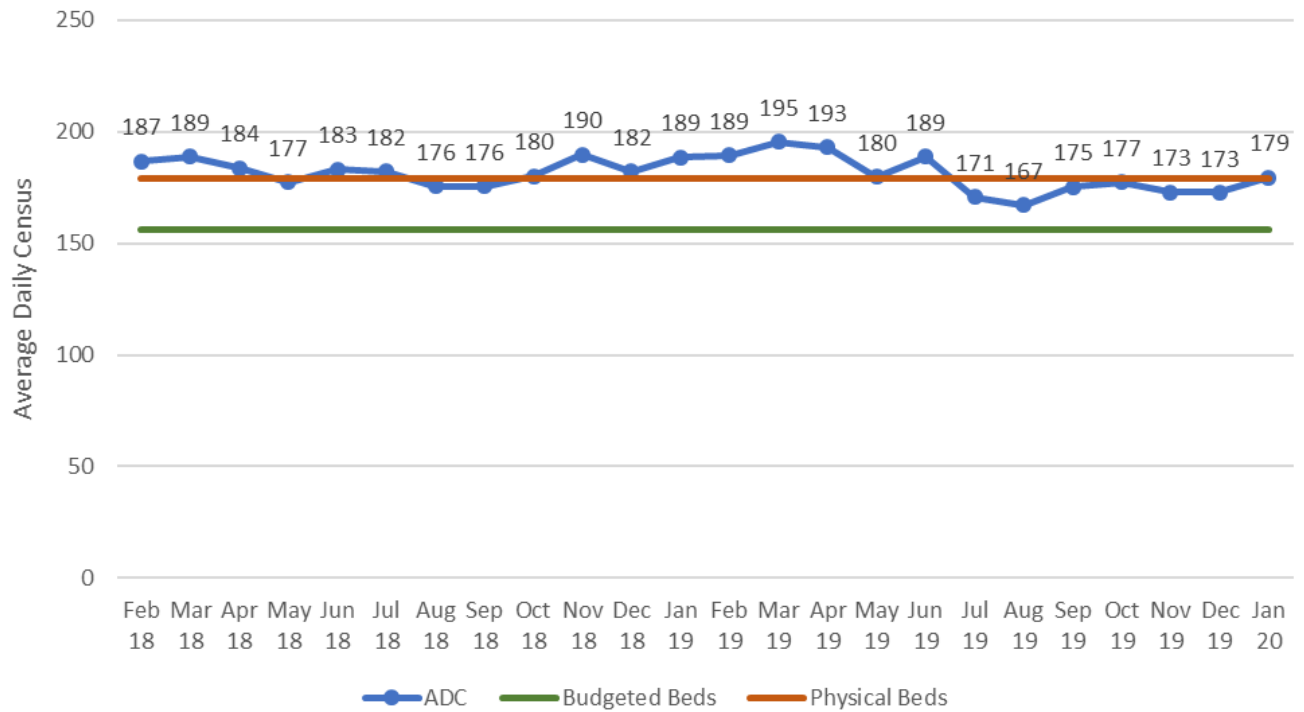
Average Daily Census for Psychiatry beds, excluding 7L, was 41.32, which is 93.91% of budgeted staffed beds and 61.68% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.65, which is 80.65% of budgeted staffed beds (n=7) and 47.04% of physical capacity (n=12). Utilization Review data shows 79.33% non-acute days (25.10% administrative and 54.24% non-reimbursed).

## **4A SKILLED NURSING UNIT**

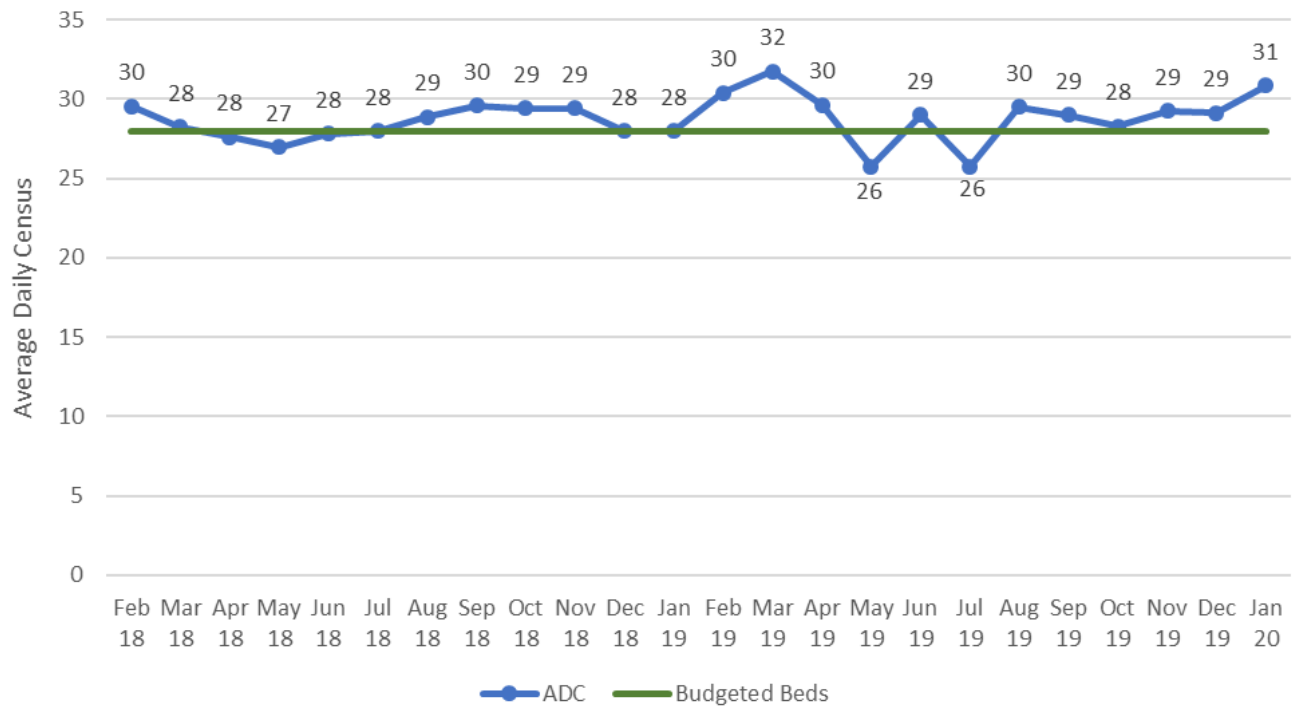
Average Daily Census for our skilled nursing unit was 28.65, which is 102.30% of our budgeted staffed beds and 95.48% of physical capacity.

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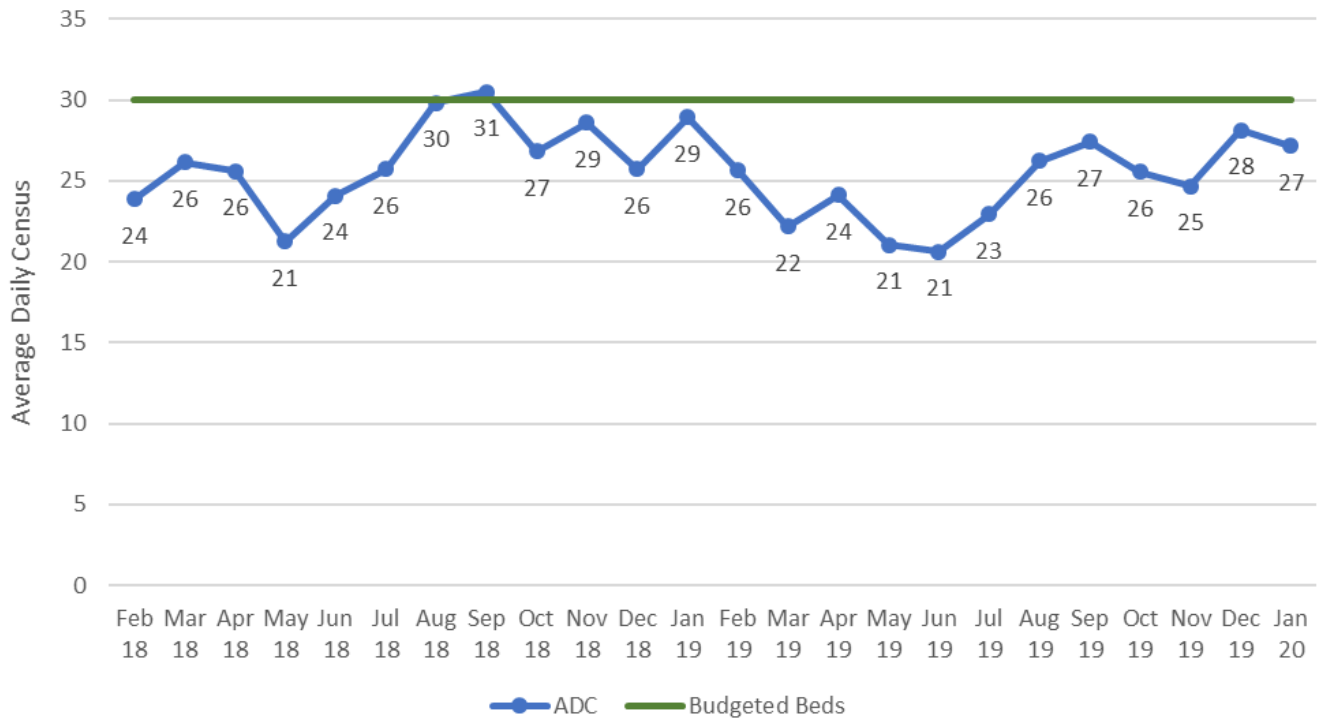
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



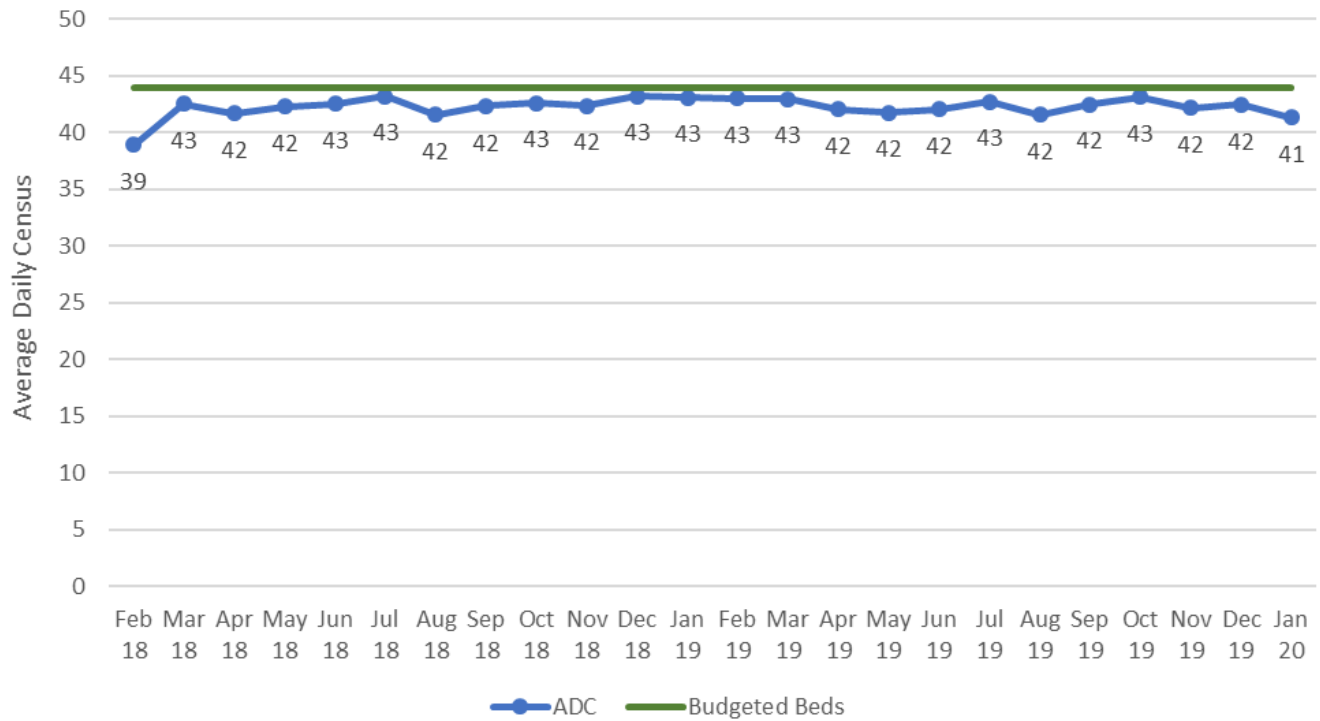
### Intensive Care Unit Average Daily Census



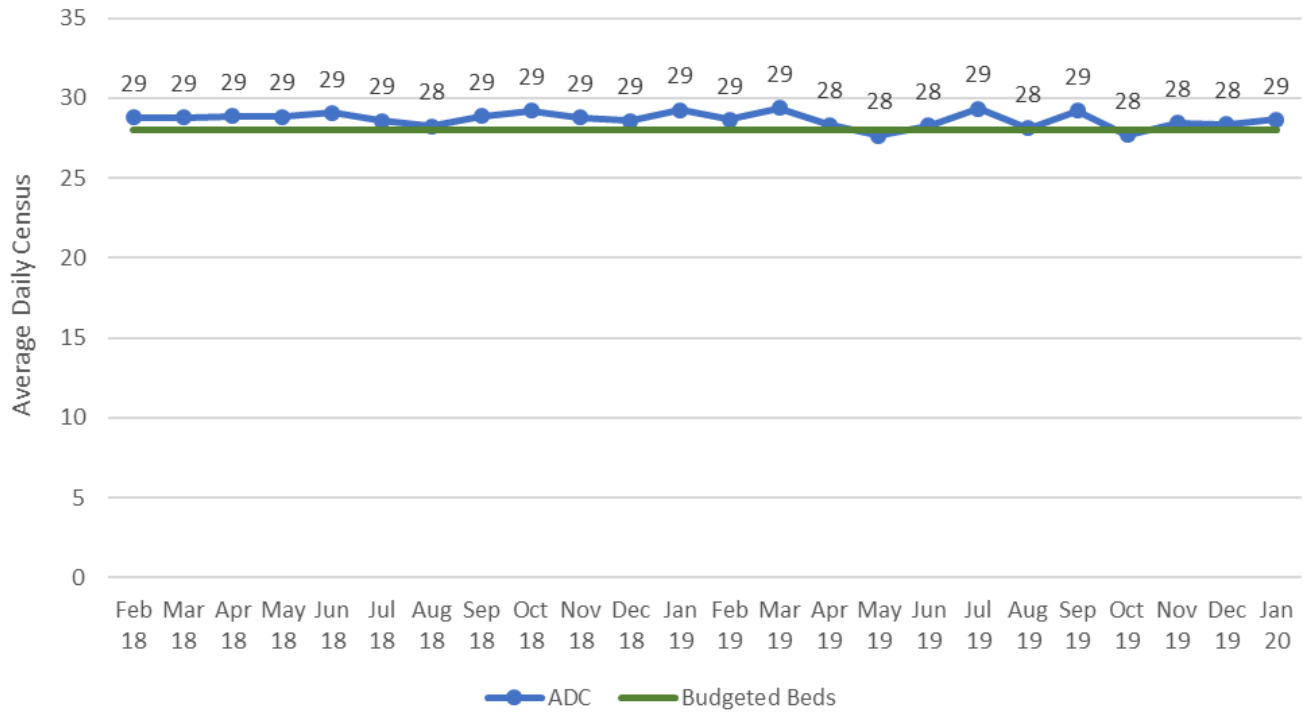
### Maternal Child Health Average Daily Census



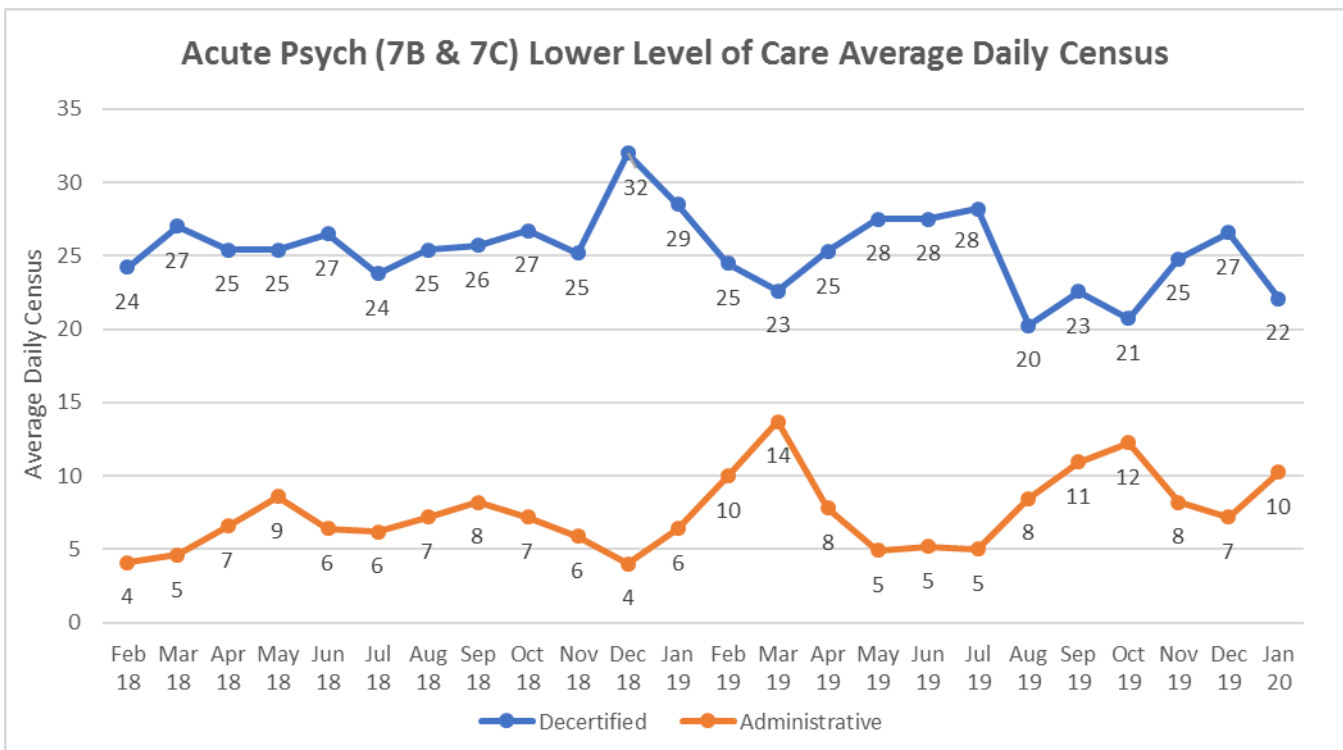
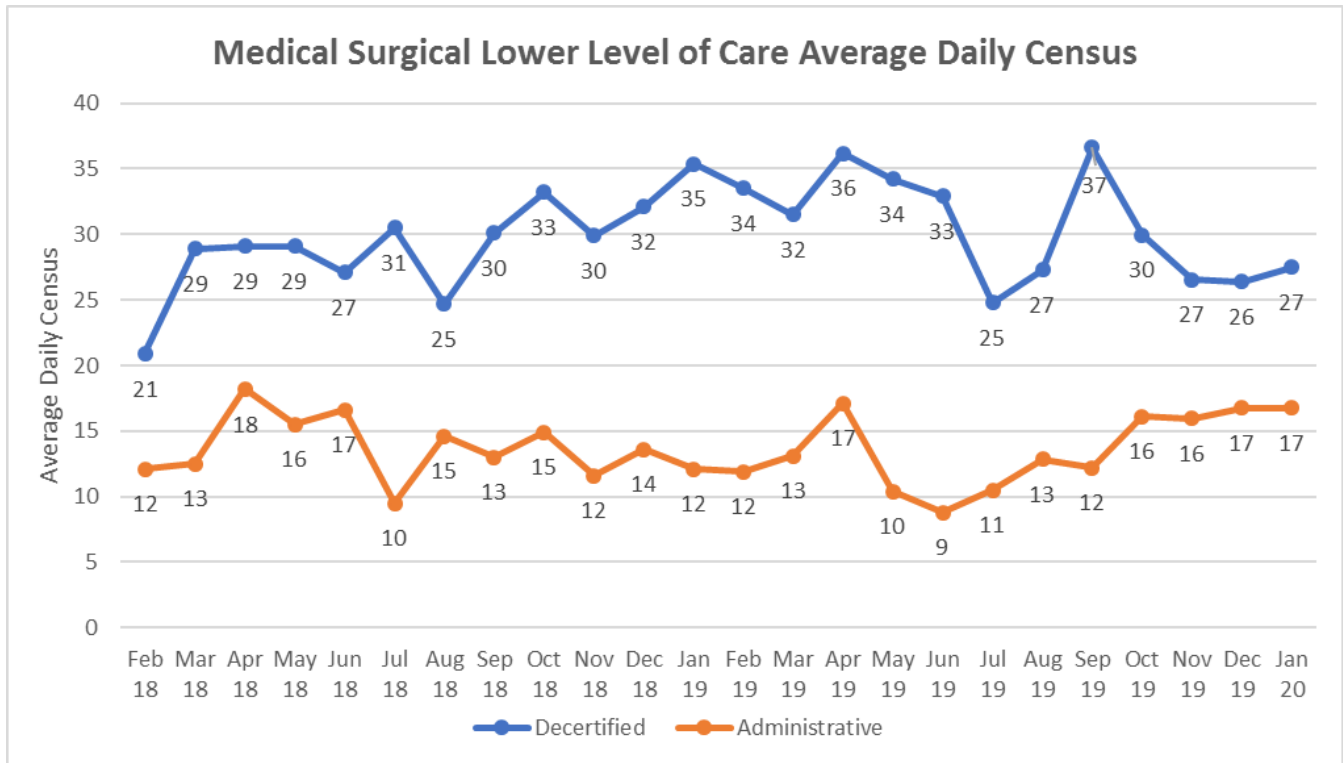
### Acute Psychiatry (7B & 7C) Average Daily Census

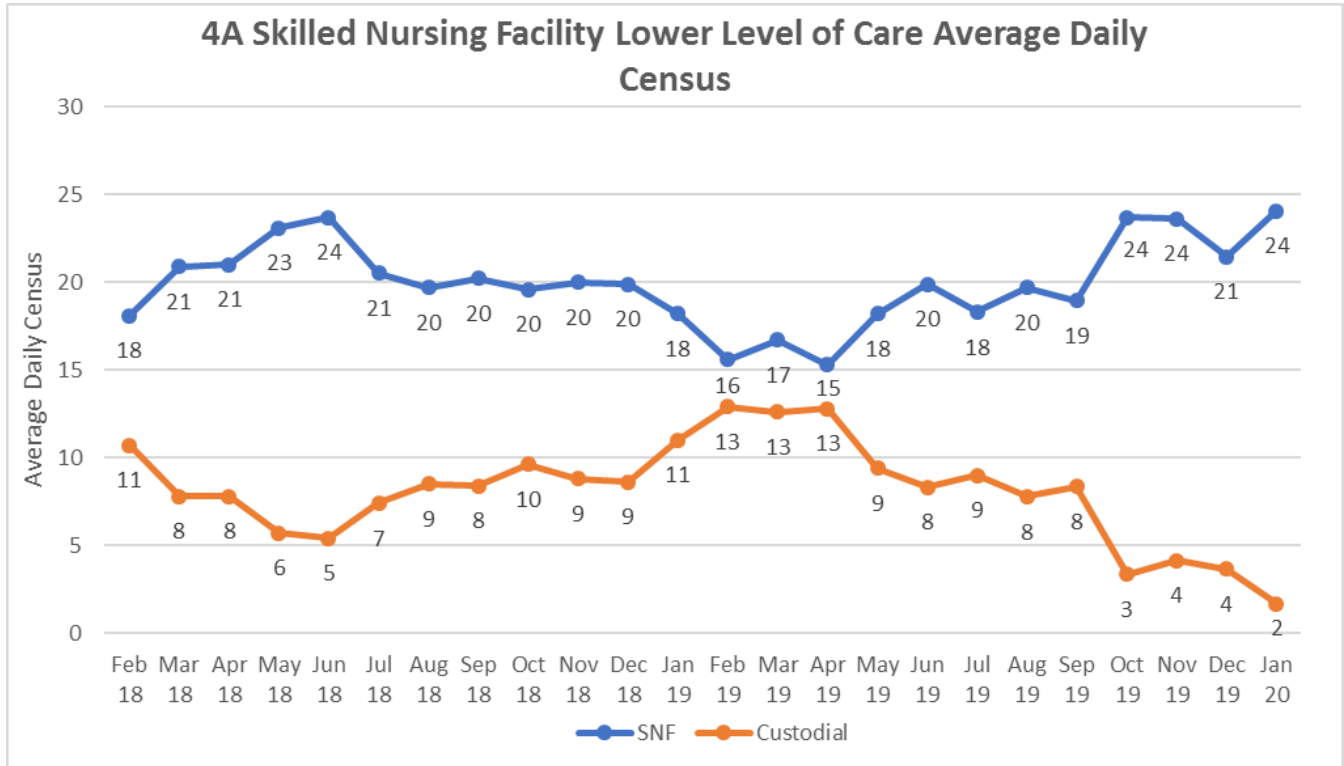


### 4A Skilled Nursing Facility Average Daily Census



# QUALITY Lower Level of Care Average Daily Census





# Financial Stewardship

## Salary Variance

For Pay Period Ending (PPE) January 24, 2020, Zuckerberg San Francisco General recorded an unfavorable 1.54% salary variance between Actuals and Budget – specifically, actuals were \$248,516 over budget. For Fiscal Year 2019-2020 year-to date variance through PPE January 24, 2020, ZSFG has an unfavorable variance of 1.68% / \$3,982,697 over budget.

