



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

EOC Annual Report Fiscal Year 2019 - 2020



San Francisco Department
of Public Health



Overview

- Scope of Report
 - **Seven Joint Commission EOC Chapters**
 - Emergency Management
 - Fire Life Safety
 - Hazardous Materials and Waste
 - Medical Equipment
 - Safety Management
 - Security Management
 - Utilities Management

- Annual Review by Environment of Care Committee. The overall program was deemed effective.



Who are the Program Managers?

- Emergency Management (Lann Wilder – Director of Emergency Management)
- Fire & Life Safety Management (Greg Chase – Director of Facilities Services)
- Hazardous Materials and Waste Management (Mike Harris – Safety Officer)
- Medical Equipment Management (Elkin Lara-Mejia – Director of Biomedical Engineering)
- Safety Management (Mike Harris – Safety Officer)
- Security Management (Basil Price – SF DPH Director of Security)
- Utility Systems Management (Greg Chase – Director of Facilities Services)

What does the EOC Committee do?

- Identifies risks and implements systems that support safe environments.
- Ensures that the hospital staff are trained to identify, report and act on environmental risks and hazards.
- Sets and prioritizes the hospital's EOC goals and performance standards.
- Assesses whether EOC goals are being met.
- Works to ensure the hospital is compliant with the EOC-related requirements of all applicable regulatory bodies.

Membership of the EOC Committee is comprised of:

- Program managers for each of the seven EOC Management Programs (as previously listed).
- Representatives from:
 - **Clinical Laboratories** (Andy Yeh),
 - **Dept. of Education & Training** (Kala Garner),
 - **Environmental Services** (Francisco Saenz),
 - **Infection Prevention & Control** (Elaine Dekker),
 - **Nursing** (Andrea Chon),
 - **Quality Management** (Tom Holton, Susan Brajkovic, etc, al),
 - **Food Nutrition Services** (Katie Merriman),
 - **Materials Management** (David Lawlor),
 - **Linen and Messenger Services** (Philip Anih)
 - **Pharmaceutical Services** (Julie Russell, et al)



Also Supporting EOC Activities Are:

- Security, (Annette Munoz)
- Biomedical Engineering, (Eunice Santiago)
- Bloodborne Pathogen/Safe Device Committee, (Gemma Cohen)
- Pharmaceutical Services, (Jessica Galens)
- Environmental Services, (Louis Moreno)
- Environmental Services, (Reyland Manatan)
- Patient Safety, (Thomas Holton)
- Dept. of Education & Training, (Priyanka Karki)
- ZSFG Executive Management Team

Highlights and Findings by Chapter

Emergency Management

- **Program Objectives: Met**
- **Effectiveness: Program found to be effective.**

Accomplishments:

- Tested business continuity procedures for planned downtime for Epic system and network maintenance.
- Exercises: one full-scale mass casualty incident exercise, departmental earthquake preparedness drills for the Great California ShakeOut, and two City-wide Medical Surge Tabletop Exercises.
- Actual Emergencies: three extreme heat events, a labor action impacting UCSF staffing at ZSFG, and the prolonged response to the Covid-19 pandemic with significant improvements and adjustments made to the ZSFG Surge Plan.

Goals and Opportunities for Improvement in FY 2019-20 include:

- Continue providing training on the Hospital Incident Command System (HICS) for Incident Management Team members, supervisors and managers.
- Improve Code Tan response.
- Ensure effective and efficient incident management and documentation.
- Evaluate and improve disaster and emergency responses in terms of equity.

Highlights and Findings by Chapter

Fire Life Safety

- **Program Objectives: Partially Met (exceeded goal for false fire alarms).**
- **Effectiveness: Program found to be effective.**

Goals and Opportunities for Improvement in FY 2020-21 include:

- Monitor and manage false fire alarms for a quality and safe care experience in Bldg 25.
- Continue monitoring construction projects on the ZSFG Campus. Ensure that the appropriate Risk Assessments for a quality, and safe care experience are filed for the projects.
- Continue implementing fire alarm upgrade funded by the 2016 bond.
- Engage staff and contractors to implement projects funded by the 2016 bond measure.



Highlights and Findings by Chapter

Hazardous Materials & Waste Management

- **Program Objectives: Partially Met**
- **Effectiveness: Program found to be effective.**

Accomplishments:

- Continued to work with Capital Projects, ZSFG Facilities, and Infection Control to allow construction within operating hospital buildings as well as in very close proximity to staff, patients, and visitors without significant incidents or exposure concerns.
- Worked with Materials Management, Infection Control and DOC Logistics to identify alternate cleaning and disinfection products to address COVID-related supply shortages.

Goals and Opportunities for Improvement in FY 2020-21 include:

- Conduct RFP for pharmaceutical waste disposal contract.
- Rebuild pandemic/disaster stockpile.
- Reduce and/or eliminate exposure to a hazardous material on campus.

Highlights and Findings by Chapter

Medical Equipment Management

- **Program Objectives: Met**
- **Effectiveness: Program found to be effective.**

Accomplishments:

- Hired an Administrative Supervisor to elevate duties and focus on customer service
- Assisted Respiratory Therapy in bringing the disaster Zoll Eagle ventilators (total: 12) back to service and ready for patient use

Goals and Opportunities for Improvement in FY 2019-20 include:

- Complete a preventative maintenance (PM) workload realignment for each Biomedical Technician in order to balance the number of PMs assigned on a monthly basis for the year. This will improve the productivity of each Biomedical Technician by not having to visit a specific department or touching the same medical device/system more than once (unless recommended by the manufacturer) in the year.
- Reduce the number of Philips MX40 (wearable patient monitor) devices from being misplaced or removed from campus which could affect patient care in Medical-Surgery Department.
- Develop a medical equipment lifecycle plan to replace medical devices/systems every 3-5 years.
 - Define a capital strategy that would involve communication with ZSFG senior/executive leadership as to when a device(s) will need to be replaced. Having a proper plan in place would help leadership in determining what device(s) should be included in their annual budget and if any requests need to be submitted to the capital equipment committee.

Highlights and Findings by Chapter

Safety Management

- **Program Objectives: Partially Met**
- **Effectiveness: Program found to be effective.**

Accomplishments:

- Worked with Materials Management, Infection Control and DOC Logistics to identify alternate PPE to address COVID-related supply shortages.
- In coordination with DHR, developed guidance for extreme heat events and wildfire smoke that is used citywide.

Goals and Opportunities for Improvement in FY 2020-21 include:

- Show reduction in staff injuries and injury rates.
- Develop at least two new initiatives specifically targeted at reducing staff injuries.
- Create database of EH&S concerns and departmental actions.
- Fully staff EH&S Department.

Highlights and Findings by Chapter

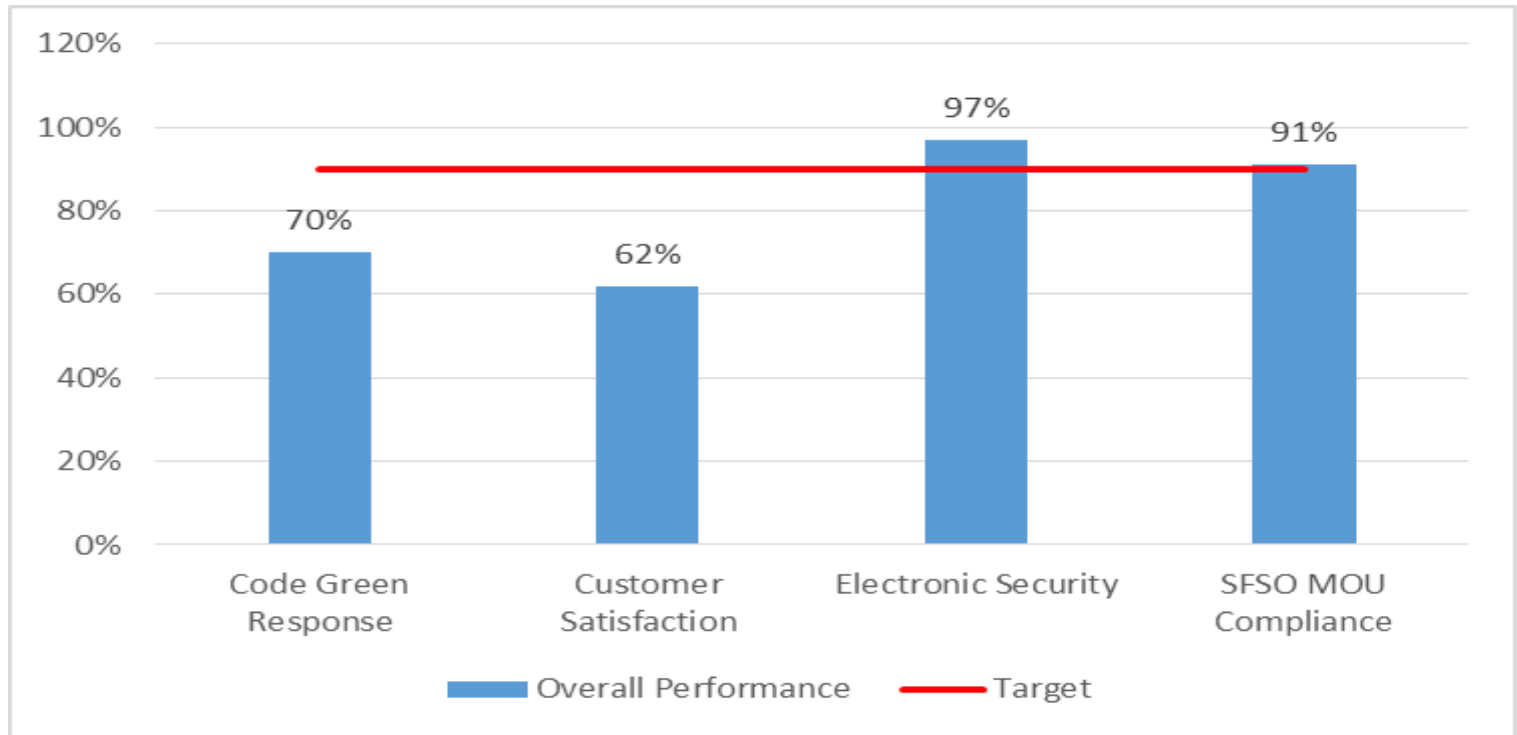
Security Management

- **Program Objectives: All program objectives were met.**
- **Effectiveness: Program found to be effective.**

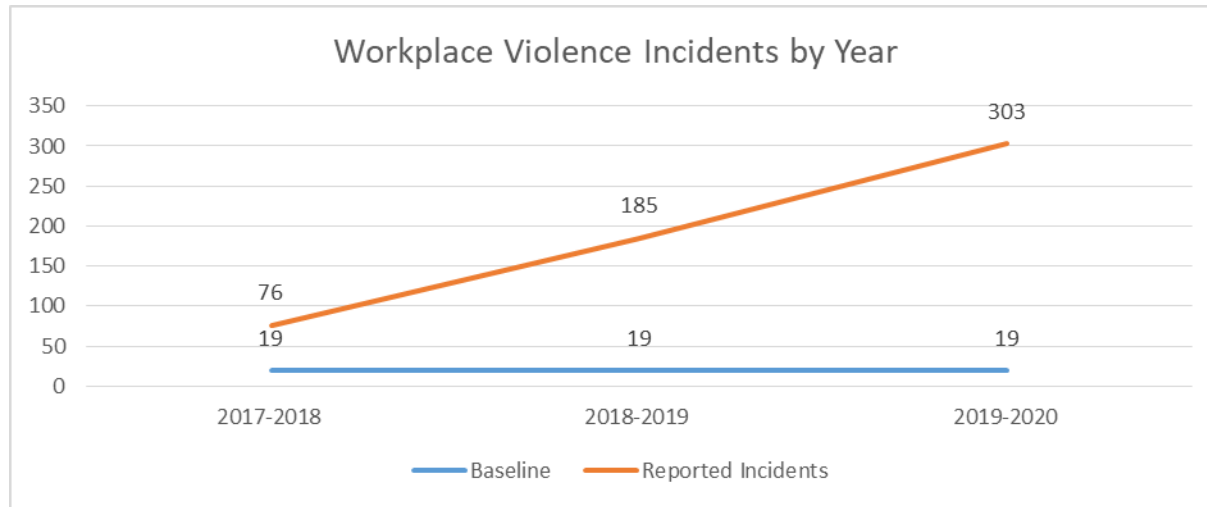
Accomplishments:

- The 2019-2020 Security Program was successful in assuring the provision of a safe, accessible, and secure environment for staff, patients, and visitors, which included the following:
 - Installation of electronic security systems in Campus Building Clinics, Psychiatric Emergency Services and Emergency Department reception and treatment pods.
 - In response to COVID-19, in collaboration with Facility Services addressed campus building access control, resulting in an 88% reduction in loitering and illegal lodging incidents.
 - In response to 13,339 patient related service calls, less than 1% resulted in use-of-force.
 - Responded to 564 calls to address homelessness related incidents.
 - Confiscated 3,394 weapons and contraband through Emergency Department Security Weapons Screening.
 - Investigated 23-moderate/high risk workplace violence threat incidents, developing security plans to address the threat and protect the victim(s) and the organization.
 - Workplace Violence Awareness efforts resulted in 95% increase in workplace violence reporting.

Performance Metrics



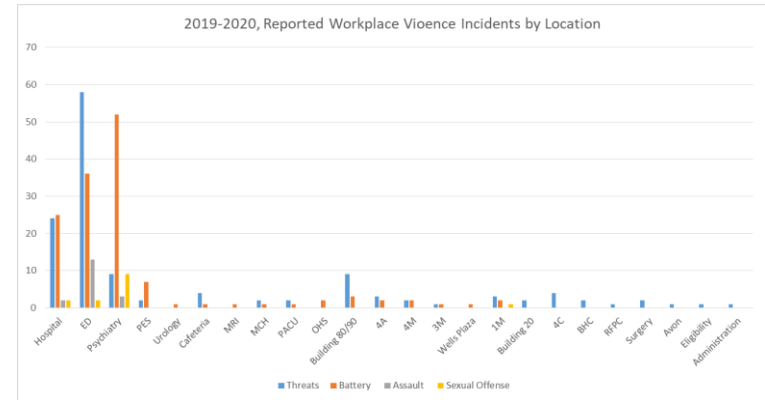
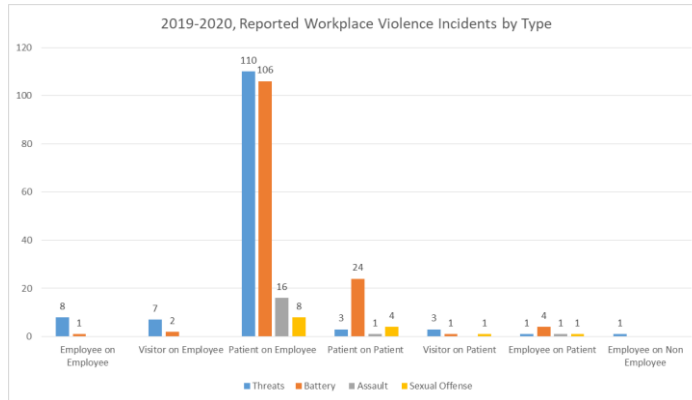
Workplace Violence



In 2019-2020, through the Unusual Occurrence System and paper reports, 303 workplace violence incidents (threats, battery, assaults, and sex offenses) were reported.

Nineteen moderate/high risk threat incidents were investigated, and security plans were developed to address the threat and protect the victim(s.)

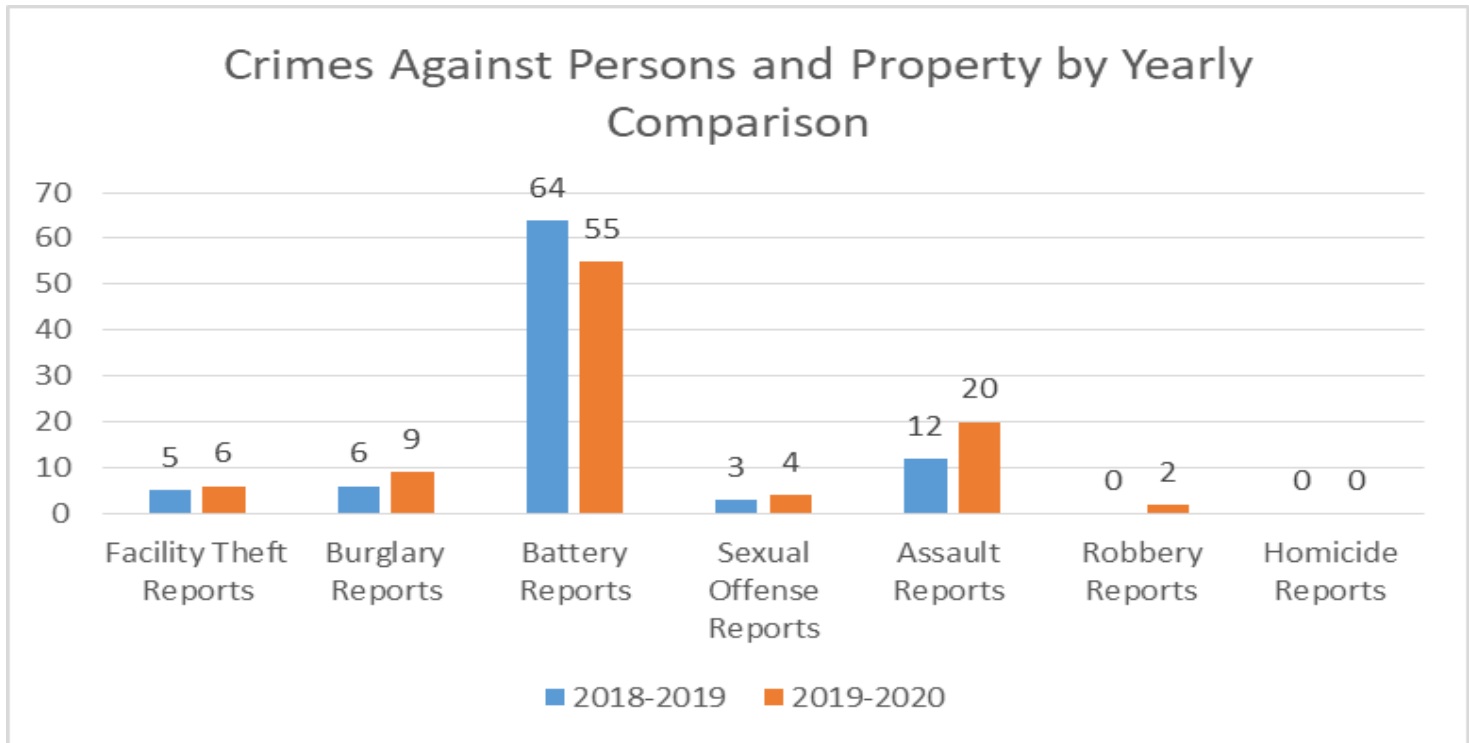
Workplace Violence



Battery incidents accounted for 45% of workplace violence followed by 43% threats incidents. Violence committed by patients against employees account for 71% of workplace violence reports.

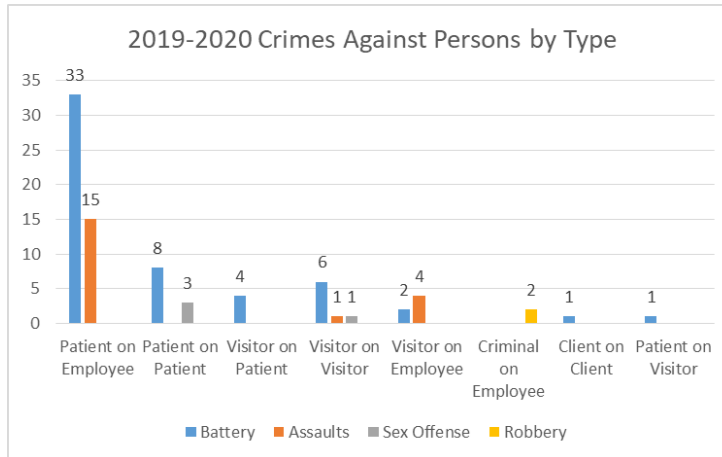
The Emergency Department reported 35% of workplace violence incidents followed by Psychiatry at 24%.

Crimes Against Persons and Property

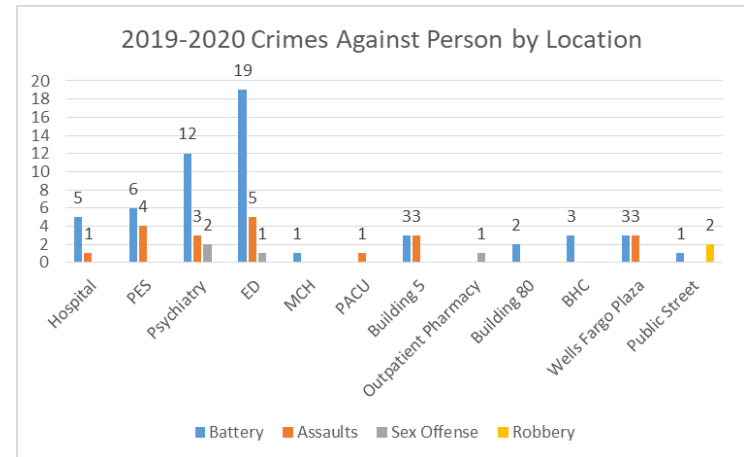


Battery incidents decreased 15% from 2018-2019. Eighty-four-percent reports are related to battery and assaults.

Crimes Against Persons and Property

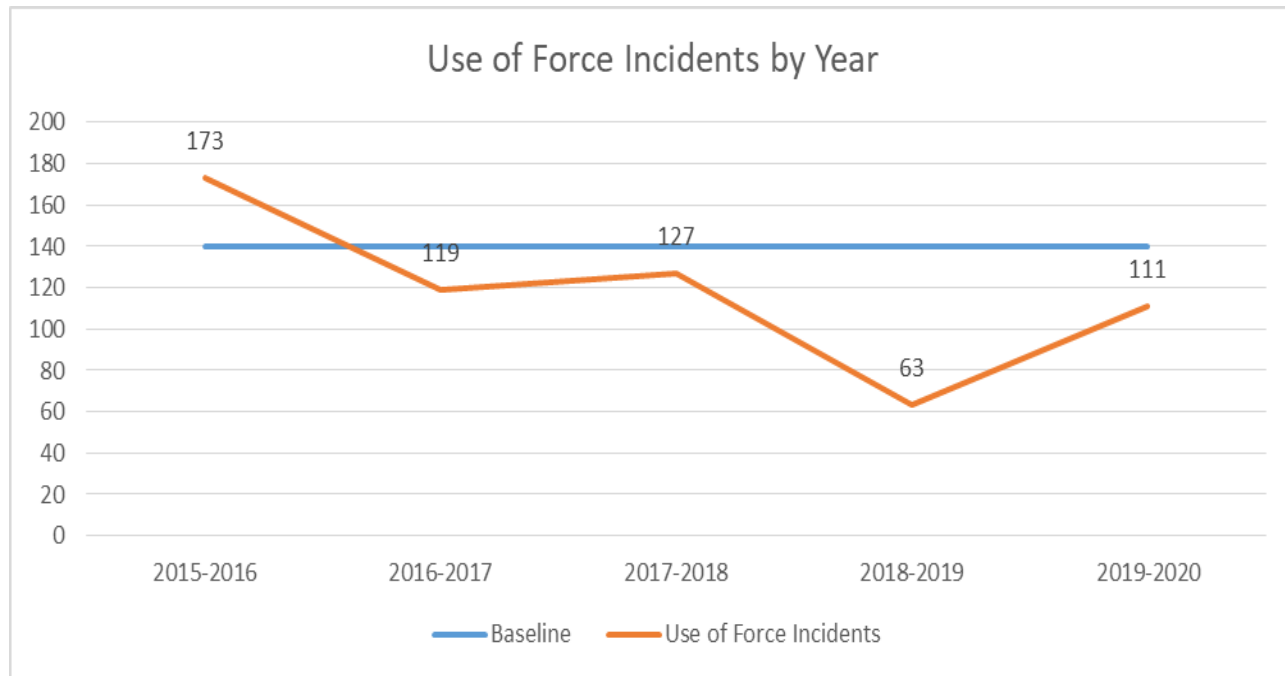


Battery and assaults committed by patients against employees accounted for 59% of reported crimes on campus.



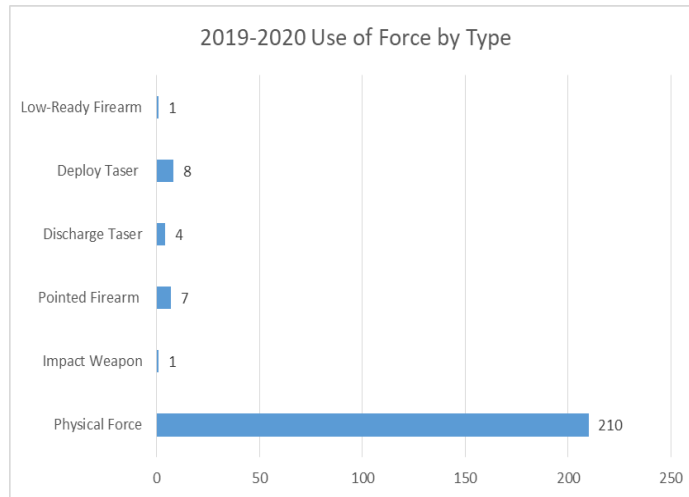
More than 31% of crimes against persons were reported by the Emergency Department.

Use of Force by Year

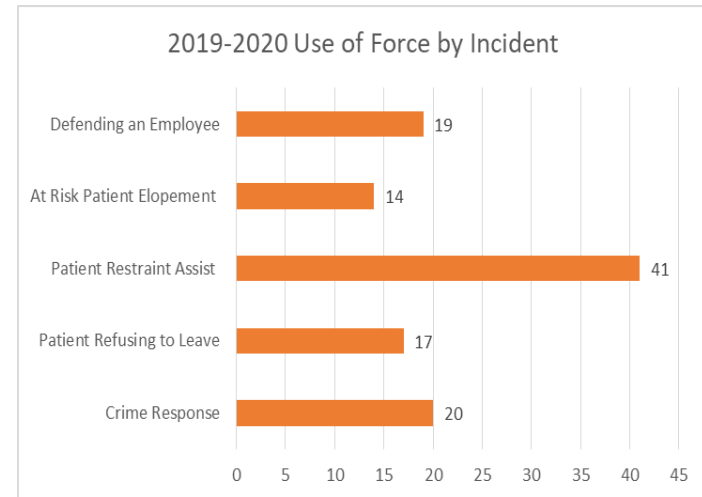


Use-of-force increased 76% from the previous year. An increase in service calls to address workplace violence incidents contributed to the increase in use-of-force.

Use of Force

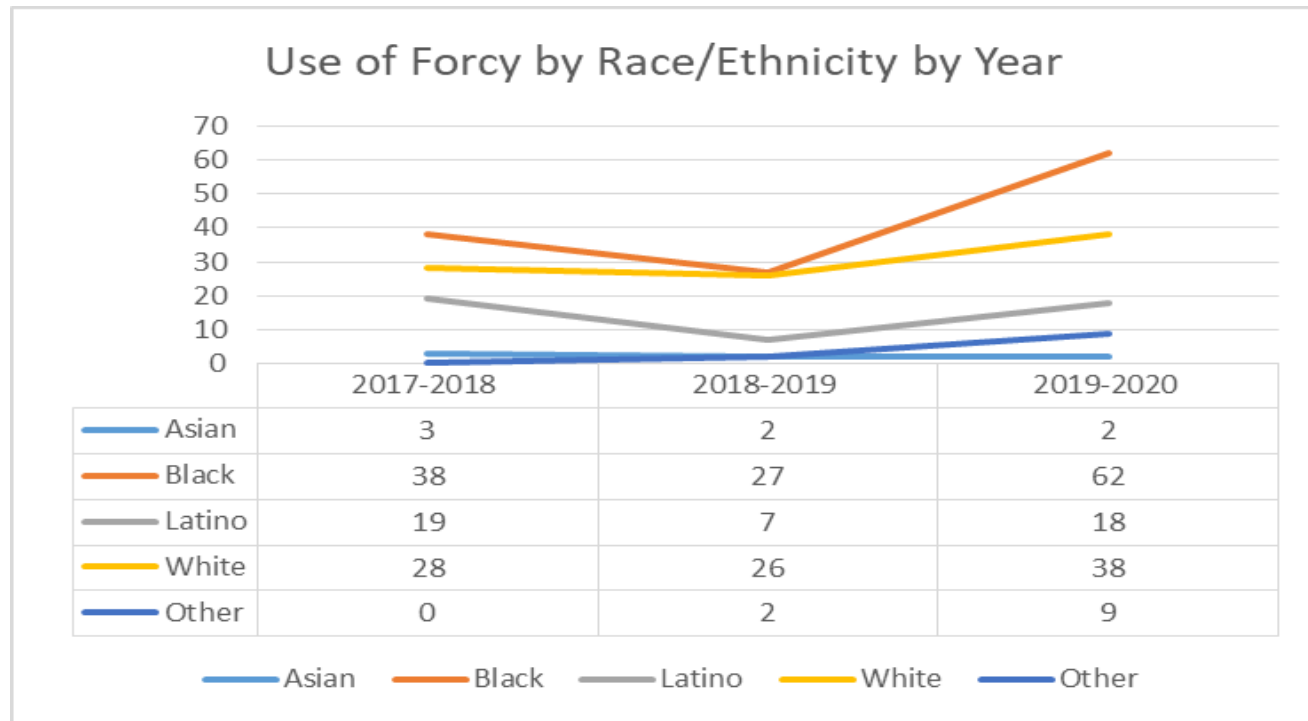


Of the 111-use-of-force incidents, there were 231 types of force used in response. Physical force accounted for 91% of force used.



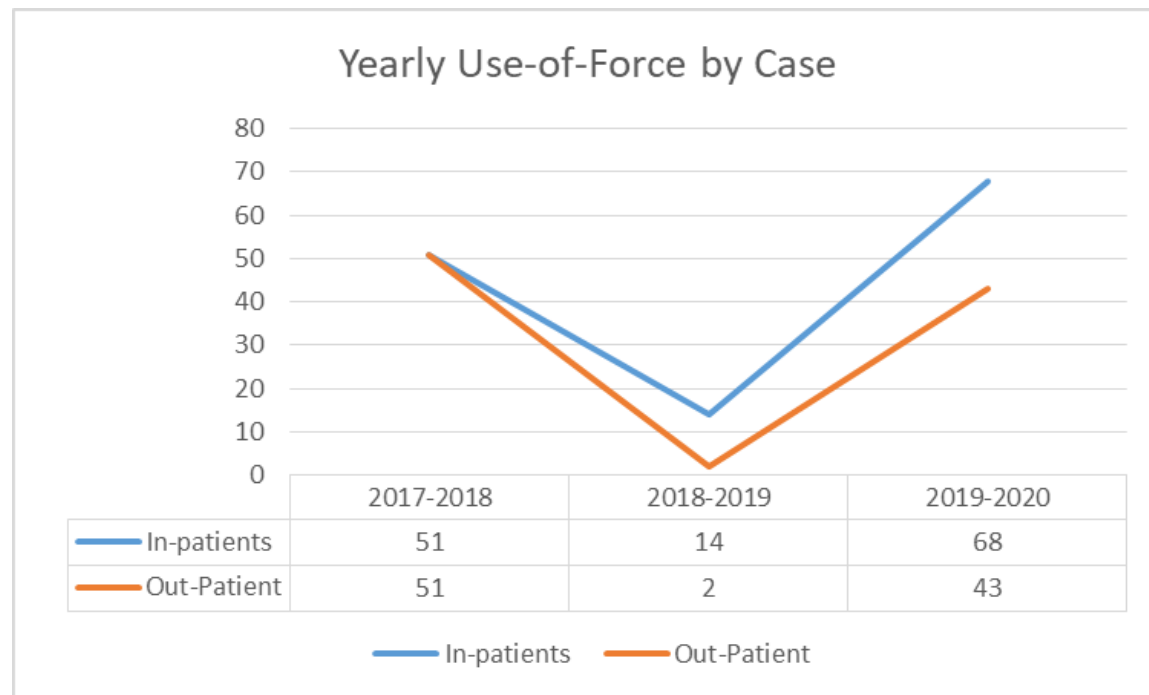
Deputies assisting with patient restraints accounted for 36% of use-of-force incidents.

Use of Force by Race/Ethnicity



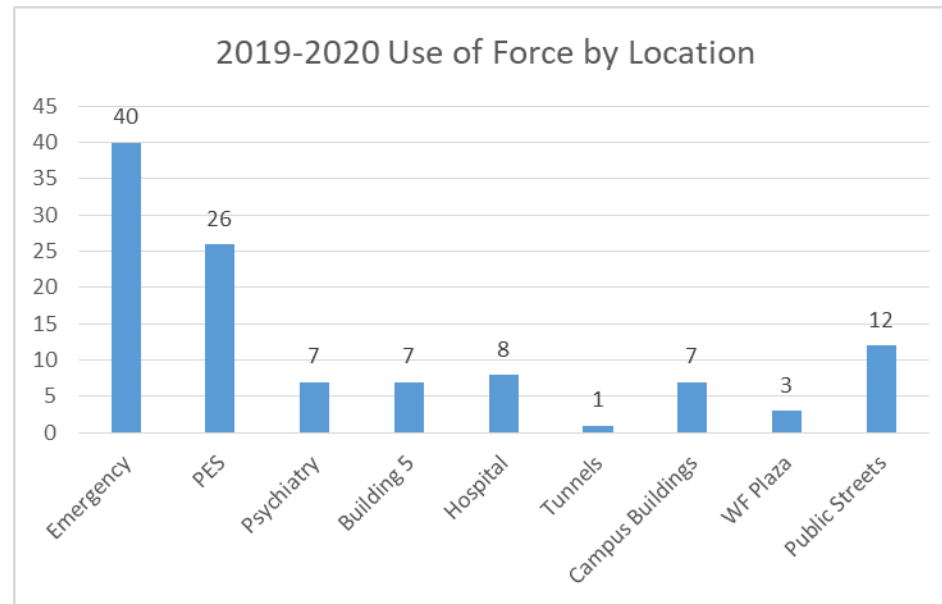
Over a 3-year period, Black/African Americans were subjected to force more than (45%) other race/ethnicities.

Use of Force by Case



Since 2017-2018, 58% of use-of-force incidents occurred in outpatient settings, including Emergency Department. From the previous year, use-of-force increased 385% in the inpatient settings, 2,050% percent in outpatient settings.

Use of Force by Location



Thirty-six percent of use-of-force incidents occurred in the Emergency Department followed by 23% in Psychiatry Emergency Services (PES.)

Note: In addition to the PES Department, behavioral health patients are treated in the Emergency Department Pod A.



Highlights and Findings by Chapter

Utility Systems Management

Program Objectives: Met

Effectiveness: Program found to be effective

Goals and Opportunities for Improvement in FY 2020-2021 include:

- Implement the chiller replacement project in Bldg 2.
- Implement the cooling tower replacement project in Bldg 2.
- Further develop with the assistance of the project management team the replacement project for the main switchgear, and electrical distribution system in Bldg 5.
- Complete the Bldg 5 re-roof in FY 2020-2021.



2020-2021- What's New

- Flexibility of EOC Rounds
- Continue Quarterly EOC Newsletter
- 2019-2020: Reviewed/Updated 99% of the EOC Policies
- Continue to streamline New Data Tool
 - New data tool was created to educate and better track EOC Findings (2019-2020)
- Incorporate EOC Sub-Committee Quarterly reporting



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Questions?



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