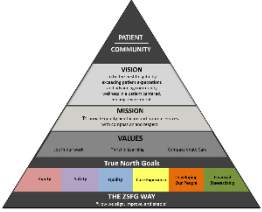


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on October 27, 2020

ZSFG Executive Team Report

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1. COVID Preparedness/Response

COVID Preparedness

For the past eight 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.

De-Surging

This past month, ZSFG hit a new milestone in the COVID-19 pandemic. In early October, there were multiple days in which ZSFG had only five or fewer COVID+ patients, the lowest number of COVID+ patients our organization has seen since the beginning of the pandemic in March. Additionally, with a lower number of cases, ZSFG remained at a surge level green for five days – another milestone that has not been hit since March. To accommodate this lower volume of CoVid patients and to improve operational efficiency, our inpatient team, in concert with our infection control/infectious diseases team developed plan to provide inpatient care to CoVid and non-CoVid patients on 66-68.

Much appreciation to our entire leadership team for their flexibility and adaptability during this time.

Staff Screening Thermal Imaging Cameras

Starting in March, in order to limit Covid 19 exposure amongst employees and patients, ZSFG began the 'new normal' of temperature checking and asking a series of questions set forth by the SF Health Order and CDC guidelines. All employees and contractors are screened this way prior to entering any building where patients are seen or business is conducted. Building 25 screens approximately 4,000 individuals daily.

Throughout the last 7 months, ZSFG utilized handheld electronic thermometers as part of the temperature taking process. A temperature of 100 degrees Fahrenheit or more may be a key symptom of the Coronavirus. However, the challenges with handheld devices are:

- Accuracy – they often read low.
- Usability – they were not intended for daily, high-volume use and require constant monitoring to ensure they are properly functioning.
- Efficiency – long lines often form, and employees must wait to be screened.

On September 15th, 2020, ZSFG began using thermal imaging cameras, coupled with the online screening form, as a means of addressing these challenges, while also removing the risk of exposure for our screening staff to a potentially contagious employee. The cameras pick up each employee's temperature in seconds as they enter the focal point for scanning. The cameras then send this remote thermal reading to an 'Operator' who verifies employee clearance.

Within the first month of the camera's implementation, the screening team has found that this tool yields remarkably accurate and efficient results, significantly decreasing wait times for staff. Many thanks to our Screening Work Group for finding new and innovative ways to improve the staff experience.

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.

DEVELOPING OUR PEOPLE

2. Symposium on Advanced Wound Care Presentation

The abstract of Clinical Nurse Specialist, Ossie Gabriel, RN, MSN, WOCN, was accepted for a poster presentation at the Symposium on Advanced Wound Care (SAWC) Fall 2020 meeting. The poster will be presenting the improvement work that has been done at ZSFG to reduce Hospital Acquired Pressure Injuries (HAPI) using the Braden Sub Scale.

After utilizing A3 strategy and implementing multiple tests, analysis uncovered that there was room to improve the accuracy of nursing documentation of the Braden HAPI score and implementation of targeted interventions directed at the Braden sub scale score. Two years post analysis of HAPI, findings showed a sustained reduction in the number of reportable HAPIs in Medical-Surgical Units – an 80% decrease from baseline.

| Year | # of HAPI | Average HAPI/month |
|----------|-----------|--------------------|
| 2018 | 9 | .75 |
| 2019 | 8 | .67 |
| 2020 YTD | 2 | .17 |

Congratulations to Ossie Gabriel on the fantastic work being done to reduce Hospital Acquired Pressure Injuries on campus!

DEVELOPING OUR PEOPLE

3. Health Information Professionals Week 2020

During the week of October 11-16, ZSFG celebrated Health Information Professionals week! Across DPH, Health Information Management Services (HIMS) is positioned at the intersection of healthcare, technology, and business. These professionals possess a uniquely comprehensive view of a resource critical to meaningful health innovation. In medical coding, clinical documentation integrity, data analytics, document management, privacy, security, and beyond, the HIMS department is a key resource to the health care system.

As the definition of healthcare continues to evolve, the accuracy, integrity, protection, and accessibility of health information remain the priority of HIMS. The work of the Data Integrity Team, Coding, Analysis and Release of Information team assure the right information is with the right patient at the right time. The data generated during the clinical coding of the record not only supports financial reimbursement, but also can identify the development of new treatments and technologies and empowers leaders to make effective strategic decisions through registries and data analytics.

Many thanks to our HIMS team for all that they do for ZSFG and our patients!

DEVELOPING OUR PEOPLE

4. Pharmacy Week 2020

From October 18-24, ZSFG celebrated National Pharmacy Week! National Pharmacy Week celebrates Pharmacy teams everywhere and their contributions to patient care. This year, due to COVID-19, many of the typical festivities were unable to take place. Because of this, ZSFG Pharmacy leadership created a surprise virtual celebration board for their staff. On this kudos board, staff from all departments shared appreciative and celebratory messages to the team. Then on Monday, October 19, the virtual board was shared with the Pharmacy department so that each staff member was

able to view the beautiful messages written about them and take part in posting kind messages, pictures and videos for their peers.

ZSFG would like to express its deepest gratitude to each member of the Pharmacy team for their continued dedication, hard work and performance excellence!

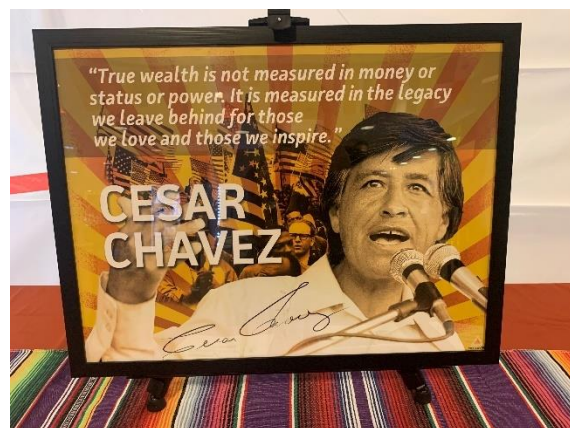


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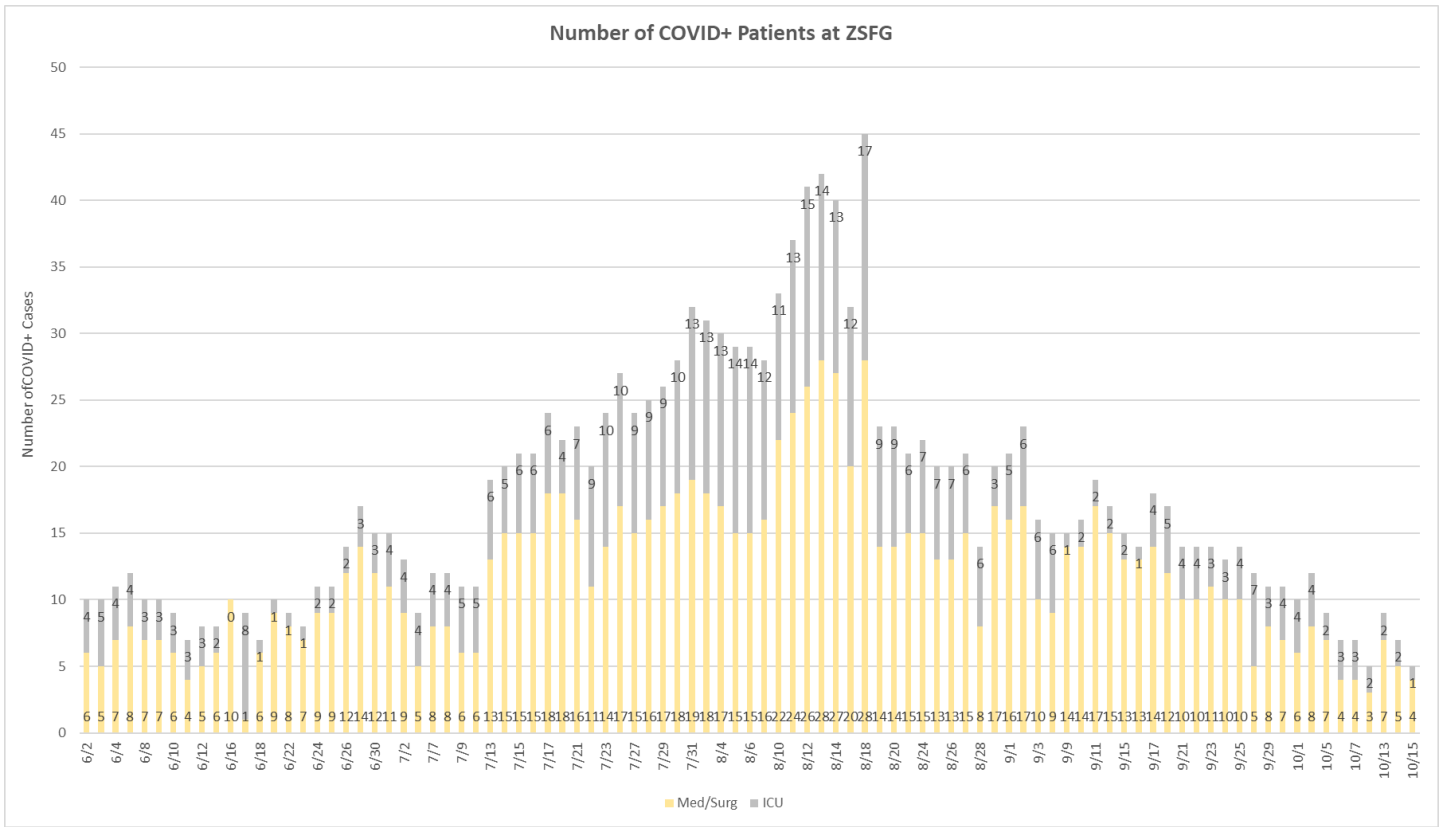
5. Latinx Heritage Month

From September 15 through October 15, ZSFG celebrated Latinx Heritage Month! Latinx Heritage Month (also known as Hispanic Heritage Month) takes place during this time every year. This annual tradition began in 1968 as Hispanic Heritage Week and expanded to cover a month-long period in 1988. This month-long celebration honors the heritage, history, culture and contributions of American citizens whose ancestors came from Spain, Mexico, the Caribbean and Central and South America. This year's theme for Latinx Heritage month is: "Be Proud of Your Past, Embrace the Future", and encourages all Latino/a and Latinx people to embrace their backgrounds and be proud of their heritage.

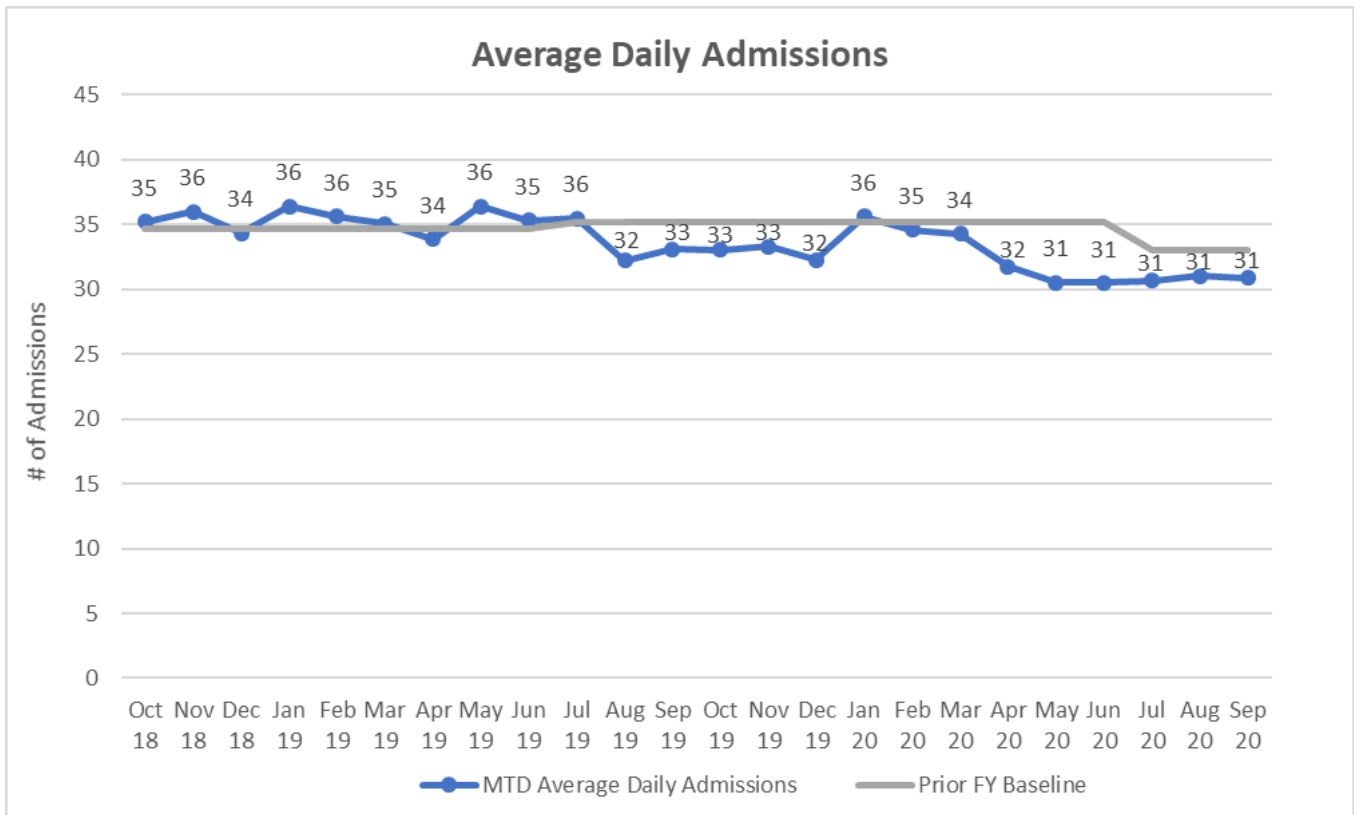
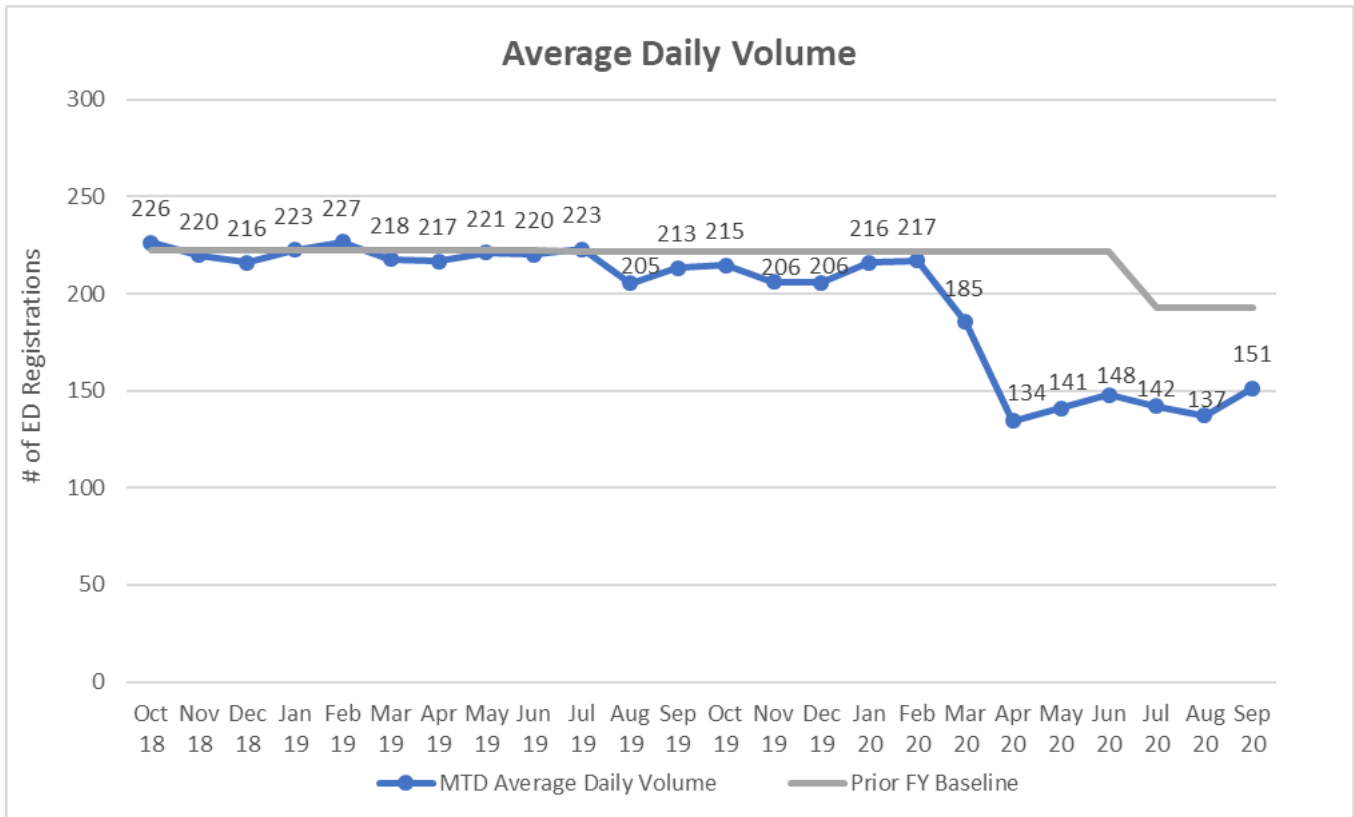
Although large festivities could not take place due to the pandemic, on October 9th, Food and Nutrition Services created a special menu, featuring food from different Latin and Hispanic cultures. This included dishes such as jocon chicken stew (Guatemala), gaucho style steak (Argentina), mole chicken (Mexico), plantain arepas (Chile), and arroz con leche (Mexico, Columbia, and Venezuela). Additionally, a display was set up along the dining room, showcasing Latinx leaders and artwork. Many thanks to Food Nutrition Services and the Equity team for creating such an incredible celebration!

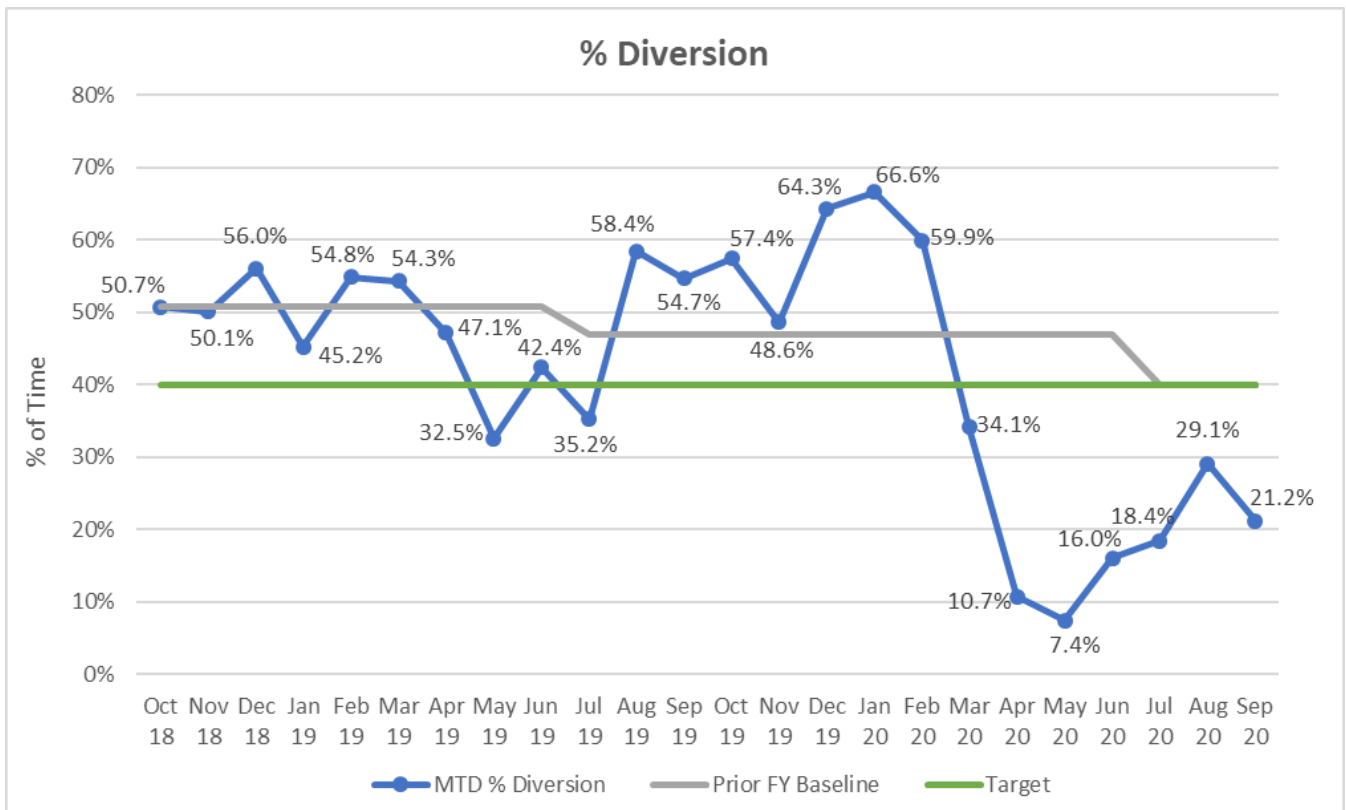
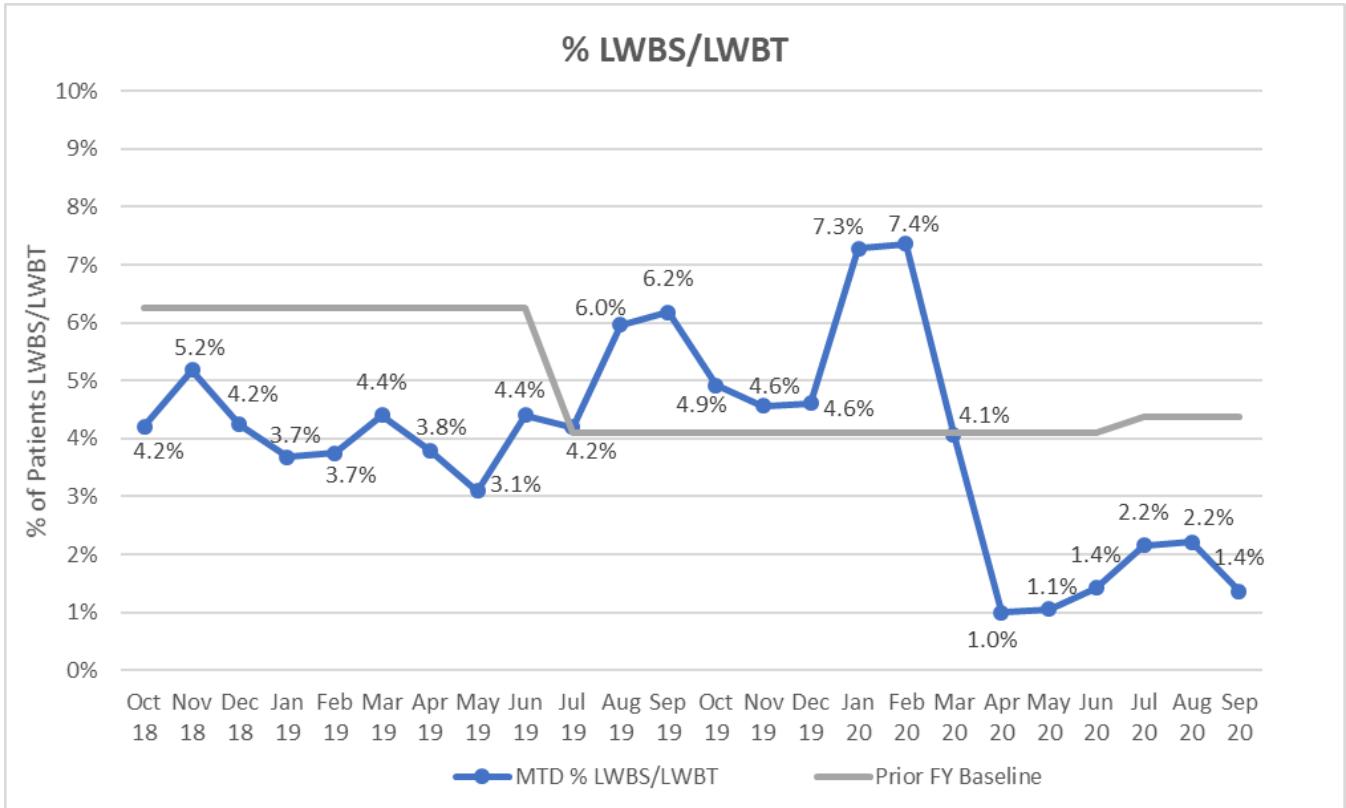


QUALITY ZSFG COVID+ Cases

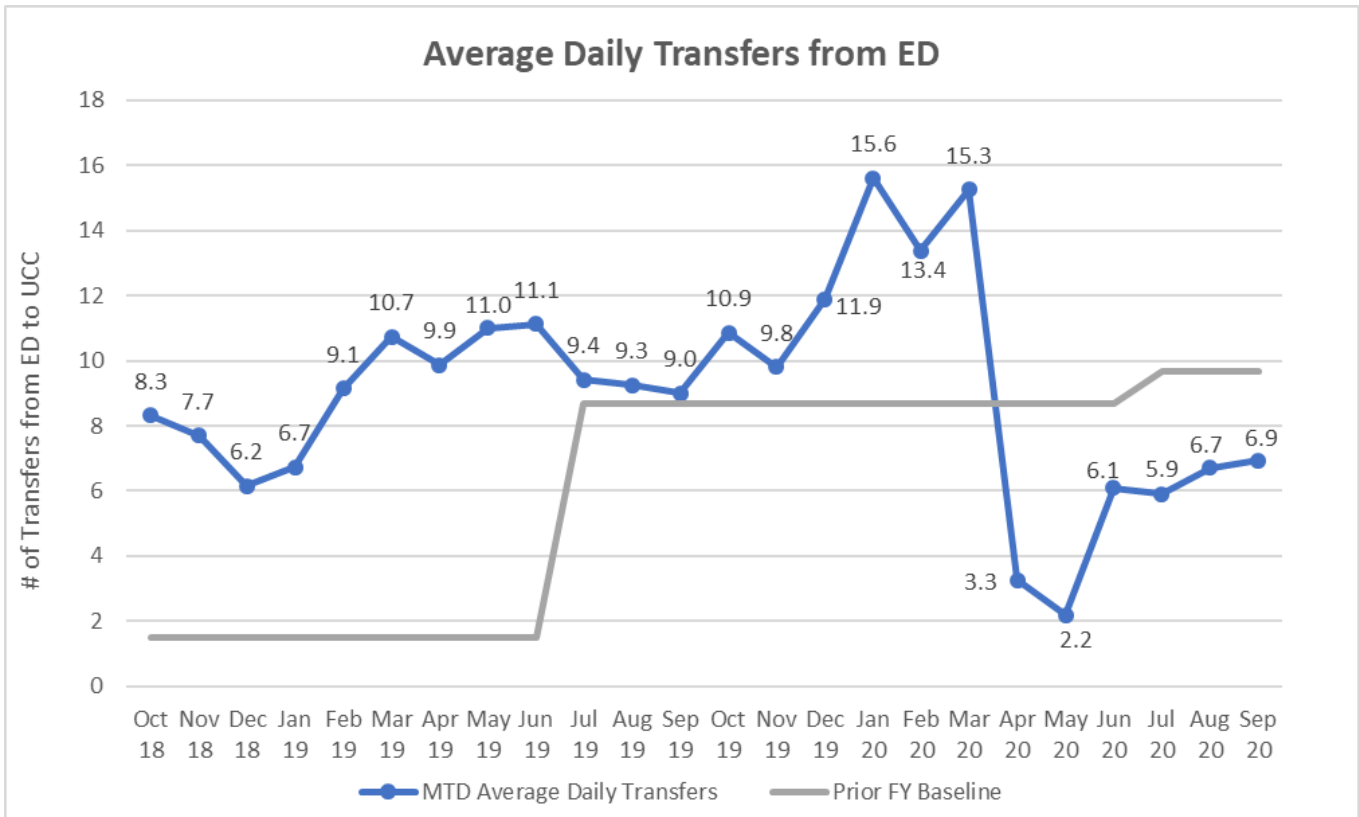
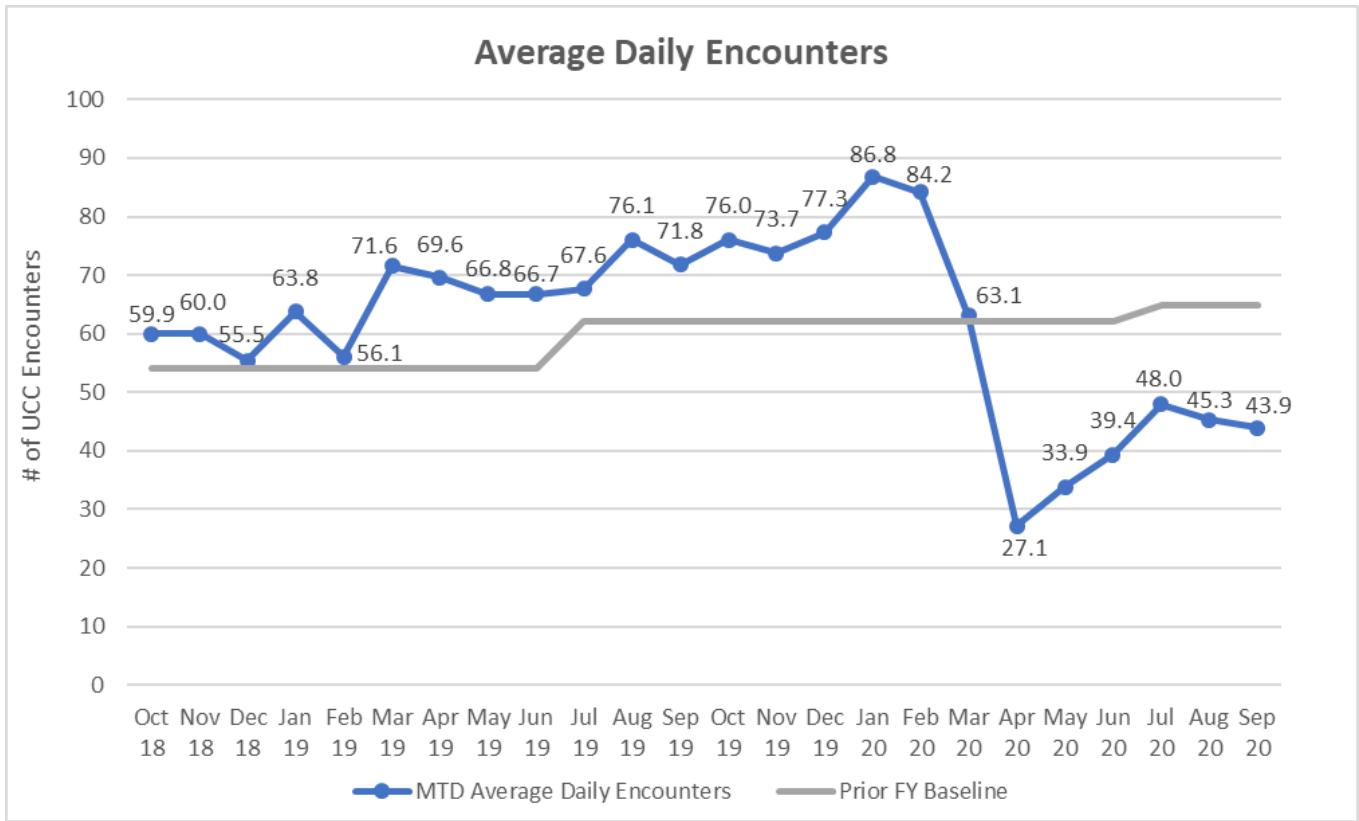


QUALITY Emergency Department Activities

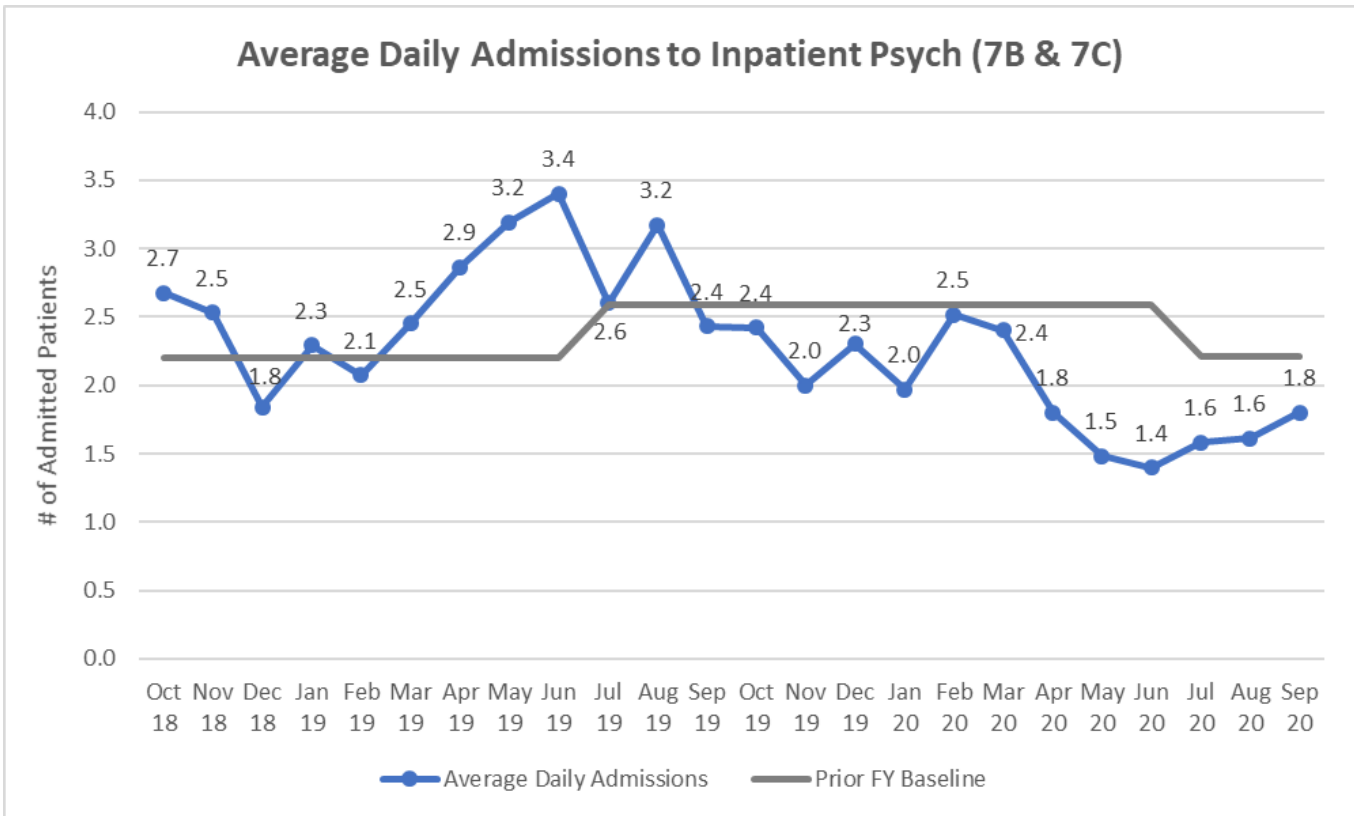
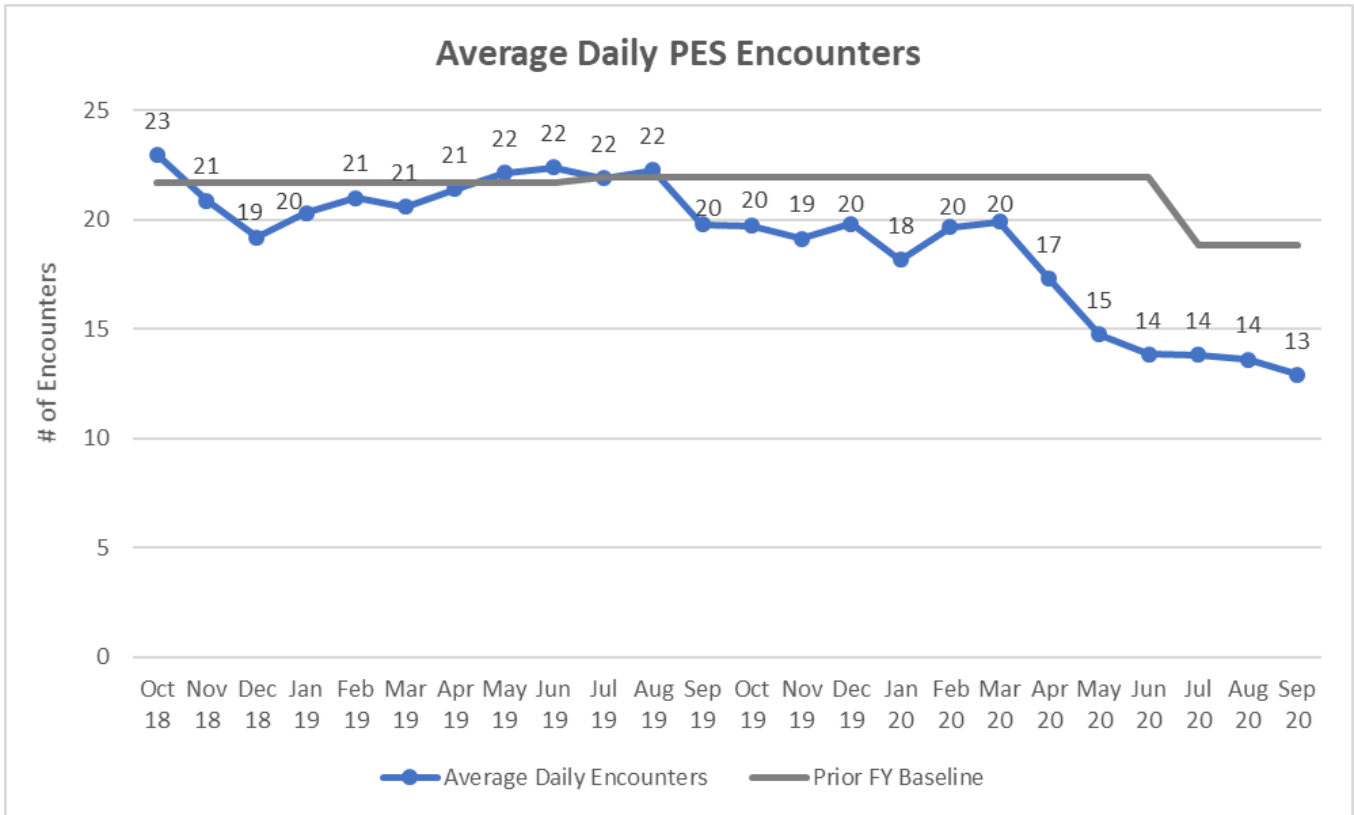


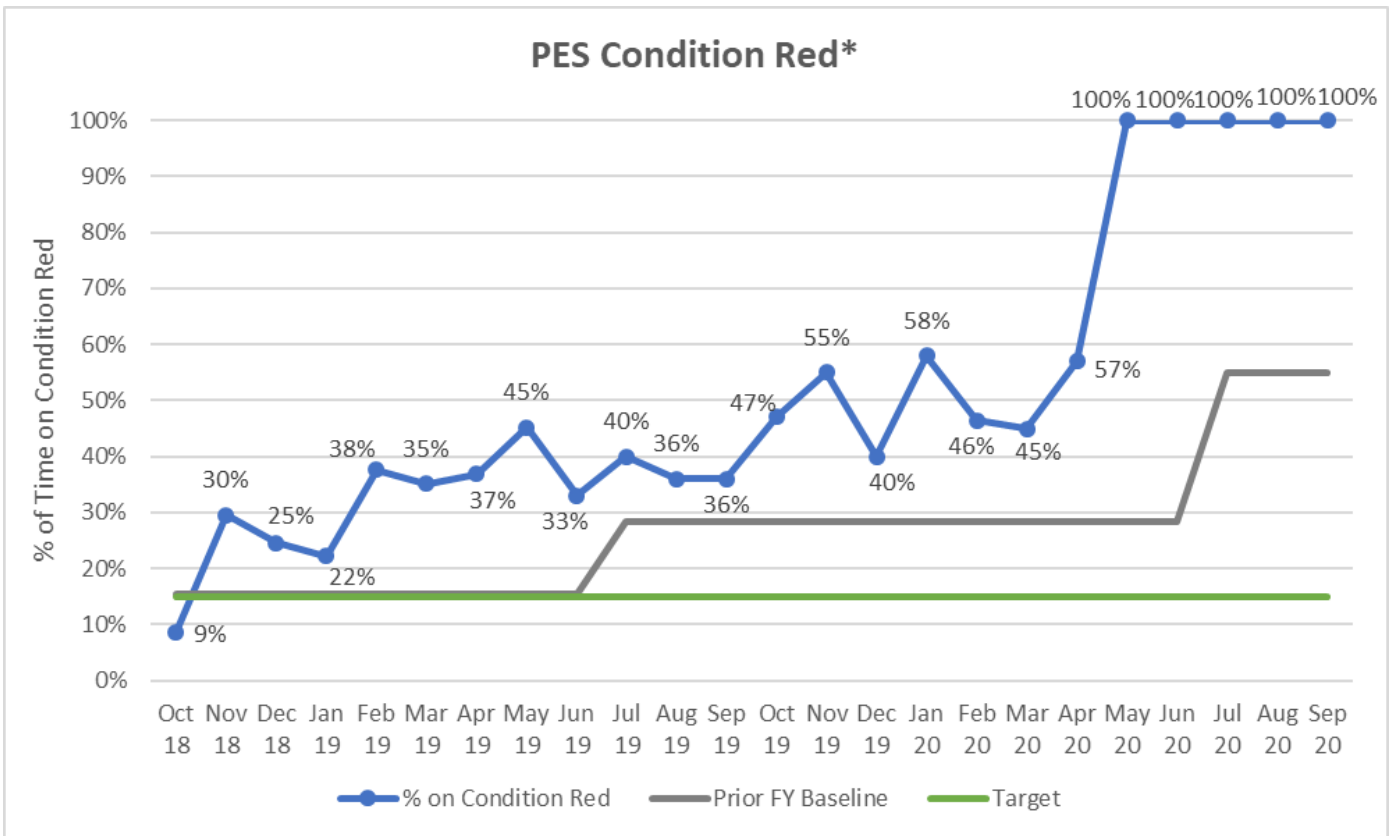
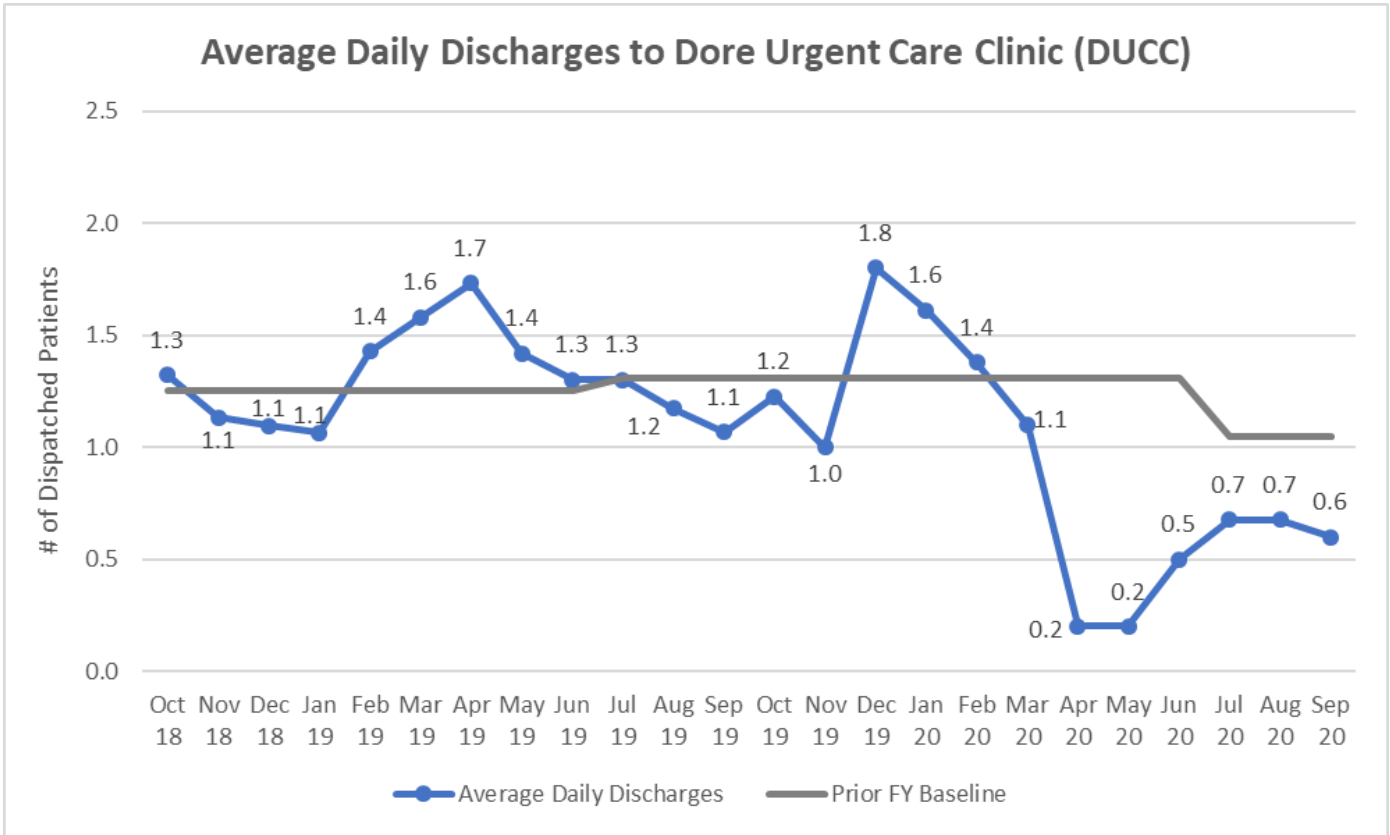


QUALITY Urgent Care Clinic Activities



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 156.90 which is 100.58% of budgeted staffed beds and 87.65% of physical capacity. 15.28% of the Medical/Surgical days were lower level of care days: 3.95% administrative and 11.32% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 25.53 which is 91.19% of budgeted staffed beds and 44.02% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 18.03 which is 60.11% of budgeted staffed beds and 42.94% of physical capacity of the hospital.

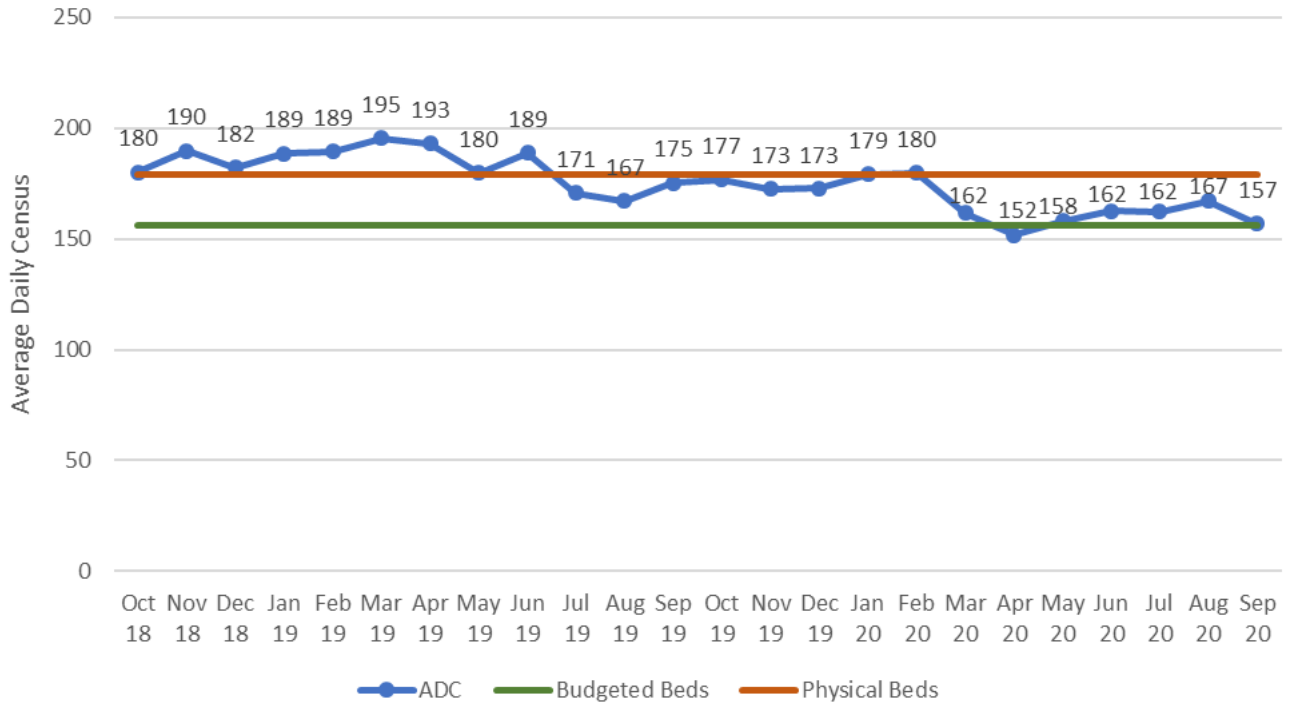
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.30, which is 91.59% of budgeted staffed beds and 60.15% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.43, which is 77.62% of budgeted staffed beds (n=7) and 45.28% of physical capacity (n=12). Utilization Review data shows 74.77% non-acute days (40.45% administrative and 34.33% non-reimbursed).

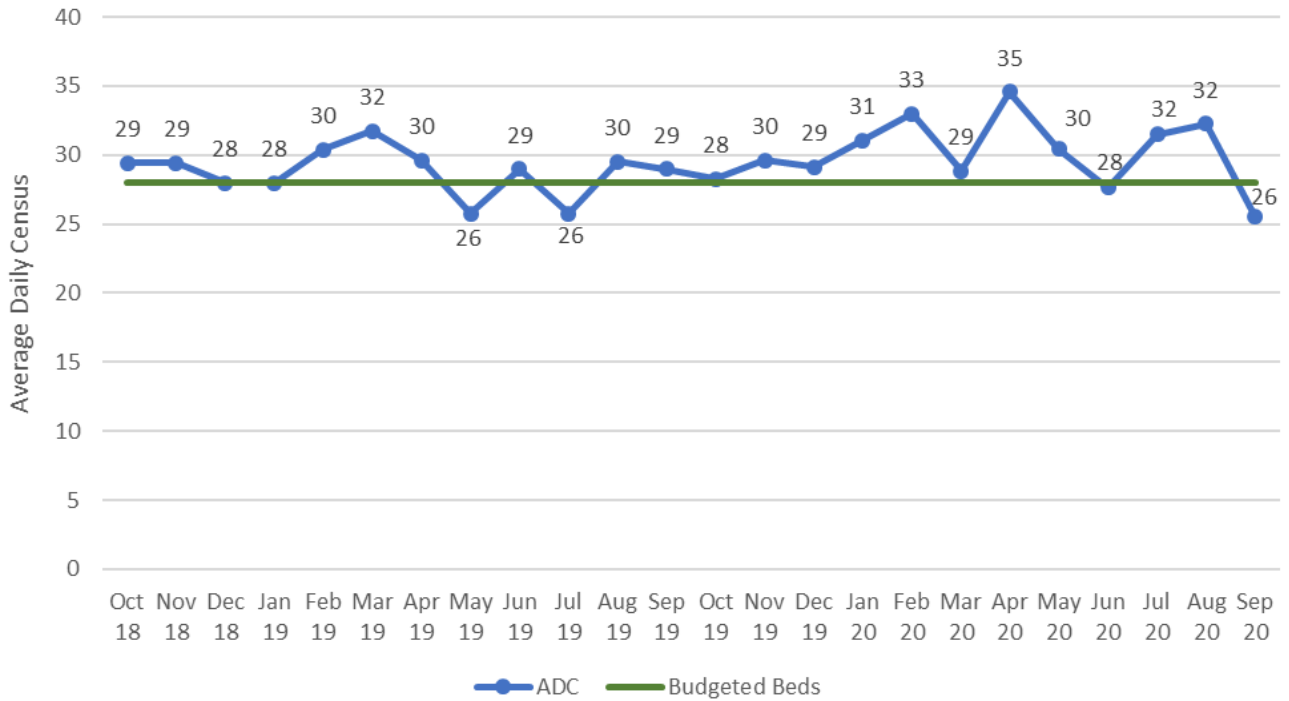
4A SKILLED NURSING UNIT

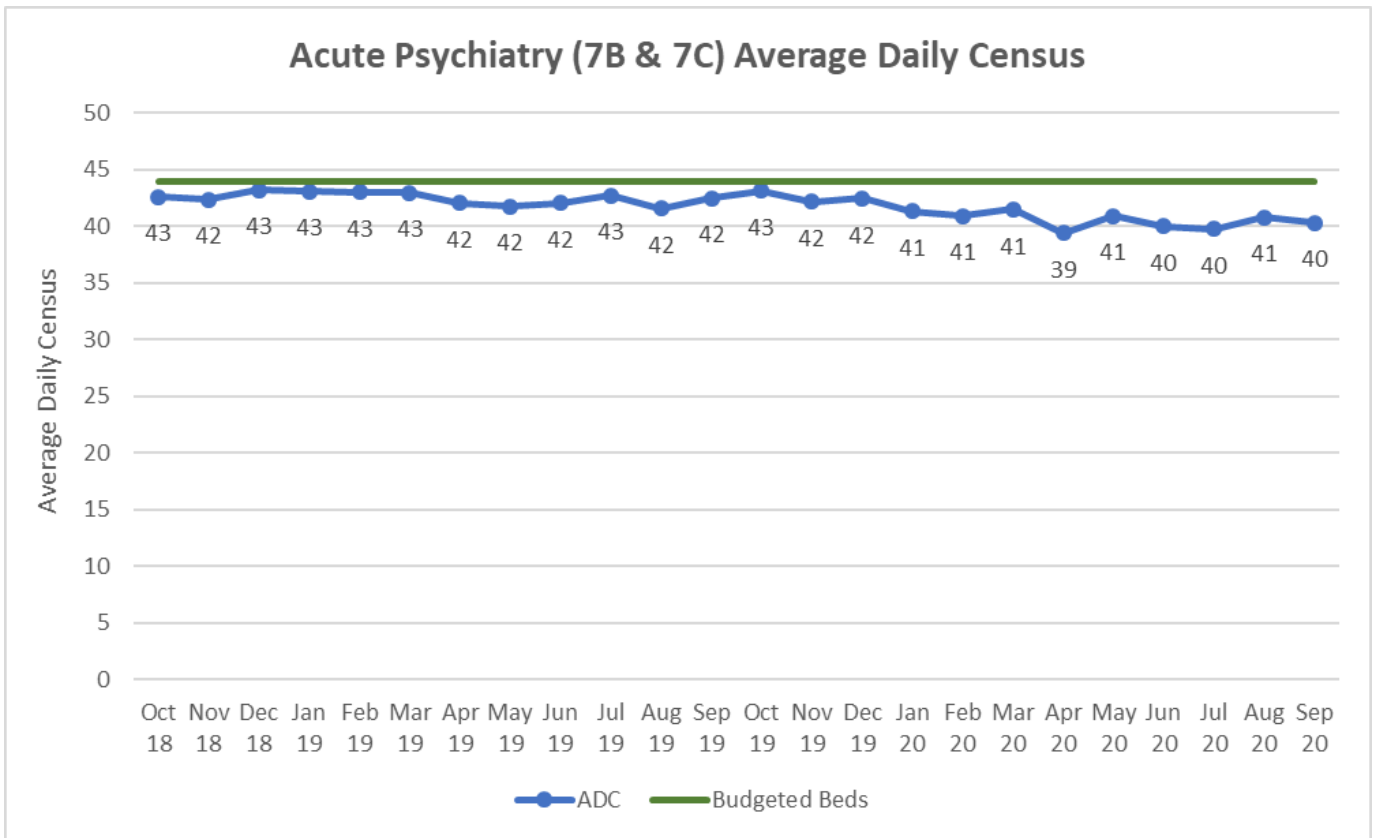
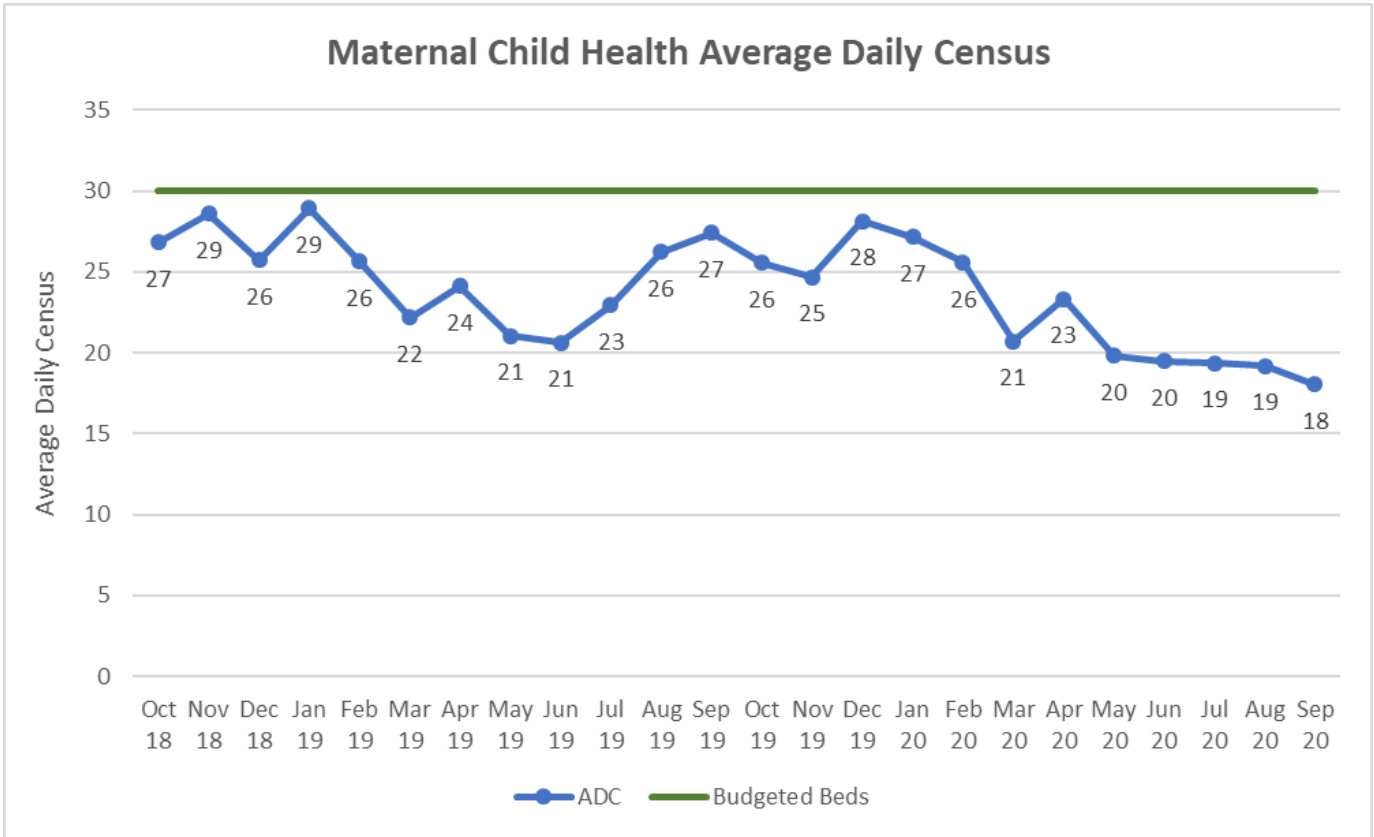
Average Daily Census for our skilled nursing unit was 28.50, which is 101.79% of our budgeted staffed beds and 95.00% of physical capacity.

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

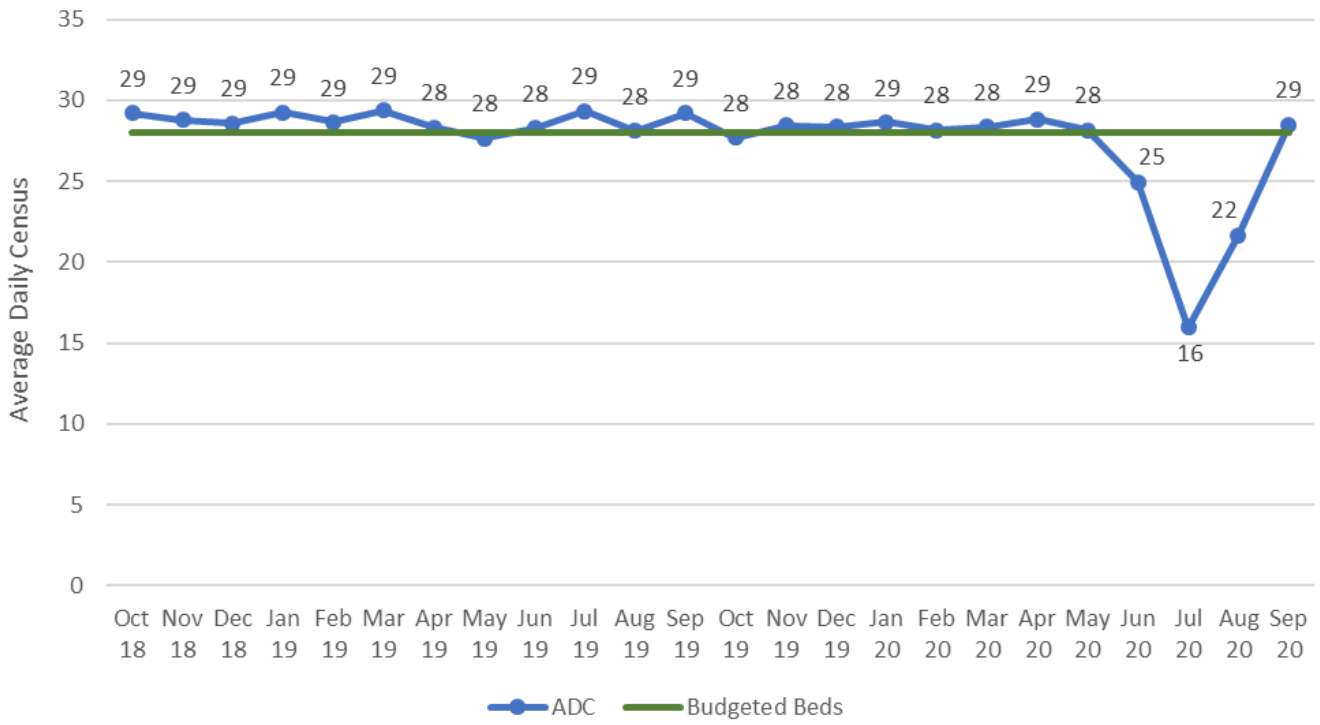


Intensive Care Unit Average Daily Census

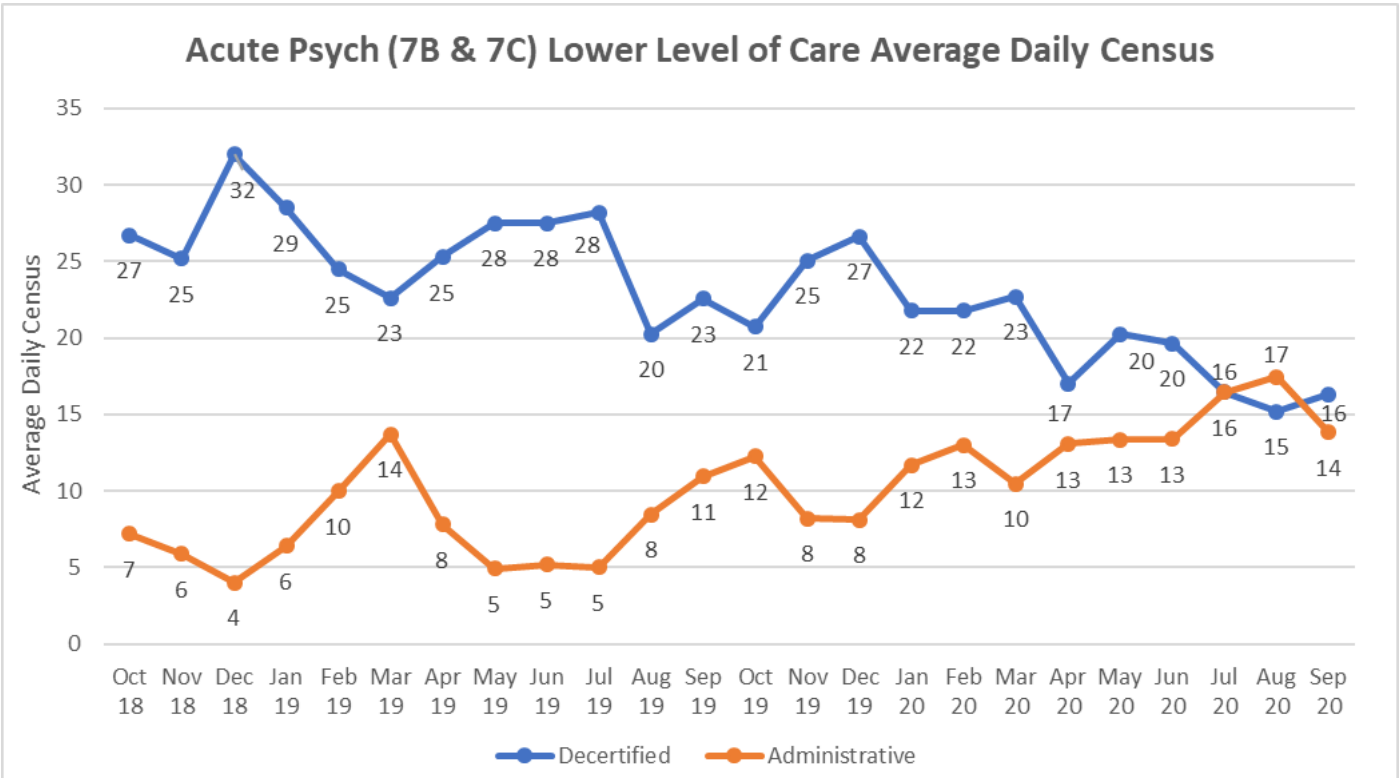
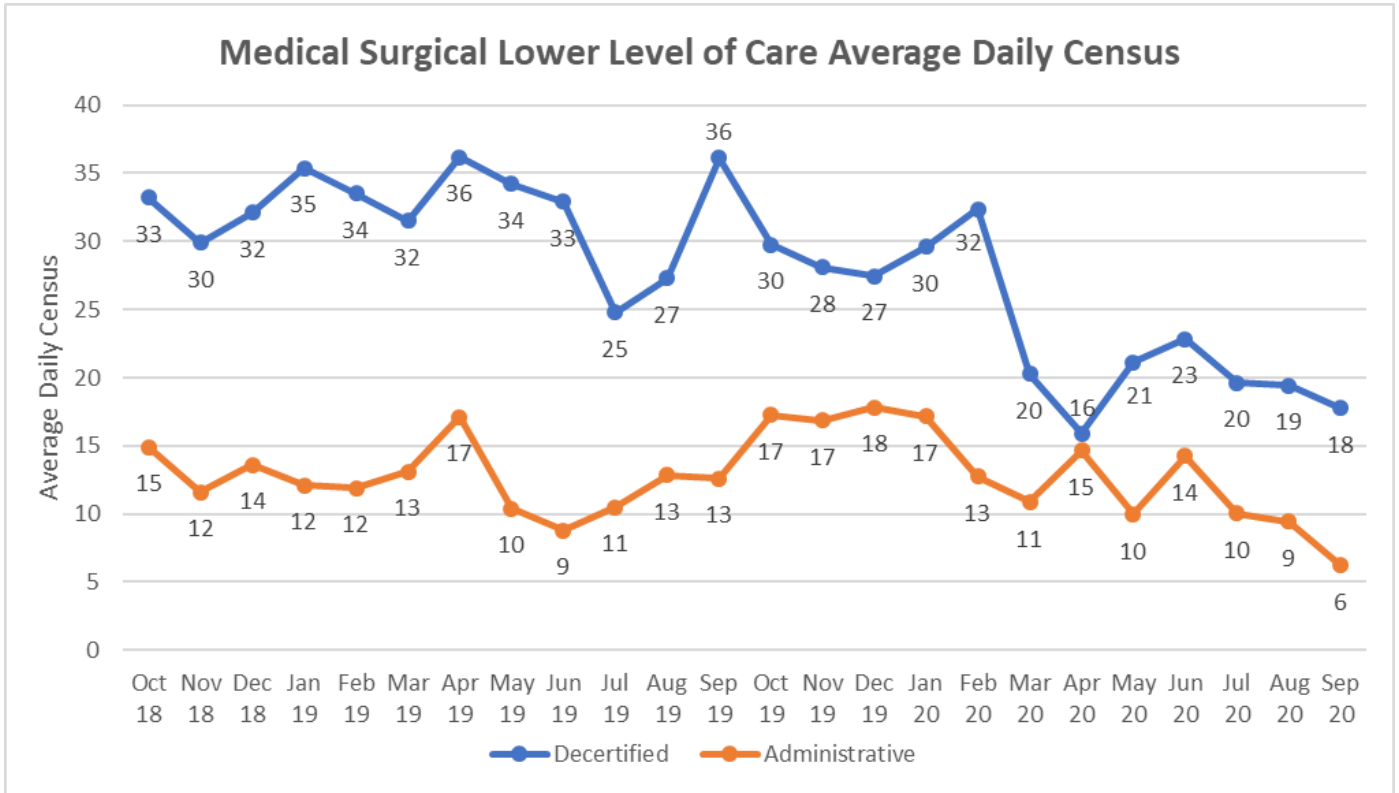


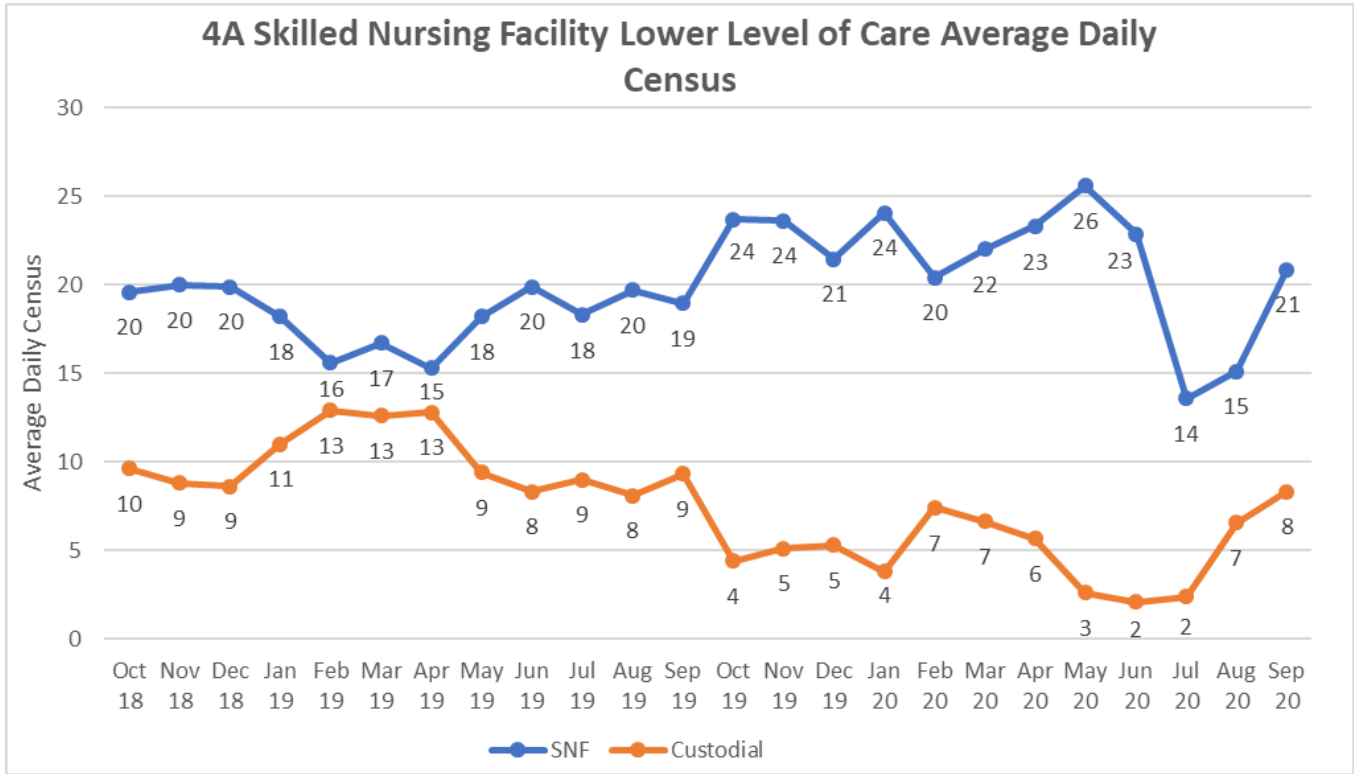


4A Skilled Nursing Facility Average Daily Census



QUALITY Lower Level of Care Average Daily Census

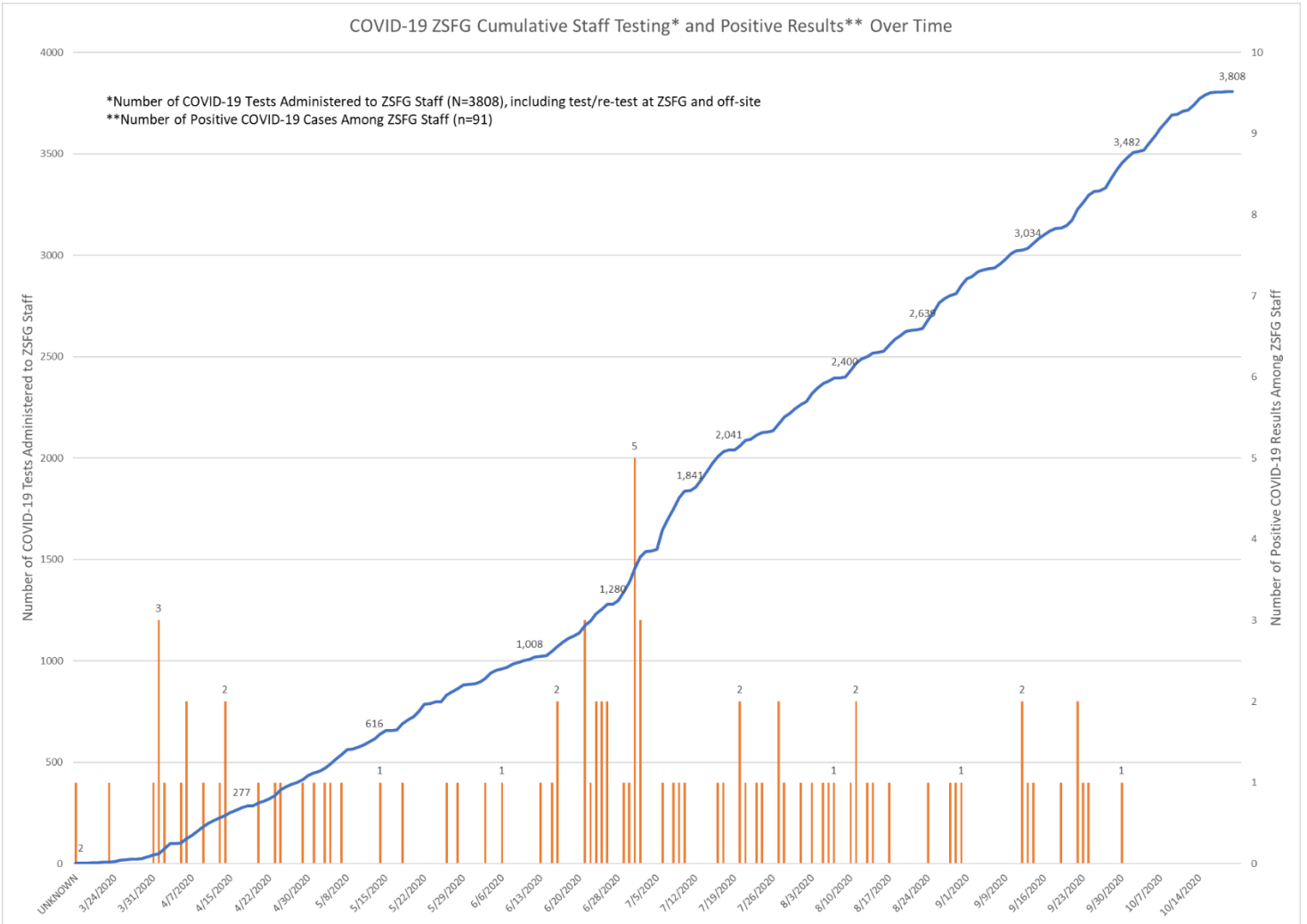




SAFETY Occupational Health COVID Testing

The following data is reported as of October 15, 2020:

- 3,808 total ZSFG employees have been tested (at ZSFG Trailer and offsite testing locations).
- 91 ZSFG employees on campus have tested positive for COVID-19.
- ZSFG has a 2.40% positive test rate (91 positive cases/3,808 employees who have been tested).



SAFETY

Workplace Violence Activity

