**Hospital Operations & Patient Care Report**

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

ZSFG Executive Team Report

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1. COVID Preparedness/Response

**COVID Preparedness**
For the past seven months, ZSFG has been fully engaged with the SFPDH 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.

**Staff Screening**
ZSFG is invested in protecting our staff during this pandemic. One major form of protection is screening all staff before they enter the hospital. To ensure a more positive screening experience, our Screening Work Group has invested in and is piloting a thermal scanner in Building 25. The thermal scanner will expedite the screening process as it can more accurately scan multiple people at one time and quickly identify individuals who may be experiencing a fever. Currently, the team is piloting the scanners and plans to test new workflows to ensure seamless operations. Many thanks to our Screening Work Group for consistently looking for new and innovative ways to improve the staff experience.

**San Francisco General Hospital Foundation’s 2020 Hearts Grants**
The San Francisco General Hospital Foundation has adjusted this year’s Hearts Grants Program to fit the needs of our current landscape amidst a global pandemic and a national movement to achieve health equity and eliminate structural racism. Because ZSFG’s primary focus is on the public health crisis, the Foundation will be offering support for existing initiatives in order to further build capacity. Additionally, SFGHF is looking to fund programs that directly support the COVID-19 response and work to improve Health Equity in our community. Our deepest gratitude to the Foundation for adapting to the constantly changing situation and continuing to support ZSFG through the pandemic and in achieving health equity.

**Lower Acuity Continuing Care Site (LACC) in the Presidio**
A skilled and hard-working interdisciplinary team from the Covid Command Center’s (C3’s) Medical Branch, led by one of our own Emergency Medicine attendings, Dr. Andi Tenner, set up the Lower Acuity Continuing Care Site (LACC) in the Presidio. The LACC is envisioned as a place where patients who no longer need high acuity medical care can go for two weeks or so before they can go home. The LACC ensures that hospital beds are available for the sickest patients requiring acute care during a Covid surge and to decompress lower acuity patients without Covid disease from all hospitals in the city. The site has the capacity to eventually accommodate up to 93 patients. Though spare and not a typical hospital (formerly a military supply warehouse), it is planned to provide some specialty care services, such as behavioral health, physical therapy, laboratory, and x-ray.

ZSFG plans to pilot its use for a short time (10 days to two weeks) in early October with a small group of patients to be sure that the site is operationally ready in advance of a potentially large CoVid surge. ZSFG is extremely grateful to the hard-working and expert team from the C3 that developed the LACC.

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.
SAFETY 2. 2020 California Fire Season

This year, California’s annual fire season has come earlier and more impactfully than it has in the past. Moreover, as it coincides with the pandemic, personal protective equipment supply levels are much lower than typically available. Nonetheless, it is ZSFG’s top priority to protect staff throughout fire season.

To do so, our Facilities team is constantly monitoring the air quality and filtration systems in the buildings. Buildings 5, 25 and the Behavioral Health Center (BHC) have filtered HVAC systems that do not require staff masking. However, for staff located in the lobbies of those buildings, as well as other staff who work in any other building, or outside, N95 masks have been made available through coordination with Materials Management.

Many thanks to all our staff who continue to rise above the new challenges that surface and provide the best quality care to our patients!

SAFETY 3. 2020 Flu Season

Flu season is back, and this year, with COVID still circulating broadly in the community, it has never been more important to ensure that everyone who can get a vaccine gets one as early as possible. This year’s vaccination plan includes the following:

- Identify flu champions in operational areas to administer the vaccine;
- Establish roving teams who will travel to specific operational areas to vaccinate staff; and
- Establish a drop-in flu clinic conveniently located in Building 5, 2nd floor (Wellness Center) that is open Mon-Wed-Fri from 7AM-3:30PM.

This plan aligns well with University of California’s mandate to vaccinate all its employees and students by November 1st. As with all we do on campus, UC will be working together with us to vaccinate staff and providers.

This year, our goals are audacious: starting on September 9th, vaccinate 90% of staff by the end of October!

Much gratitude to our Occupational Health and Infection Control teams who are stepping up once again to lead this effort and to ensure the health and safety of our staff and patients.

EQUITY 4. 2020 Healthcare Equality Index Top Performer

On August 26, 2020, it was announced that ZSFG is listed as one of the 2020 Human Rights Campaign’s (HRC) Healthcare Equality Index (HEI) Top Performers! According to HRC, “HEI is the national LGBTQ benchmarking tool that evaluates healthcare facilities’ policies and practices related to the equity and inculcation of their LGBTQ patients, visitors and employees.” Using this tool, facilities are given a score based on how many LGBTQ-inclusive policies and practices they have in place under four different criteria. HRC then explains, “The first criteria consist of the foundational elements of LGBTQ patient-centered care. The three remaining criteria are Patient Services and Support, Employee Benefits and Policies, and Patient and Community Engagement.”
Based on this scoring system, ZSFG earned 80 points or more, putting our organization in the Top Performers category. Congratulations to our Equity Leaders for ensuring that ZSFG continues to promote an equitable and inclusive space for LGBTQ patients and their families, and to our CMO Dr. Lukejohn Day who ensured that we were considered for and achieved this important recognition.

**EQUITY**

5. Ward 86's Cultural Humility Lecture

Inspired by the BAAHI Equity Learning Series, Ward 86’s Cultural Humility Lecture Series was started in May 2019 to create a platform for staff to teach, learn and practice collective reflection on our work as community health providers through a lens of racial equity. Each month a lecture, group exercise, interview, discussion, or knowledge sharing meeting is hosted by a staff member to share their experience and skills on topics that include but are in no way limited to cultural humility, cultural responsiveness, race, anti-racism, anti-blackness, unconscious bias, microaggressions, equity, diversity, inclusion. Since its inception, Ward 86 has hosted 13 sessions attended by 20-30 staff members each. Topics of the sessions range from the examination of internal white fragility and in the health care system to assessing the lasting, yet largely unacknowledged public health impact of the Black Panther Party.

The Cultural Humility Lecture Series has recently moved to zoom, providing the opportunity to reach more staff throughout SFDPH and the broader public health community. On September 8th, 30 individuals joined as Sandra Torres hosted Dr. Sameena Azhar in discussion on the impact of colonization in research and academia. These social work leaders shared Dr. Azhar’s research examining HIV Stigma against Hijra & Transgender Women in Hyderabad, India, specifically highlighting the importance and impact of gathering and sharing stories in her community’s primary languages. They closed the conversation by discussing Dr. Azhar’s experience of teaching social work by highlighting the lasting and unavoidable impact of white supremacy in a modern academic environment.

Much gratitude to Ward 86 for sponsoring an incredible series and event!

**QUALITY**

6. 2020 California State Board of Pharmacy Survey

On September 2nd, a surveyor from the California State Board of Pharmacy visited ZSFG’s campus to conduct their annual survey. The visit was the on-site portion of the hybrid-virtual survey for license renewal. Prior to the surveyor’s visit, the Pharmacy department worked with the Board to provide them requested documentation for the record reviewing portion. During the visit, the surveyor completed visual inspections of the Main Inpatient Pharmacy Sterile Compounding areas and the Operating Room Satellite Pharmacy. With only minimal findings, some of which corrected in real time, our Pharmacy department passed their inspection with no conditions, allowing for their license renewal.

Many thanks to Julie Russell, Kamran Shirazi, Mark Jones, Josephine Lai, Dave Woods and the entire pharmacy team for another successful survey, especially amidst challenging circumstances!
September 13-19, 2020 was National Healthcare Environmental Services (EVS) Week. According to the Association for Health Care Environment, “Each year, National Health Care Environmental Services Week is the opportunity to show appreciation and recognition for the extraordinary teamwork required to care for the complex health care environment.” This year, our EVS team has been one of the most crucial parts of ZSFG’s response to COVID. Without their twenty-four hours a day, seven days a week support, ZSFG would not be able to provide quality care to our patients and prevent the spread of COVID and other infectious diseases throughout the hospital. As a department whose work often goes unnoticed, yet is extremely vital to all ZSFG staff, Environmental Services is very deserving of this week-long recognition.

ZSFG would like to express its greatest appreciation to each member of the Environmental Services team on campus for continuously making ZSFG a safe place to serve our patients.
QUALITY

ZSFG COVID+ Cases

Number of COVID+ Patients at ZSFG

- Med/Surg
- ICU
QUALITY

Emergency Department Activities

Average Daily Volume

# of ED Registrations

0 50 100 150 200 250 300

227 226 220 216 223 227 218 217 221 220 223 213 215 205 206 206 185 134 141 148 142 137

Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug 18 18 18 19 19 19 19 19 19 19 19 19 19 20 20 20 20 20 20

MTD Average Daily Volume

Prior FY Baseline
QUALITY

Urgent Care Clinic Activities

Average Daily Encounters

Average Daily Transfers from ED
QUALITY: Psychiatric Emergency Services Activities

Average Daily PES Encounters

Average Daily Admissions to Inpatient Psych (7B & 7C)
*We are using condition red as an external communication tool to signal that patients cannot directly come to PES. They must be cleared by ED first.*
QUALITY

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 176.06 which is 112.86% of budgeted staffed beds and 98.36% of physical capacity. 16.03% of the Medical/Surgical days were lower level of care days: 5.37% administrative and 10.66% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 23.77 which is 84.91% of budgeted staffed beds and 40.99% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 19.19 which is 63.98% of budgeted staffed beds and 45.70% of physical capacity of the hospital.

ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.81, which is 92.74% of budgeted staffed beds and 60.91% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.71, which is 81.57% of budgeted staffed beds (n=7) and 47.58% of physical capacity (n=12). Utilization Review data shows 79.37% non-acute days (42.77% administrative and 36.60% non-reimbursed).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 21.65, which is 77.30% of our budgeted staffed beds and 72.15% of physical capacity.
QUALITY  
Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

Acute Psych (7B & 7C) Lower Level of Care Average Daily Census
The following data is reported as of September 14, 2020:

- 2,708 total ZSFG employees have been tested (at ZSFG Trailer and offsite testing locations).
- 84 ZSFG employees on campus have tested positive for COVID-19. Of the 84 cases, 9 employees are off work and 75 employees have now returned to work.
- ZSFG has a 3.10% positive test rate (84 positive cases/2,708 employees who have been tested).