



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

COVID Financials and the impact on FY20-21 Outlook

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ZSFG Estimated Lost Revenue & Cost to Support COVID-19 in FY19-20

Category	Estimated Expenses/Losses
Capital Outlay	\$ 197,050
Materials & Supplies	\$ 3,818,305
Non-Personnel Services	\$ 28,543,973
Salaries & Fringe	\$ 8,479,500
Lost Revenues	\$ 20,500,000
<u>Total Estimated COVID-19 Lost Revenues Costs</u>	<u>\$ 61,538,828</u>

- Capital Outlay include equipment procured for specimen processing
- Materials & Supplies include PPE, medical supplies, lab supplies, cleaning supplies, uniforms, pharmaceuticals, etc
- Non-Personnel Services include costs such as advertising, nurse registry, equipment rental, janitorial services, Zoom software licenses, medical transportation services, UCSF physician cost, etc
- Salary & Fringe include labor costs attributed to the COVID response

ZSFG COVID Revenues FY19-20

Revenue sources

- Federal
 - Families First Coronavirus Response Act (FFCRA)
 - Provider Relief Fund
 - CARES Act
 - Paycheck Protection Program and Health Care Enhancement Act
- State
 - Increase in Medi-Cal Nursing Facility rates
 - Telehealth flexibilities under Emergency Waiver

ZSFG estimated funding received due to COVID

- \$20.5M from Provider Relief Fund for FY20 (DPH received \$63M in total)
- \$1M - from FFCRA (Through enhanced Medicaid Federal Match)

Continue to explore:

- Telehealth
- Additional distributions from Provider Relief Fund

FY19-20 COVID Operations

Cohorting of Population

- H52: Forensics unit to support the COVID+/PUI Psych patient population.
- H48: 10 bed ICU unit to support COVID+/PUI patient population.
- H68: 15 bed Med-Surg unit to support the COVID+/PUI patient population.
- H25/22: OB and Pedi unit to support COVID+/PUI patient population.
- OP Pharmacy services for Hotel patient populations.

Patient and Staff Safety

- Staff, Visitor and Patient Screening.
- Expanded Urgent Care Triage.
- Expanded Patient and Staff testing and contact tracing.

Community Support

- Mail Order Rx.
- Sterile Compounding.

FY20-21 Budget Instructions

Reduces
General Fund
Spend by 10%

- \$24.8M for ZSFG

Prioritize COVID-19, Vulnerable Populations and Critical Business

- \$12.4M in reduced spending
- \$12.4M in redeployment strategy

Aligning the Ask with the Task

Description	FY 20-21				FY 21-22			
	FTE Change	Expend Incr/(Decr)	Revenues Incr/(Decr)	Net GF Impact Favorable/ (Unfavorable)	FTE Change	Expend Incr/(Decr)	Revenues Incr/(Decr)	Net GF Impact Favorable/ (Unfavorable)
ZSFG Materials and Supply Budget Reduction	-	\$ (3,979,743)	\$ -	\$ 3,979,743	-	\$ (3,691,956)	\$ -	\$ 3,691,956
ZSFG Decrease in P103 Usage	(7.01)	\$ (2,068,352)	\$ -	\$ 2,068,352	(7.01)	\$ (2,130,403)	\$ -	\$ 2,130,403
H58 - Surge Capacity	-	\$ (6,600,000)	\$ (2,970,000)	\$ 3,630,000		\$ (6,600,000)	\$ (2,970,000)	\$ 3,630,000
UCSF Affiliation Agreement Contract Reduction	-	\$ (3,017,009)		\$ 3,017,009		\$ (3,017,009)	\$ -	\$ 3,017,009
Periop Staff Redeployment	(15.76)	\$ (3,205,145)		\$ 3,205,145	(15.76)	\$ (3,301,299)	\$ -	\$ 3,301,299
Speciality Clinic Staffing Redeployment	(24.18)	\$ (4,319,406)	\$ -	\$ 4,319,406	(24.18)	\$ (4,448,988)	\$ -	\$ 4,448,988
UCSF Resource Reployment	-	\$ (4,580,345)	\$ -	\$ 4,580,345	-	\$ (4,580,345)	\$ -	\$ 4,580,345

- Aligning low volumes with reduced supply spend
- Robust RN hiring, reduced P013 utilization
- Aligning low volumes with unit closure
- Aligning low volumes with redeployment opportunities
- Evaluate internal funding opportunity vs external needs.

Financial Monitoring and Progress Tracking

Payroll and non payroll reporting via Tableau with auto-push reporting to email for biweekly (payroll) and monthly (nonpayroll)

Non-payroll daily spend report – Weekly review and follow up with departments that spend over the daily target. Nonessential and non-covid orders will be cancelled.

Metrics creation – cost/day, cost/case, cost/procedure and revenue metrics to drive targets and monitoring.

Directors/Dyads to meet with Finance team on a monthly basis to review variances and action plans to achieve target.

Tiered reporting structure with CEO and Exec team will include Payroll and Non payroll by service line.

Daily staffing reviews with Nursing.

Contracts monitoring –reporting and monitoring to review at dept level with contract owner monthly.
