Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on January 26, 2021

ZSFG Executive Team Report

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SAFETY  1. COVID Vaccine Update

As of January 17th, over 14,600 vaccines have been administered to staff and 99% of clinical and non-clinical staff at ZSFG have received their first vaccine dose (the team is estimating an additional 1,000 vaccines by January 18th). Vaccinations will continue in CARR Auditorium and 4E (building 5, 4th floor) for staff. Currently, the team vaccinates 650-700 staff/day.

This past week, we vaccinated patients in 4A (our skilled nursing facility), the Behavioral Health Center (BHC) and long-term care patients in the inpatient psychiatry unit. ZSFG had over a 95% patient compliance rate with the vaccine in each of these areas.

The following week, the team will be increasing our patient vaccinations (with a goal of 1,200 patient vaccinations/day). The schedule will be as follows:

- Carr Auditorium – weekends and evenings and after January 25th it will be open to patients Mon-Sun 8am-8pm
- Learning Center (Building 30, 2nd floor) – starting January 20th Mon-Sun 8am-8pm

ZSFG plans to vaccinate patients who are in the CA Department of Public Health’s Tier 1a group and patients over 75 years.

Many thanks to Lukejohn Day, Chief Medical Officer, and all the teams who have come together to make all this possible in a short period of time. It is truly humbling to see all the tireless work, collegiality, and dedication of our staff during this time.

SAFETY  2. COVID Preparedness/Response

Responding to the Covid Surge
With the rise in San Francisco’s COVID-19 cases, ZSFG has taken many steps to help slow the transmission on campus for both our patients and staff.

Eye Protection Guidance
On December 29, 2020, ZSFG updated the Eye Protection Guidance to state that eye protection will continue to be worn for all patient encounters and now worn when within 6 feet of any other person when the interaction is anticipated to last at least 15 minutes. This change newly applied to office spaces, which resulted in the provision of eye protection to staff or the installation of plexiglass in office spaces.

Return to Work Policy
On December 31, 2020, the Occupational Health Services team updated ZSFG’s return to work policy. Return from international travel now requires a 10-day quarantine, with testing at five to nine days, when previously
quarantine was only recommended. New guidance for return from domestic travel outside of the Bay area, was added: staff are still able to work if asymptomatic, with testing offered if there has been significant travel-related exposure.

**Staff Screening**
Following the changes made to Occupational Health Services’ return to work policy, our Screening Work Group also updated their staff screening questions. The team added two new exposure questions. Staff are now asked if they have traveled internationally or outside of the Bay Area within the last ten days every time they are screened.

**Visitation Policy**
On January 8, 2021, ZSFG published new changes to our Visitation Policy. In order to protect ZSFG’s most vulnerable patients in long term care, the 4A Skilled Nursing Facility no longer allowed visitation. However, new compassionate visitation exceptions for Emergency Department patients requiring cognitive and communication assistance have been added.

*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.*

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**DEVELOPING OUR PEOPLE**

**3. Open Workplace Violence Prevention Committee Meeting**

On December 17, 2020, the Workplace Violence Prevention (WVP) Committee held their first ever, open committee meeting to all staff. In this open session, staff were able to hear about the work the committee has done over the past year and share any questions or comments directly with the committee.

Susan Brajkovic and Basil Price kicked off the event by presenting the risk management unusual occurrence (UO) report and the use of force report, respectively, for the month of November. Then Anh Thang Dao-Shah, WVP Committee co-chair, reviewed the accomplishments of the year. In 2020, despite the pandemic, the committee implemented a new Crisis Prevention Institute training program based on risk level and in-unit trainers, created a post-event checklist for managers, held a workshop on post-event debriefs, implemented an online UO form that meets Cal-OSHA workplace violence prevention standards, reported out monthly UO workplace violence data at the Executive Security, JCC and WVP meetings, and ensured the Cal-OSHA abatement plan was on target. She also shared the group’s priorities for 2021 – to continue to listen to staff, complete the Cal-OSHA abatement plan, develop a workflow for post-event debriefs, better understand the effectiveness of current violence assessment and develop tools to assess and document risk.

Many thanks to the entire WVP committee for their incredible accomplishments this year. A special thank you to Anh Thang Dao-Shah for leading these important efforts and to Kim Nguyen who will be taking over as interim Co-Chair of the committee.
4. Workplace Violence Prevention in the Emergency Department

The Emergency Department (ED) nursing staff have taken an active role in efforts to reduce and mitigate workplace violence at ZSFG. Members of the multidisciplinary ZSFG Workplace Violence Taskforce: Katie Aschero, RN, Julie Molitor, RN, Jen Ford, RN, Aubrie Stone, RN, Wendy Mitchell, MEA, and Kim King-Stitt, MEA, have been leading performance improvement work for "Code 50" in their department. Code 50 is an internal ED page, intended to alert staff of the need for additional support to respond to threats and assaults within the department. When this code is paged, ED nurses, MEAs, medical providers, and SFSD respond to deescalate the situation and collaboratively create a safe treatment plan for the patient. These nurses and their colleagues are committed to patient, staff, and community safety, and exemplify the True North Goals of Safety and Care Experience.

In addition, seven ED nursing staff have been certified as Crisis Prevention Institute (CPI) Nonviolent Crisis Intervention program trainers for ZSFG. CPI Nonviolent Crisis Intervention is a program that utilizes decision-making skills and de-escalation techniques for responding to and managing difficult situations, disruptive behavior, and escalating events in the workplace. This evidence-based training was adopted by SFDPH in 2017. As certified trainers for ZSFG, they will provide CPI training in the ED and eventually support a broader campus-wide cohort of CPI instructors. ZSFG Nursing would like to acknowledge the dedication of Aubrie Stone, RN, Jenn Leonard, RN, Juan Castaneda, RN, Katie Aschero, RN, Selam Gebreslassie, RN, Stevie Cohen, RN, and Wendy Mitchell, MEA.

5. Countdown to 2021 Staff Appreciation Events

As ZSFG closed 2020, the Care Experience team coordinated ten enjoyable activities, opportunities for self-reflection and small tokens of gratitude for all staff. To kick off the countdown celebration, Chef Mike hosted the virtual ugly sweater contest, where staff and departments were encouraged to submit pictures and videos of their ugliest sweaters. Over 400 staff voted on the top three winners of the contest, who won gift cards and ZSFG apparel. Other celebrations throughout the ten days included all-staff giveaways of hot chocolate and cloth masks, a special holiday menu in the cafeteria, a poetry walk, scavenger hunt, chalk the walk event, and donation day.

Many thanks to Care Experience for coordinating these wonderful events to express their gratitude to our staff for their unwavering commitment to our organization.
6. ZSFG's New Chief Operating Officer

ZSFG is thrilled to announce the newest member of the Executive Team, our new Chief Operating Officer, Andrea Turner! Turner needs little introduction, having just served as our Acting Chief Operating Officer for the past few months and the Director of Imaging, Pathology and Interventional Services for the past three years. She also served as the Operations Chief in the COVID Command Center for several months this past year, leading eight branches and almost 400 individuals there.

Turner has had incredible experience and education leading up to her time at ZSFG. She served as Director of Imaging at hospitals in St. Louis, Missouri and in Davis, CA; she is a licensed Nuclear Medicine Technologist; she has earned a law degree, a Master of Business Administration, and has a Bachelor of Science in both Health Administration and Nuclear Medicine. Turner also served in the Air Force for eight years, part of it during Operation Desert Storm, achieving the rank of Captain and receiving several Commendation Medals.

Turner has proven herself here at ZSFG as an inspiring and visionary leader. She is passionate about equity; she has devoted herself to eliminating structural racism and health disparities through her work on the Equity Council and in operations. She is focused on data-driven improvement, having led initiatives in reducing no-show rates, registry use and radiology overreads, among other efforts. She is flexible and resilient, having recently taken on a co-leadership role for the Behavioral Health Center while Acting COO.

Turner has a wonderful spirit – she is driven and has a great sense of humor. She is enthusiastic and energized about serving all staff and our patients in this new role. Congratulations to Andrea Turner for this deserving, new role!

7. Partnership with the SF Conservation Corp

This past year, our Environmental Services (EVS) Department has partnered with the San Francisco Conservation Corp to develop our recycling program at ZSFG. At the beginning of the pandemic, the department was overwhelmed with recycling and in search of a new organization to help. The SF Conservation Corp has been an incredible partner in helping ZSFG become a more sustainable campus. Most recently, they have helped to guide the Operating Room staff in increasing their waste diversion and significantly decreasing their contamination by 60%. They have also helped to encourage staff to increase our waste diversion across campus and ensure that the recycling and environmental services workers remain safe, by placing waste materials in their appropriate locations.

Many thanks to the EVS team and the SF Conservation Corp for making our campus safer and more sustainable!
QUALITY

ZSFG COVID+ Cases

Number of COVID+ Patients at ZSFG

Number of COVID+ Cases

ICU  Ward
QUALITY
Emergency Department Activities

Average Daily Volume

Average Daily Admissions
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 can not directly come to PES. They must be cleared by ED first.
MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 174.61 which is 111.93% of budgeted staffed beds and 97.55% of physical capacity. 16.61% of the Medical/Surgical days were lower level of care days: 6.28% administrative and 16.61% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 37.00 which is 132.14% of budgeted staffed beds and 63.79% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 18.61 which is 62.04% of budgeted staffed beds and 44.32% of physical capacity of the hospital.

ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 39.26, which is 89.22% of budgeted staffed beds and 58.59% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.77, which is 82.49% of budgeted staffed beds (n=7) and 48.12% of physical capacity (n=12). Utilization Review data shows 82.17% non-acute days (36.57% administrative and 45.60% non-reimbursed).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 29.81, which is 106.45% of our budgeted staffed beds and 99.35% of physical capacity.
QUALITY

Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

4A Skilled Nursing Facility Lower Level of Care Average Daily Census
As of January 14, 2021, 221 ZSFG employees have tested positive for COVID-19.
SAFETY

Workplace Violence Activity

Total Events by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Events</th>
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<tbody>
<tr>
<td>Jan 20</td>
<td>26</td>
</tr>
<tr>
<td>Feb 20</td>
<td>22</td>
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<tr>
<td>Mar 20</td>
<td>19</td>
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<tr>
<td>Apr 20</td>
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<td>May 20</td>
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<td>Jun 20</td>
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<td>Jul 20</td>
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<td>Aug 20</td>
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<td>Nov 20</td>
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<td>Dec 20</td>
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Total Events by Location (October - December)

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<th>Location</th>
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<td>44</td>
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<tr>
<td>Behavioral Health Unit</td>
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<tr>
<td>Cafeteria</td>
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<tr>
<td>Emergency Department</td>
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<tr>
<td>Inpatient</td>
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<tr>
<td>Lobby / Reception Area</td>
<td>16</td>
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<tr>
<td>Offsite Outpatient Clinic</td>
<td>29</td>
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<tr>
<td>Onsite Outpatient Clinic</td>
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<tr>
<td>Other</td>
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<tr>
<td>Outside Premises</td>
<td>3</td>
</tr>
<tr>
<td>Surgery</td>
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</tr>
<tr>
<td>Urgent Care Clinic</td>
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