



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

Leader Proficiency in Linking Financial Performance to Operations

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San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco Department
of Public Health

True North



FY 19-20 Achievements

Creation of Cost Accounting report structure.

- Stood up a series (7) of reports aligning financial data with operational decision making. Merging General Ledger data with performance metrics from EPIC to benchmark performance and identify areas of opportunity.
- Creations of 7 reports:
 - Payroll: detailed by service line, cost center, job code and pay type.
 - Nonpayroll encumbrance: live actionable data
 - Nonpayroll GL close
 - Contracts
 - Pharmaceuticals and Pharmacy supplies
 - Pharmacy contracts
 - Revenues
- Creation of financial metrics:
 - Cost/patient day
 - Cost/Surgical case
 - Cost/Prescription
 - Others

Background

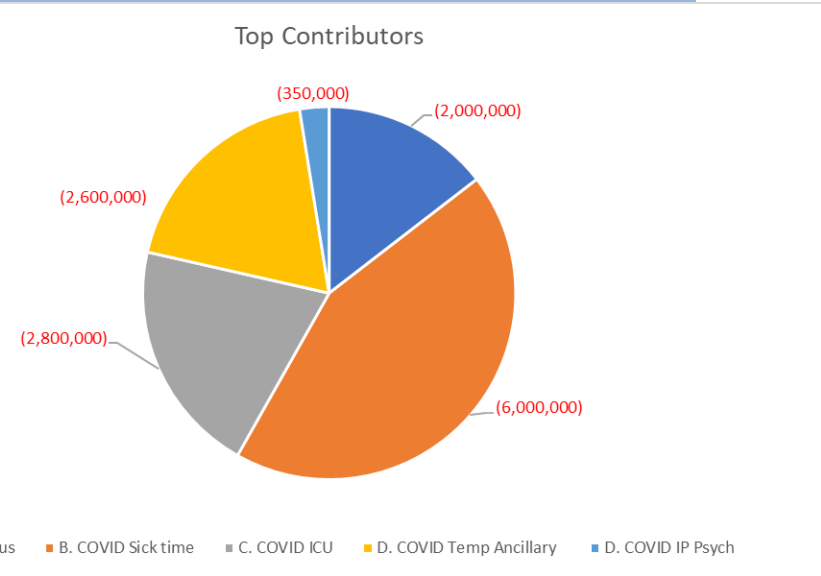
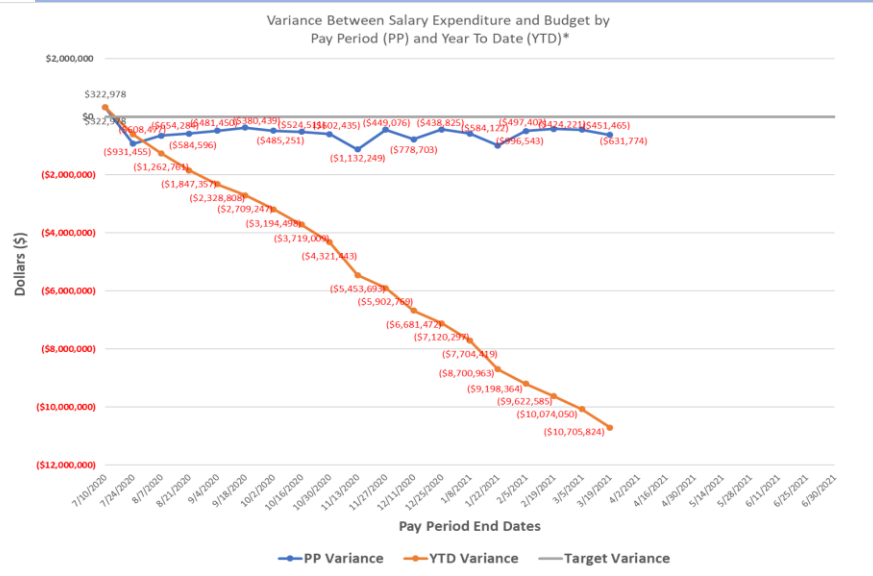
	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Sources					
General fund sources		(487)	(306)	(110)	89
Public health revenues		(132)	(32)	(12)	8
Other		(31)	150	(67)	(93)
		(650)	(188)	(190)	4
Uses					
Baselines & reserves		93	21	(29)	(86)
Salaries & benefits		(125)	(307)	(415)	(495)
Citywide operating costs		(66)	(162)	(234)	(315)
Department costs		(6)	(100)	(148)	(197)
		(104)	(547)	(827)	(1,093)
Projected shortfall	(246)	(754)	(735)	(1,016)	(1,089)
<i>Through FY21-22</i>			<i>(1,739)</i>		

In March of 2020, the City of San Francisco declared a state of emergency in response to the worldwide COVID 19 Pandemic. Like the rest of the world, this shifted the focus of the city's work and priorities. With the shutdown came economic difficulties felt throughout the country, including loss of revenues and a projected \$1.7B shortfall over two years in what is truly an unprecedented time for the City of San Francisco. We are now faced with balancing the shortfall while maintaining critical city functions, prioritizing vulnerable populations and continuing to respond to the COVID 19 pandemic in San Francisco.

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Problem Statement

ZSFG needs to meet its reduced budget, while meeting the needs of the city and supporting COVID 19 response.



- ZSFG operations currently carries a \$10.7M negative variance in salaries. Variances are driven by COVID operations and will be moved to the ZSFG COVID budget or will be used to draw down CAREs dollars.
- Once offsetting for COVID operations through appropriate financial measures, ZSFG will be on target for fiscal year 20-21.

Top Contributors	FY2021 Current
A. Census	(\$350,000)
B. COVID Sick time	(\$6,000,000)
C. COVID ICU	(\$2,800,000)
D. COVID Temp Ancillary	(\$2,600,000)
D. COVID IP Psych	(\$2,000,000)
Total	(\$13,750,000)

Countermeasures

<i>VI. Plan: What, where, how will you implement, and by whom and when?</i>			
<i>Countermeasure</i>	<i>Description and Expected Result</i>	<i>Owner</i>	<i>Date</i>
Creation of staffing models where there are none	<i>Staffing models for EVS and Linen/messenger</i>	VB, EW	5/1/2020
Action plans to close financial gap	Finance team to work with leaders to develop plans to address identified gaps (break RN, telemetry, non patient care RNs, CRNAs.	JB, EW, TD, LD,AT, DW	October 2020
Understand contribution to Gap	Meet with leaders to review their scheduled staffing and compare to budget.	EW, JB, TD, AT, DW	October 2020
Finance follow up with stakeholders	Finance to meet monthly with each exec to review findings and areas of opportunity.	EW, AK, ZSFG Directors	July 2018 - current
What to do with report	Finance team budget workshops and meetings with leaders for 1:1 training on tools	EW, AK, ZSFG Directors	July 2018- current

FY 20-21 Achievements

Introductions of Fin/Ops Summits.

- Reporting available to directors and executives via Tableau. Data published every two weeks. Drill down functionality to invoice and/or employee level depending on report.
- Roll out of monthly meeting with each director, executive and finance team to review data. (Pharmacy, Nursing, Ancillary Services, Admin, Quality totaling 19 Service Line meetings monthly)
- Agreement on metrics, interpretation of data and areas of focus for financial performance, development of action plans and monthly follow-up.

Strengthened the partnership between operational teams and the finance team.

- Data being used to determine contracts and number of rooms/efficiency in the ORs.
- Business case development from data on equipment purchases and impact to revenue over time.
- Business case development for partnership opportunities with our Foundation.
- Ability to identify unfunded areas of operations as well as identify areas of efficiency. Reinvestment opportunity in our own structure to support patient population.

Next Steps

1

- Continue to hold Monthly Fin/Ops Summits.
- Roll out of reporting and education to Manager level of organization on July 2021.

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- Track and monitor contributing factors (sick, OT, census, etc).
- Track, monitor and submit COVID expenses through the appropriate financial channel.

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- Continue to develop and implement action plans to address salary gaps by area, set monthly goals to achieve target over time, track and monitor progress monthly.