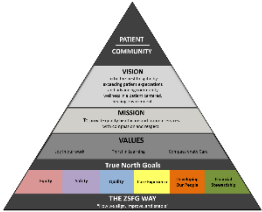


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on April 27, 2021

ZSFG Executive Team Report

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SAFETY

1. Patient Safety Awareness Week 2021

March 14th through March 20th was Patient Safety Awareness Week. Patient Safety Awareness Week is an annual recognition event intended to encourage people to learn more about health care safety and promote patient safety practices.

On campus, our Patient Safety Officer, Thomas Holton, invited ZSFG's Managers, Directors and Executives to attend different webinars offered by the organization, Patient Safety and Quality Healthcare, throughout the week. These webinars covered topics such as current and future patient safety challenges, and monitoring hand hygiene compliance. Holton also took this opportunity to highlight the National Patient Safety Goals that ZSFG strives to meet, share the latest patient safety dashboard, and educate our leaders on the areas our organization can improve in, such as confirming patient identification.

Many thanks to Tom Holton and the entire Quality Management team for their incredible work to ensure our patients' safety is the highest priority, every day!

DEVELOPING OUR PEOPLE

2. A Visit from Mayor London Breed

On March 17th, Mayor Breed and a team of city leaders joined a diverse group of about 100 staff and providers, a line of people waiting to be vaccinated, and a few attentive patients to mark the anniversary of the Mayor's first Shelter in Place Order.

Her remarks started on a somber note, reflecting sadness and outrage at the tragic shootings in Atlanta of eight people, 6 of whom were women of Asian descent. She asked that we join in our resolve against such hatred and in support of the Asian community. It was an important start for our group that is so committed to standing up against all forms of racism.

She went on to express sincere gratitude and inspiration, invoking the image of San Francisco as a phoenix, rising from the ashes. Her powerful, official statement marking this date, reads as follows:

"A year ago, I said that issuing the Stay at Home Order would be a defining moment for our City and that has certainly been true. While we weren't quite sure what lay before us, we placed our trust in public health, and in each other. Many of us stayed at home to slow the spread of the virus in our community, and our actions saved lives. Many others continued to show up to work, day after day, putting their lives on the line. We could not have made it through this year without the health care workers, grocery clerks, police officers, firefighters, bus drivers, restaurant workers, street cleaners, outreach workers, and countless others who kept us safe and kept our city running. We are so grateful for their services and sacrifice.

Today is a day to reflect on all that we were able to accomplish when we worked together, when we took care of one another and made choices to protect the health of our neighbors and our entire city. Today is also a day to look towards what lies ahead. When we first announced this order, I believed in the resilience of San Francisco and the people of this City. Over the past year, that belief has only grown stronger, proven day after day by every act of selflessness for the greater good. There is no doubt in my mind that if we can get through this, we can do anything.

I am hopeful for the future. I am hopeful for our City. We are not yet out of this pandemic, and there is still a lot more work ahead of us. But as we look ahead and get on the road to recovery, I am confident that we can build a more equitable, just, and thriving San Francisco.”

Our Director of Public Health, Dr. Grant Colfax, expressed gratitude and emotion in his remarks, reflecting how, unknowingly, his time here as a resident battling HIV/AIDS on the front lines, prepared him to face down this pandemic decades later. And our own, Dr. Gabriel Ortiz, beautifully rounded out the presentations focusing on the words that characterize where he is now: reflection, resilience, gratitude, hope.

The hope and inspiration shone through the cold grayness of the day. After a year of unspeakable loss and heartbreak, our deepest gratitude for all our staff and everything they’ve done for the city and its residents, and the example the City has set for the rest of the nation was paramount.



DEVELOPING OUR PEOPLE 3. April Nursing Newsletter

On April 9th, ZSFG’s Nursing Leadership issued their second quarterly newsletter. This Spring 2021 issue covered the major events that took place over the past few months, including a patient vaccinations update, how SFDPH has focused on equity, and the accomplishments of staff, teams and departments.

Specifically, this issue highlighted the incredible work by ZSFG’s Kate Kinasz, M.D., and Alissa Peterson, M.D for their article published in *Psychiatric News* by the American Psychiatric Association – outlining the implementation of COVID-19 vaccinations in the Inpatient Psychiatry Department at ZSFG. Additionally, the newsletter covered the anniversary of caring for COVID-19 patients at ZSFG. Christina Bloom, RN, Nursing Director for Critical Care, celebrated her team for their incredible achievements throughout the pandemic, such as establishing COVID-specific care delivery workflows, guidelines and practices; creating COVID ICU teams and rapidly adjusting structures and workflows; implementing the tablet program to help connect patients and families; and many more. Finally, the newsletter concluded with announcements and a special shout out to the Emergency Department for their incredible work in a high-risk area.

Many thanks to our Nursing Departments for their continued excellence in providing high-quality care to all our patients, and to Nursing Leadership for continuing clear communication and recognizing staff for all that they do!

DEVELOPING OUR PEOPLE

4. Annual Employee Celebration

Each year, ZSFG celebrates our staff's many years of service, via the Annual Employee Dinner. Though virtual this year due to COVID-19, the Executive Team still sought to honor those who have devoted much of their working lives to ZSFG. Remarkably, these dedicated individuals have served our patients and our team for between 10 and 40 years!

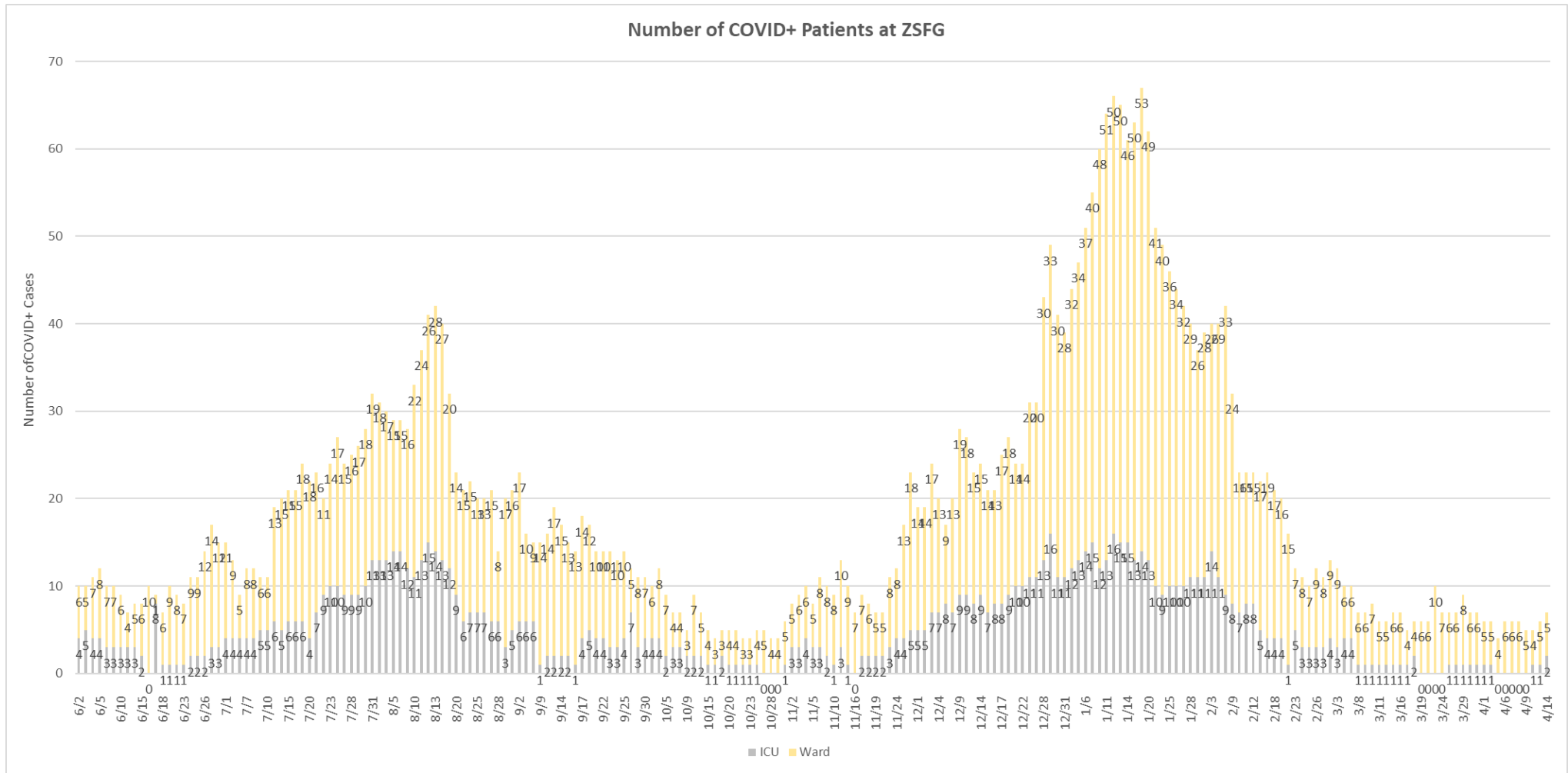
This year, the Executive Team honored staff through various virtual platforms including a CEO Note, a feature in our daily communication system – the Daily Digest, and a portion of our virtual, monthly Management Forum. At the Forum, our Chief Experience Officer, Aiyana Johnson, led the celebration while our list of 252 honorees was on display. Susan Ehrlich then honored two people, one employed by DPH and one employed by UCSF, who have devoted decades of service and whose service is truly exemplary. This year, those two individuals were Mr. Isaac Gaston and Dr. Alan Gelb.

Mr. Isaac Gaston has been a porter for ZSFG's Environmental Services Department for the past 35 years. He is an incredibly diligent and hardworking employee, who is an extremely friendly and well-liked. Isaac is someone who goes above and beyond his regular duties to ensure our hospital remains a clean and safe environment for our staff and patients. Isaac's manager, Louis Moreno, says, "Every morning I meet with him during rounds and he always greets everyone with a smile. He is a good and consistent worker, but also very humble in his great work. He always keeps his area extremely clean."

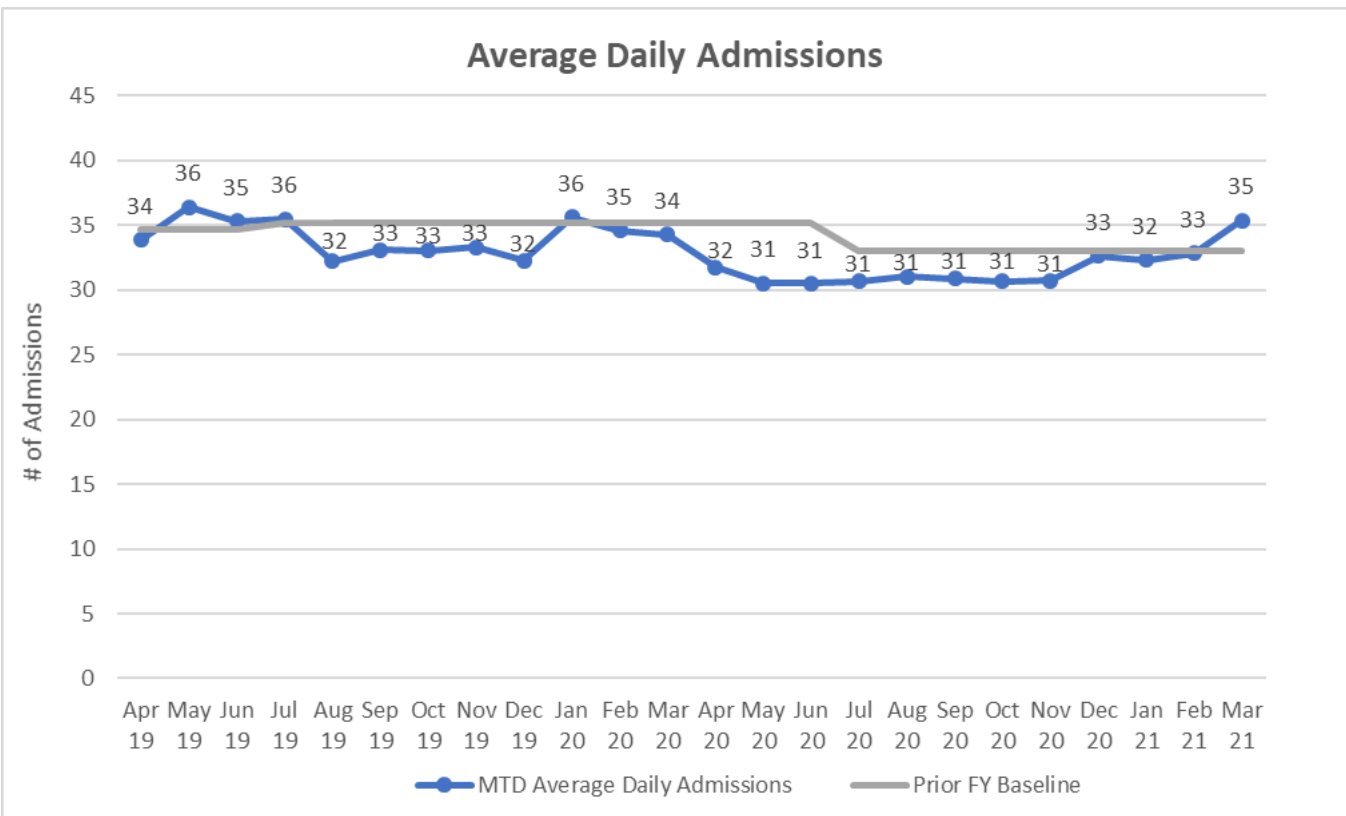
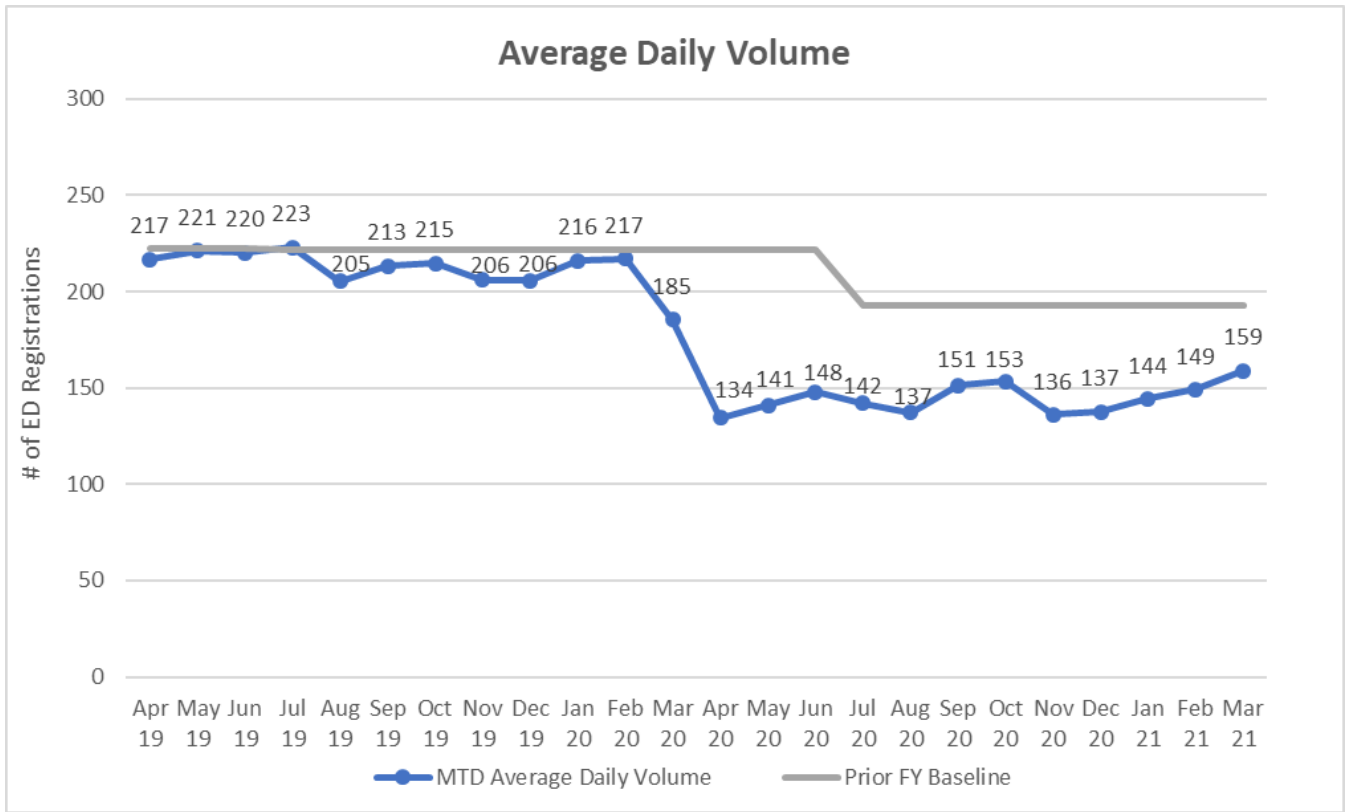
Dr. Alan Gelb has a record of contributions to ZSFG and UCSF beginning way back when he was a medical student in 1973. Now, almost 48 years later, Dr. Gelb has distinguished himself in many areas. At ZSFG, Dr. Gelb serves several leadership roles, including Chair of the Clinical Practice Group Compliance Committee, Credentials Committee Chairman, and Risk Management Committee. He also serves as a member of the Medical-Legal Committee at the American College of Emergency Physicians (ACEP). He is our Lead Physician in Emergency Department Information Technology and serves a critical role in managing our electronic medical records.

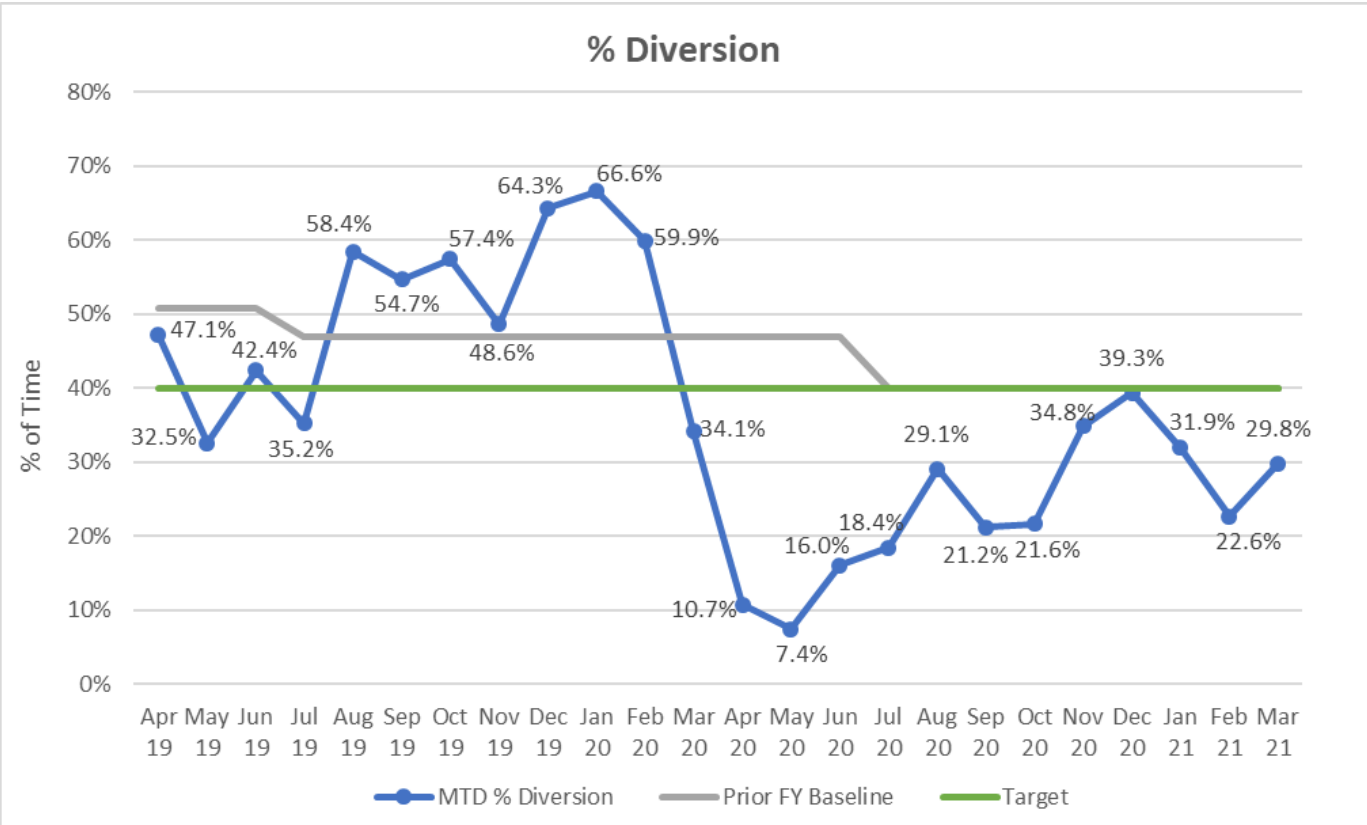
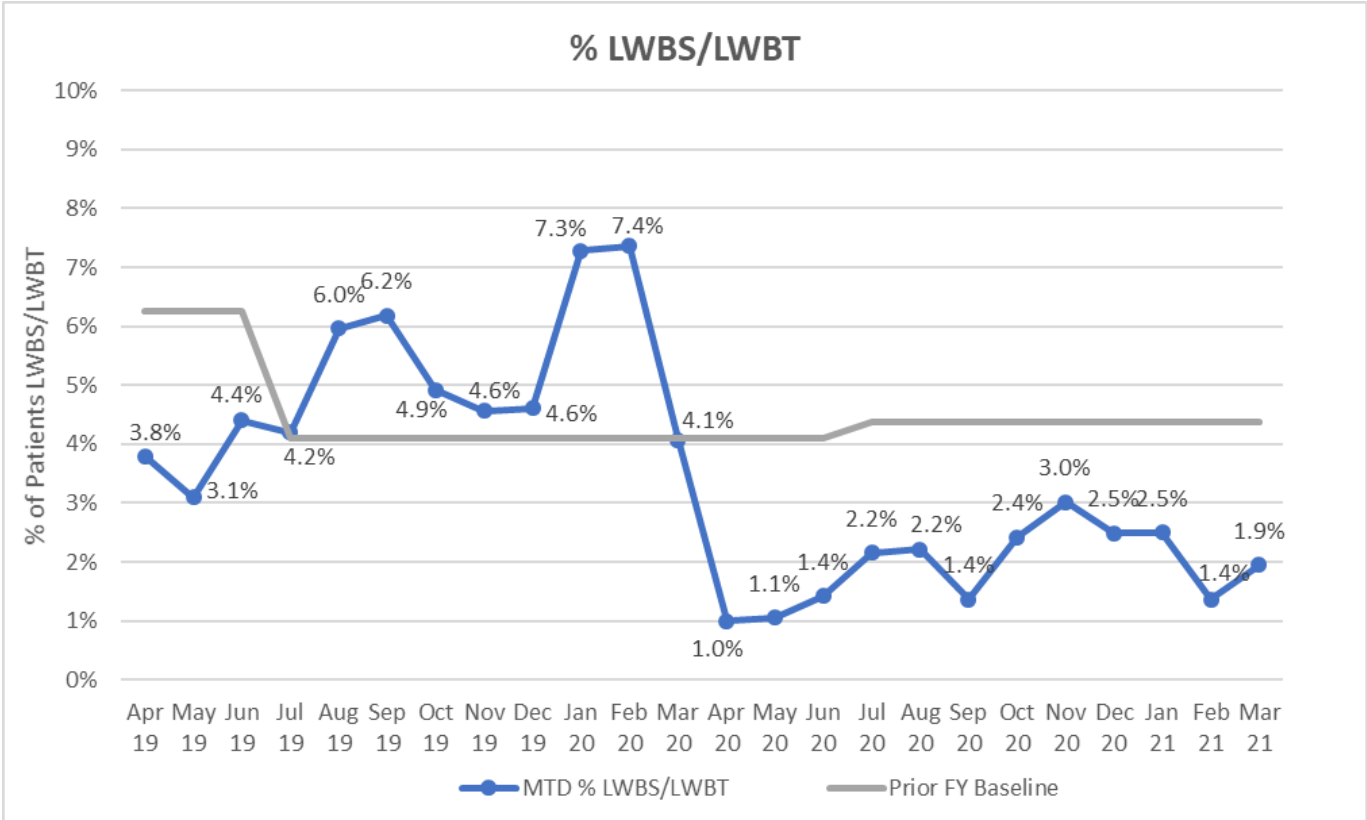
Our deepest gratitude to Mr. Gaston for his 35 years of service and to Dr. Gelb for his 40 years of service! ZSFG would also like to thank and congratulate all the honorees for their incredible work and commitment to this organization, our patients and community. Our staff is our greatest asset, and we would not be the remarkable institution we are today without the amazing work they all do every day.

QUALITY ZSFG COVID+ Patients

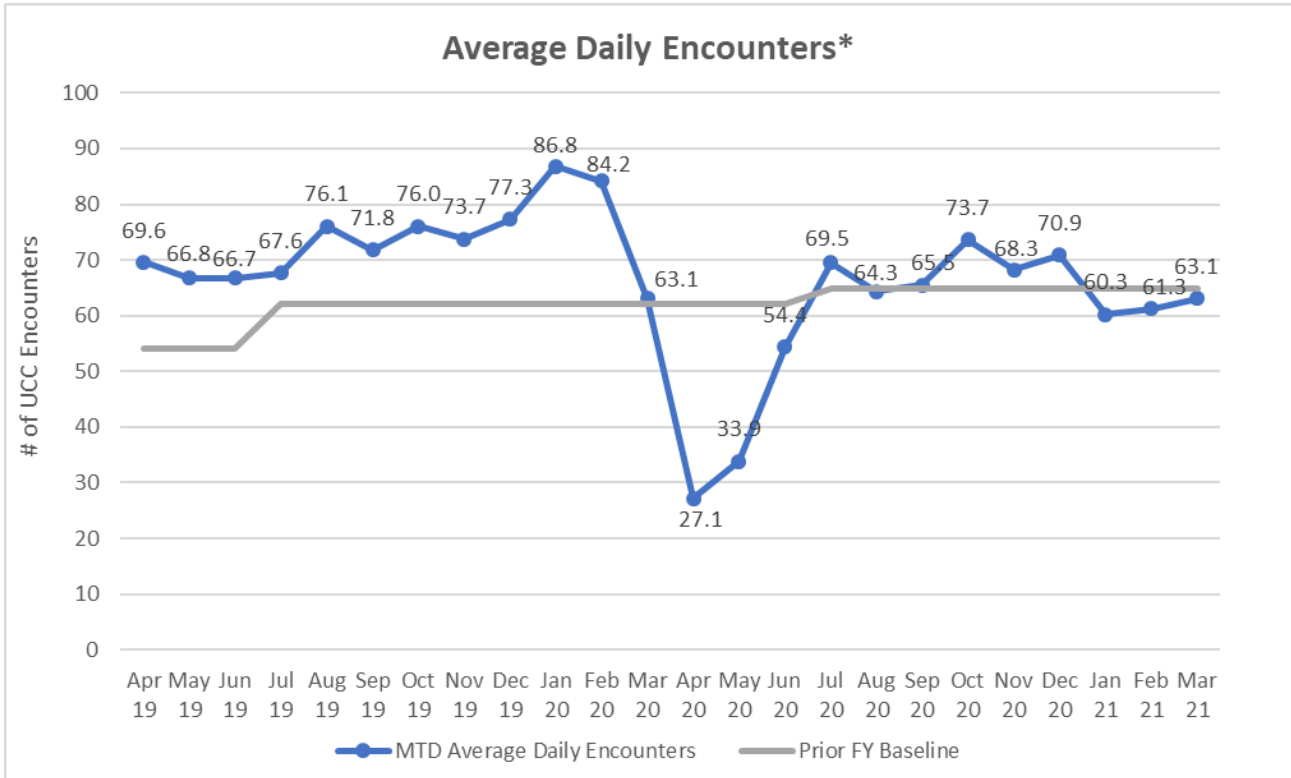


QUALITY Emergency Department Activities

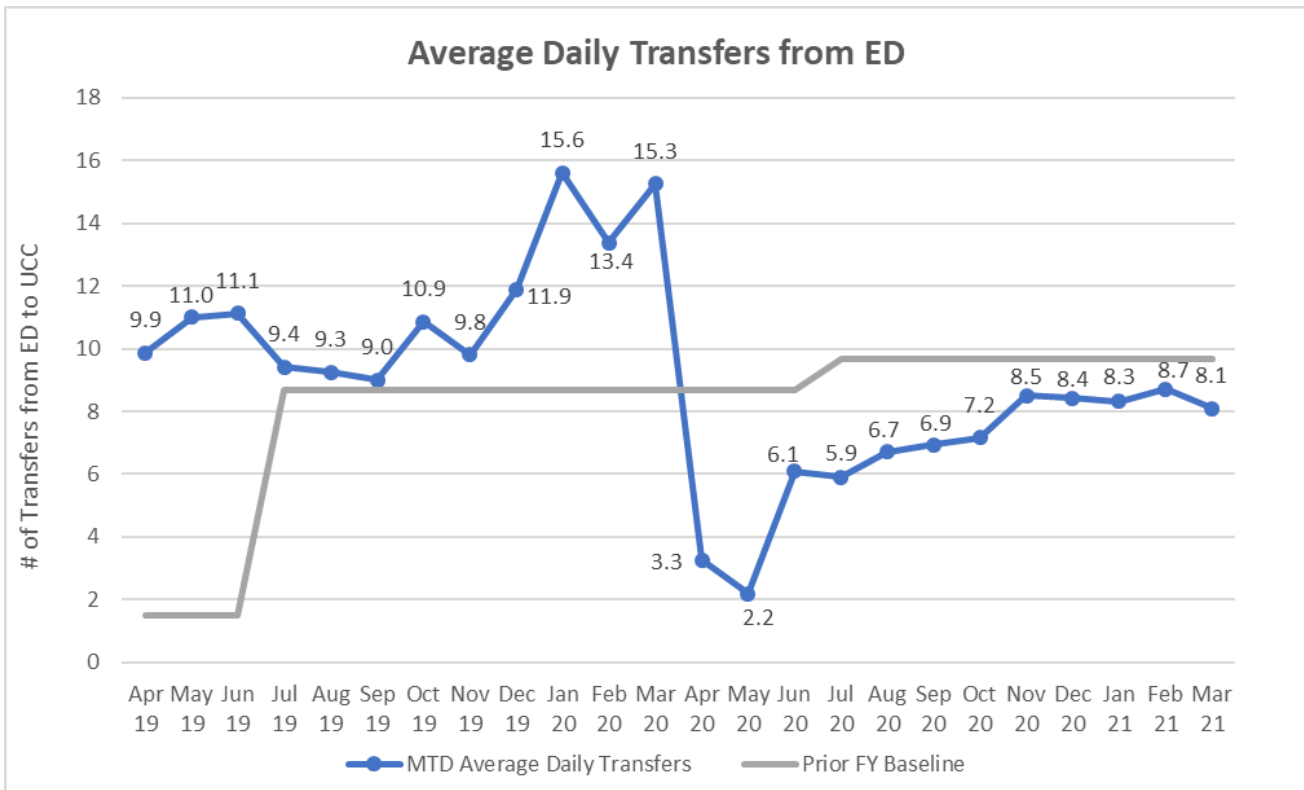




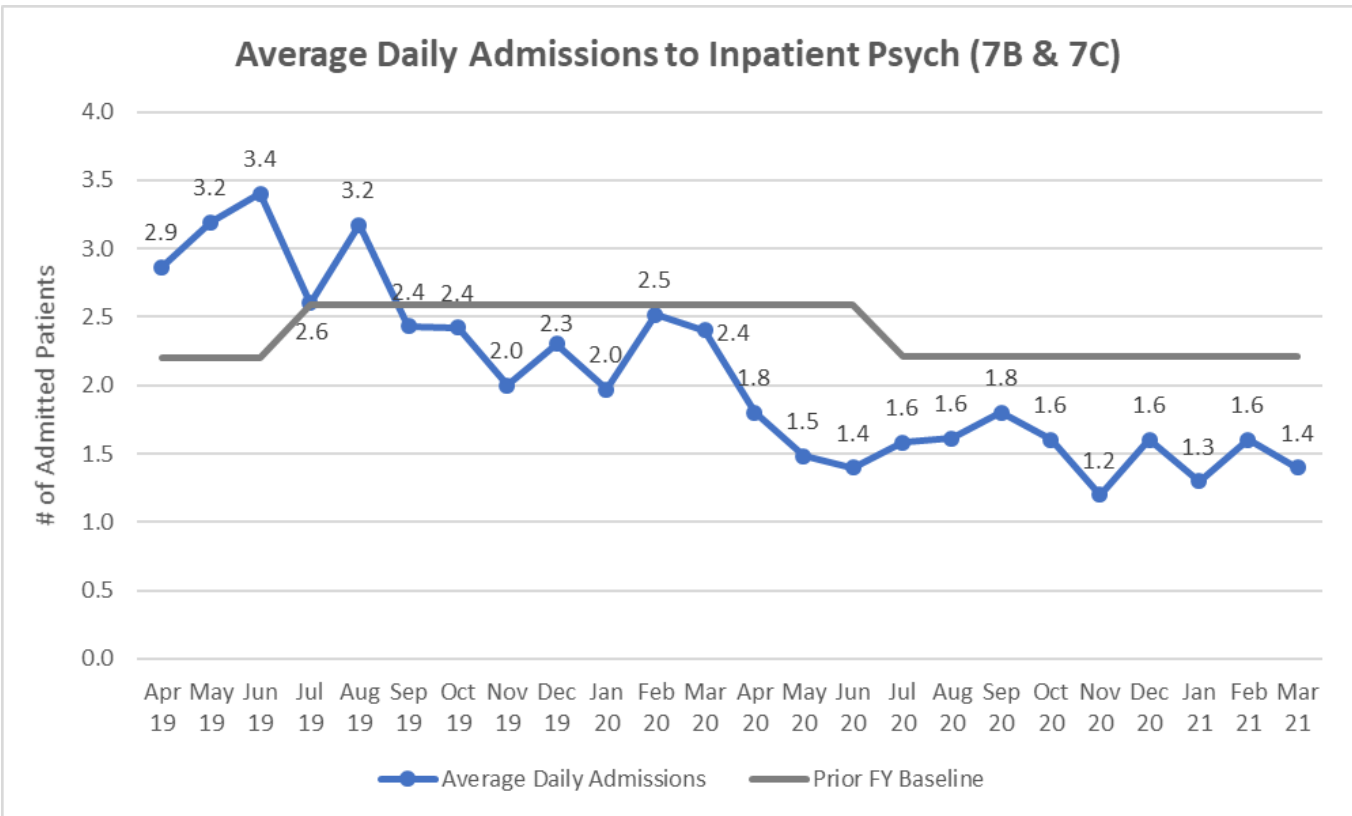
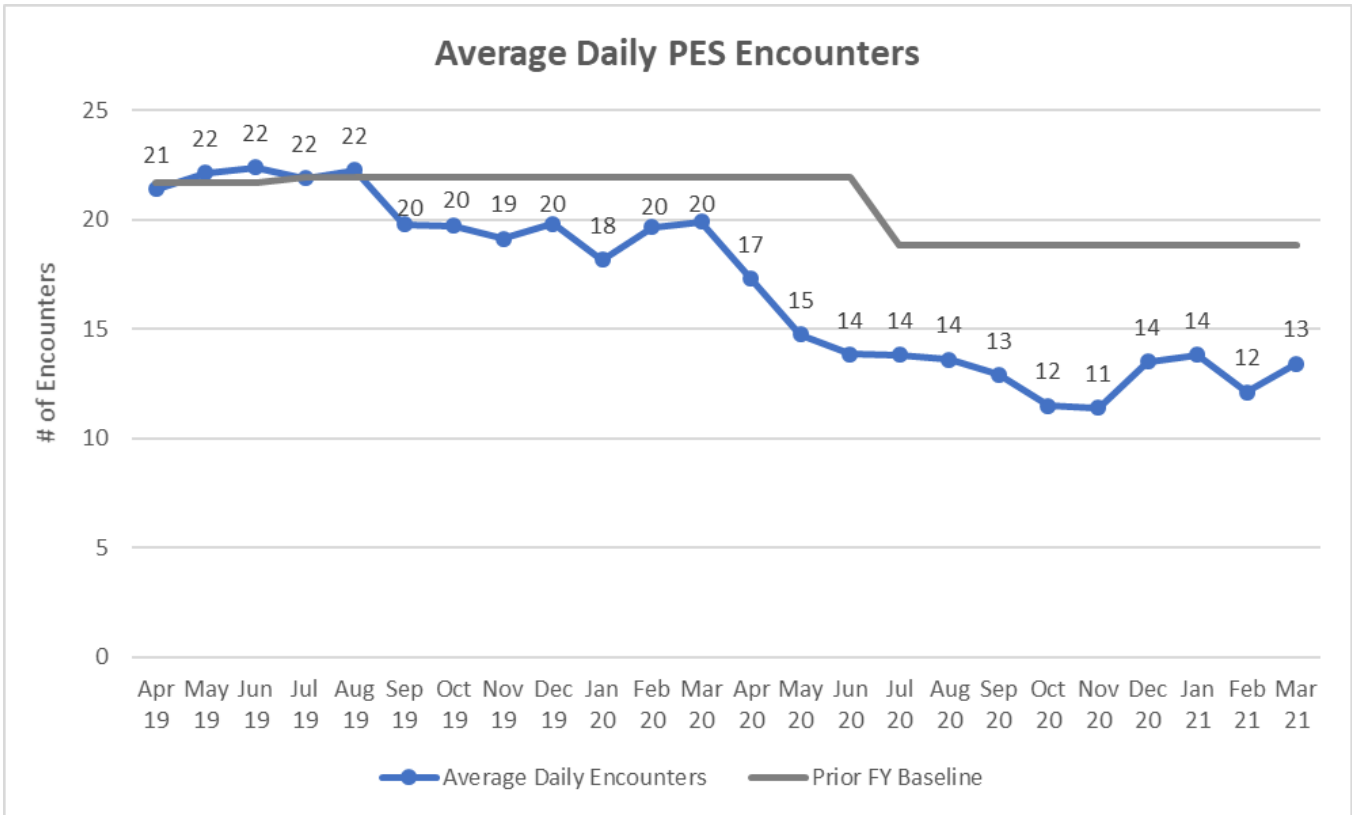
QUALITY Urgent Care Clinic Activities

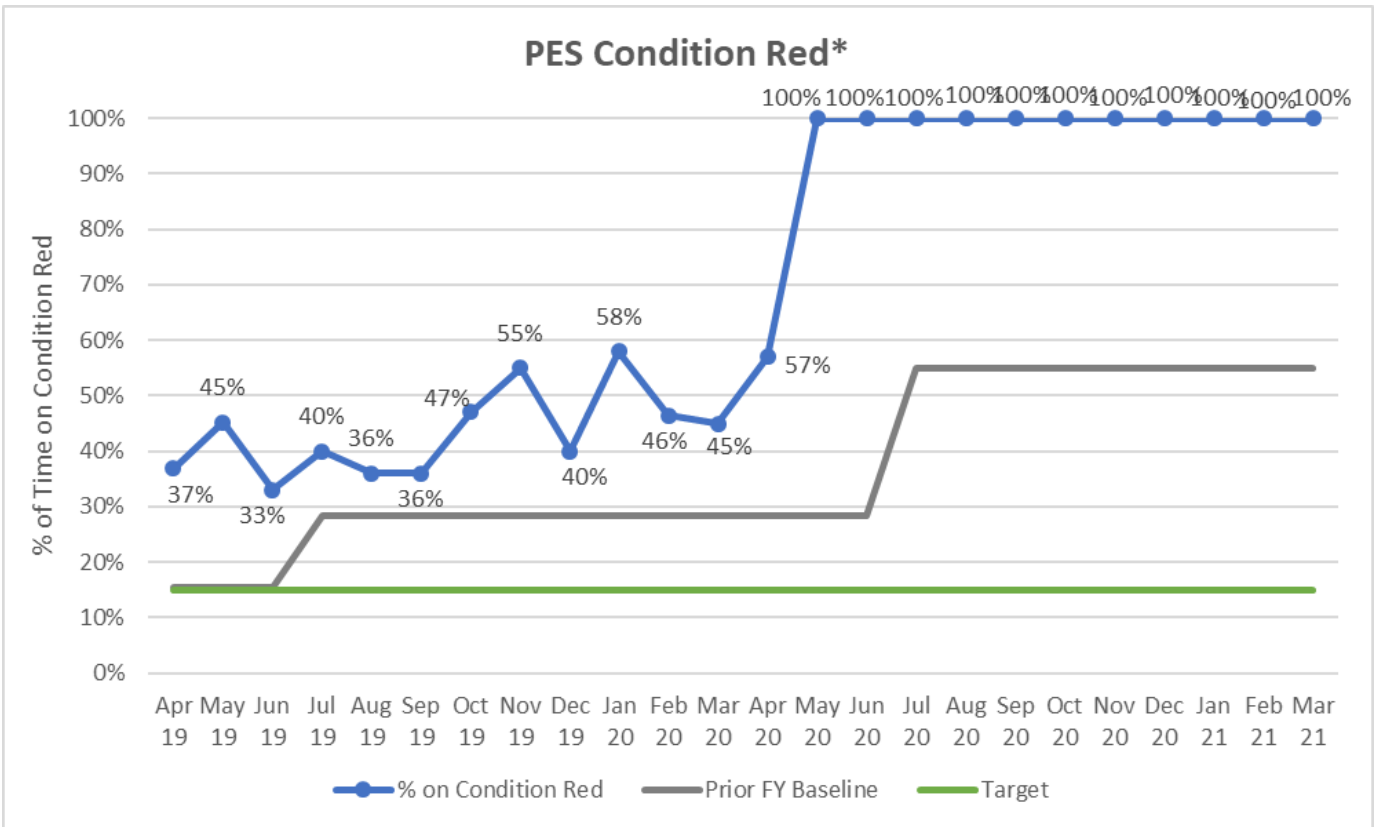
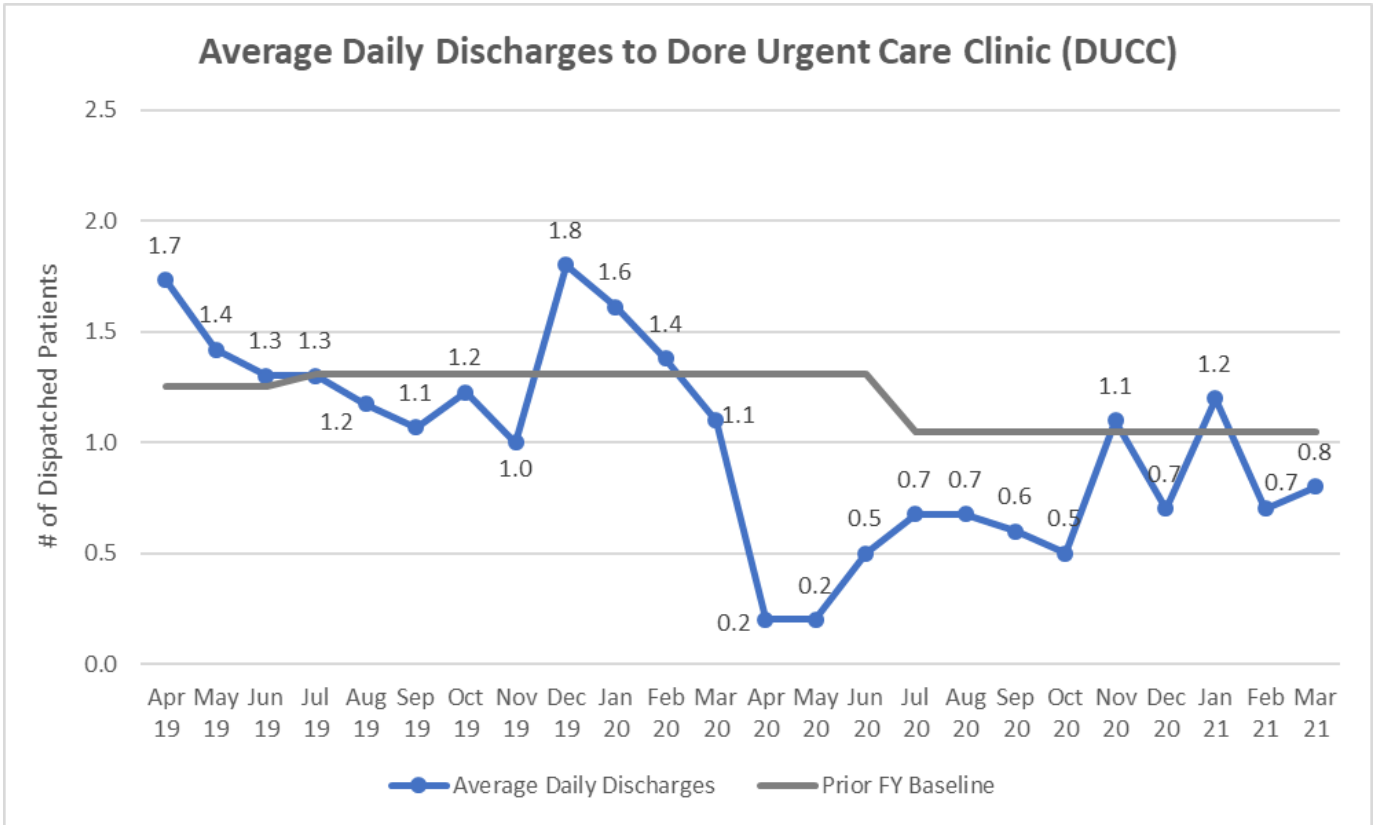


***UCC encounter volumes were recently updated due to the discovery of missing visit types seen by UCC providers/staff to support the COVID workflow.**



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 170.13 which is 109.06% of budgeted staffed beds and 95.04% of physical capacity. 16.59% of the Medical/Surgical days were lower level of care days: 6.43% administrative and 10.16% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29.03 which is 103.69% of budgeted staffed beds and 50.06% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 23.74 which is 79.14% of budgeted staffed beds and 56.53% of physical capacity of the hospital.

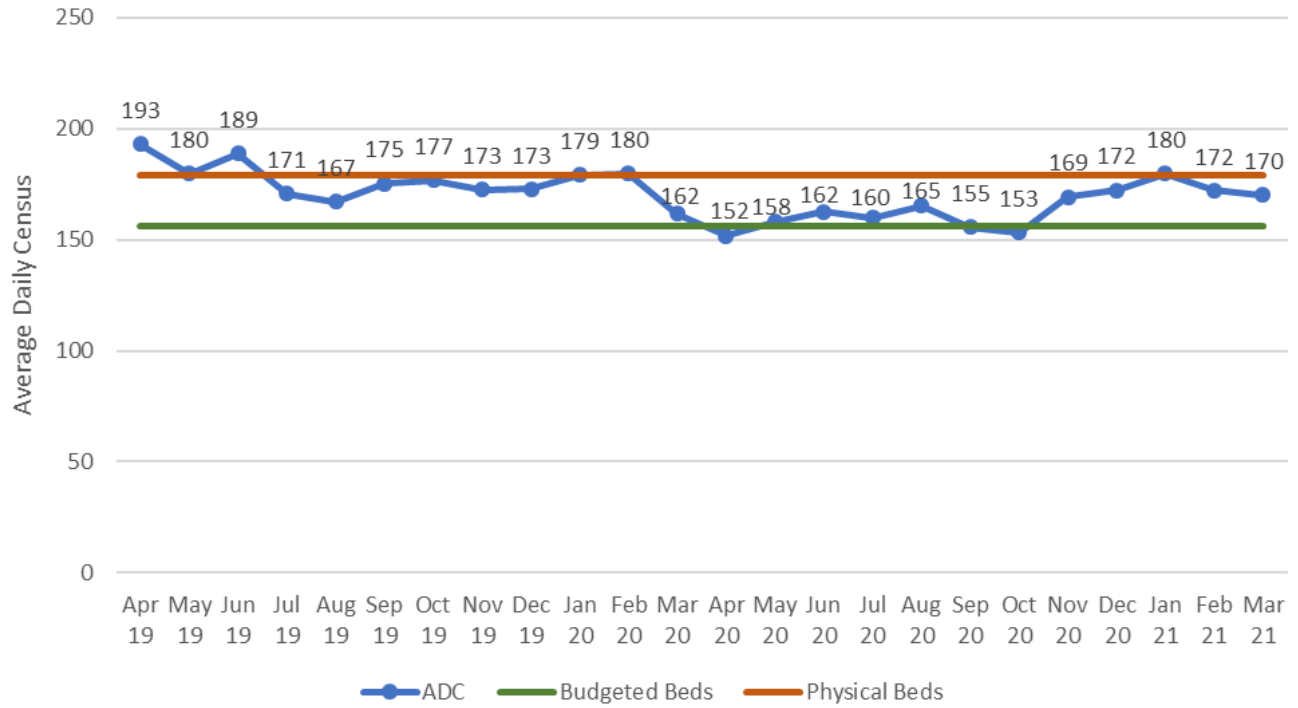
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 39.84, which is 90.54% of budgeted staffed beds and 59.46% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.90, which is 84.33% of budgeted staffed beds (n=7) and 49.19% of physical capacity (n=12). Utilization Review data shows 83.72% non-acute days (33.52% administrative and 50.20% non-reimbursed).

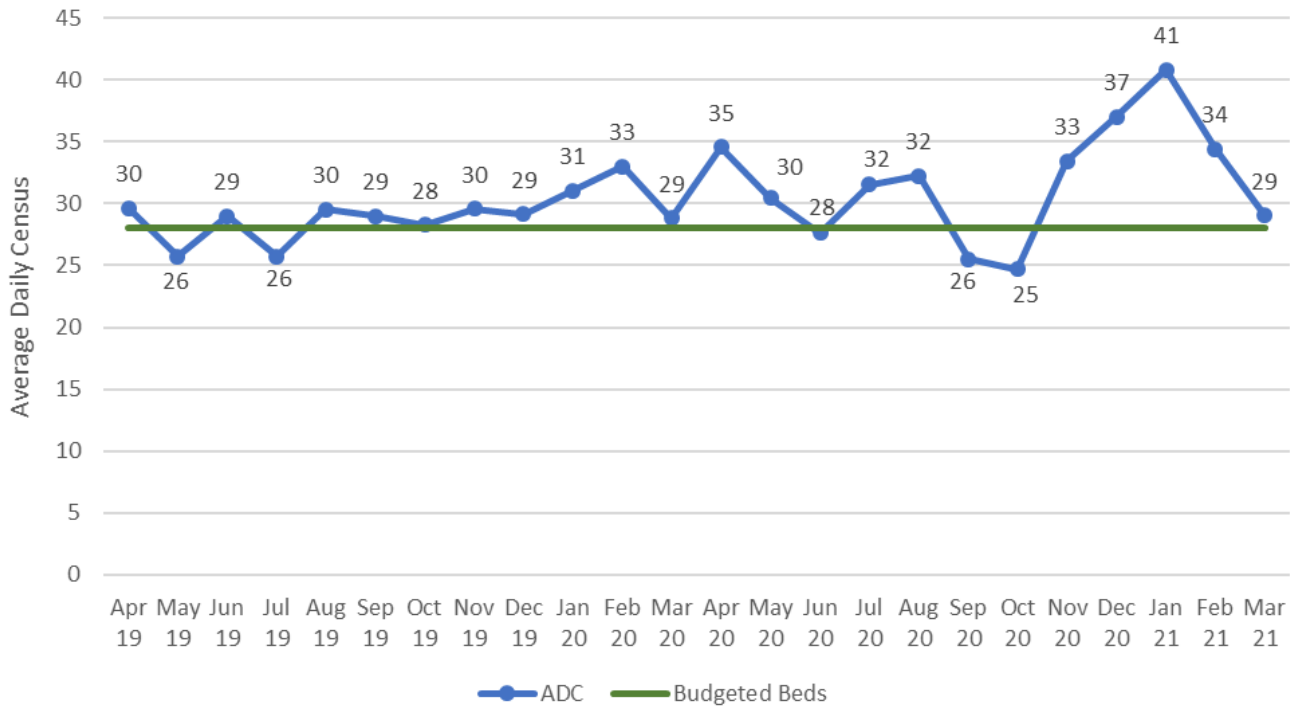
4A SKILLED NURSING UNIT

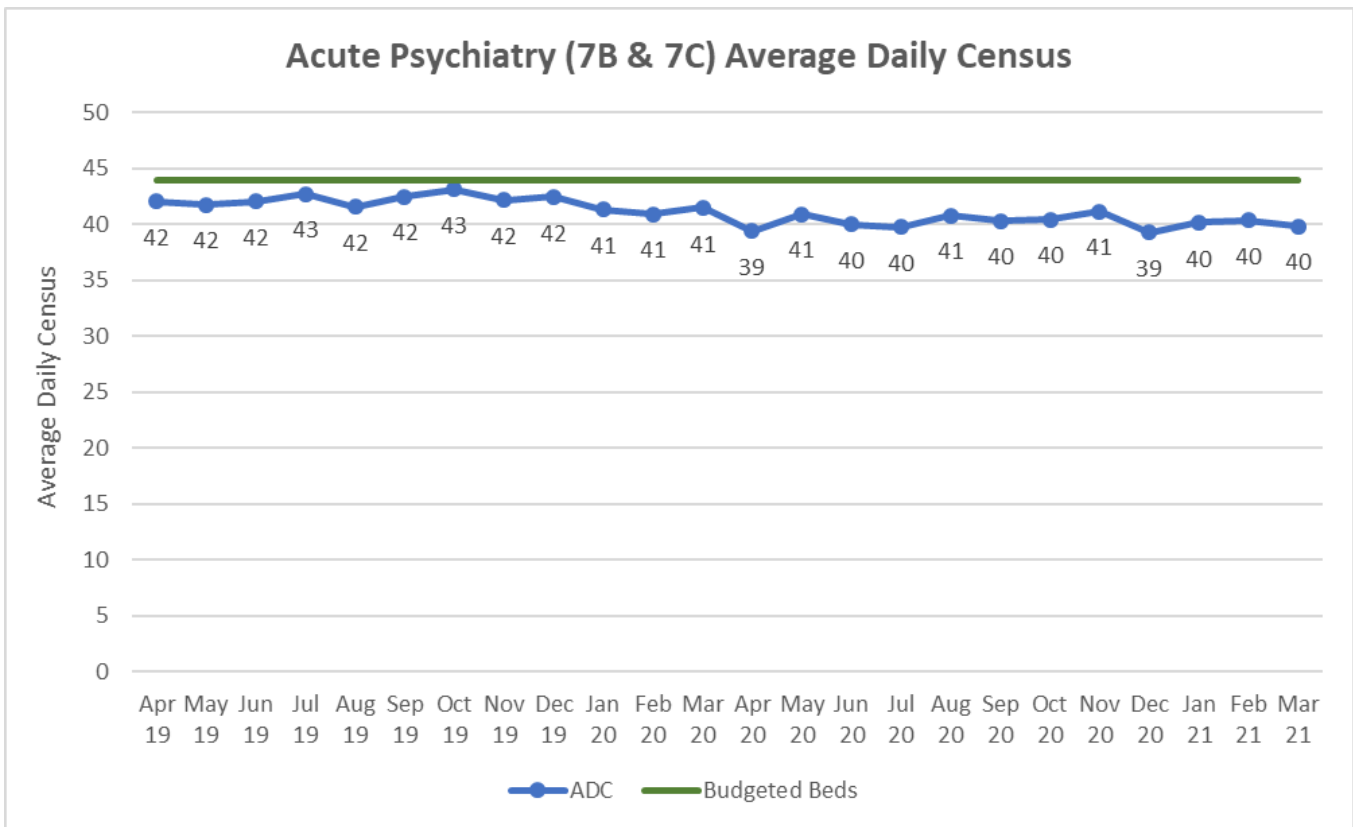
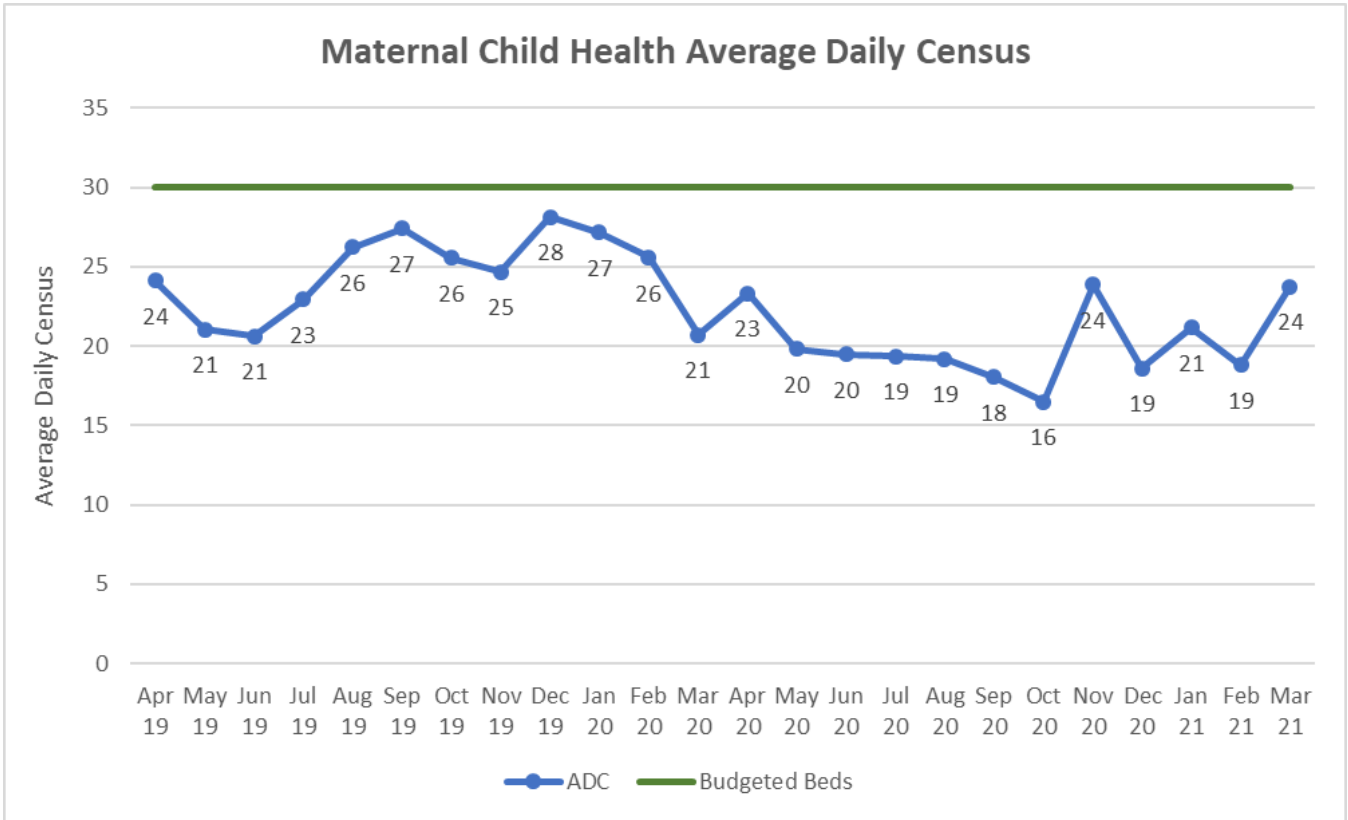
Average Daily Census for our skilled nursing unit was 27.74, which is 99.08% of our budgeted staffed beds and 92.47% of physical capacity.

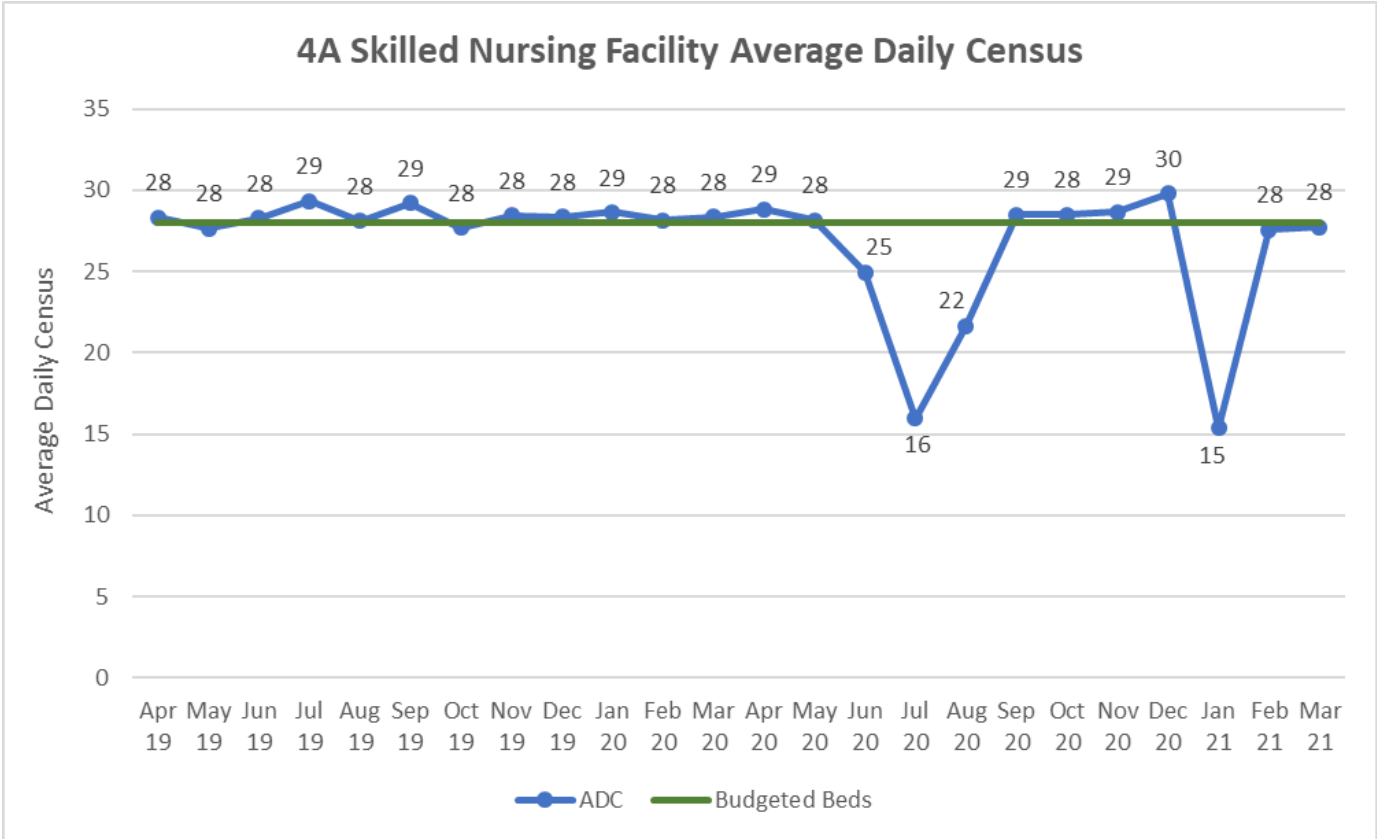
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



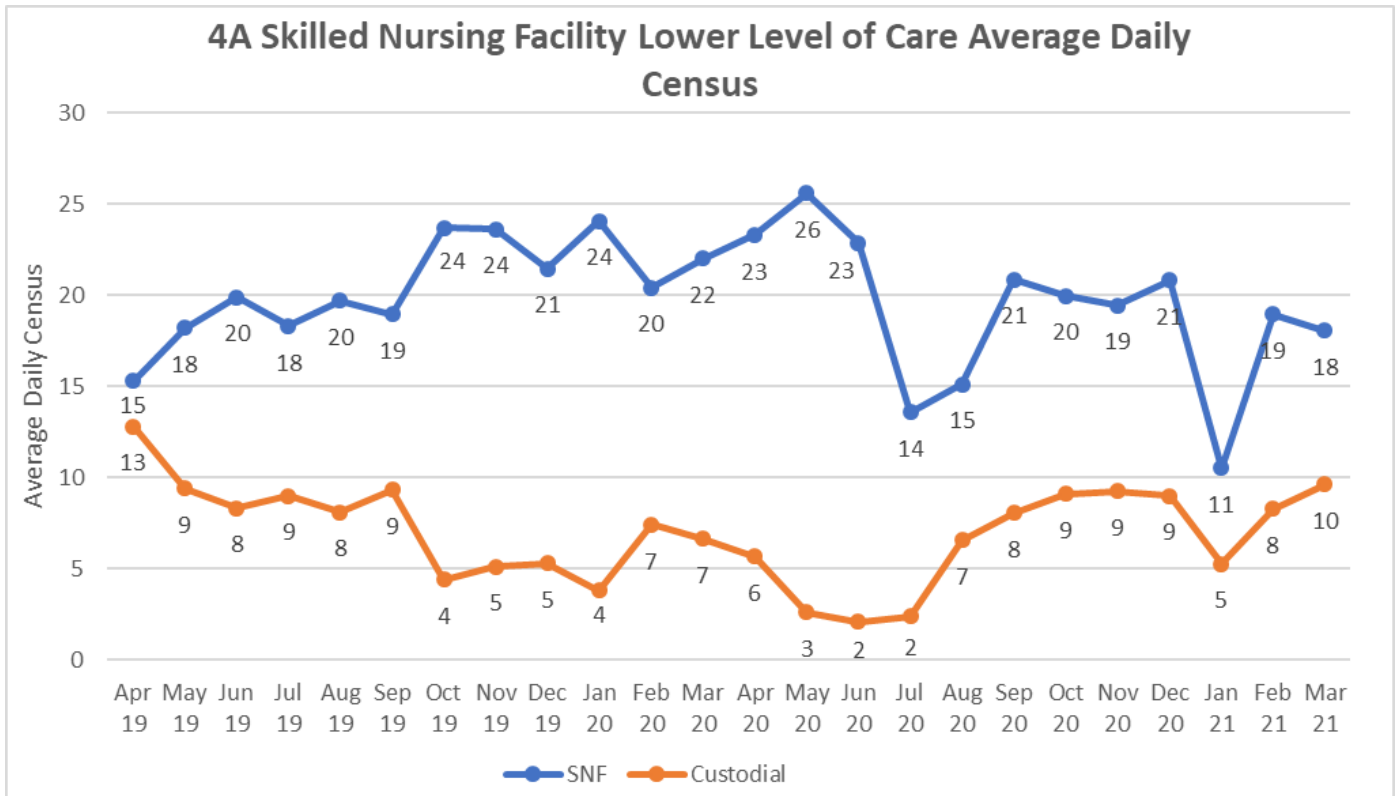
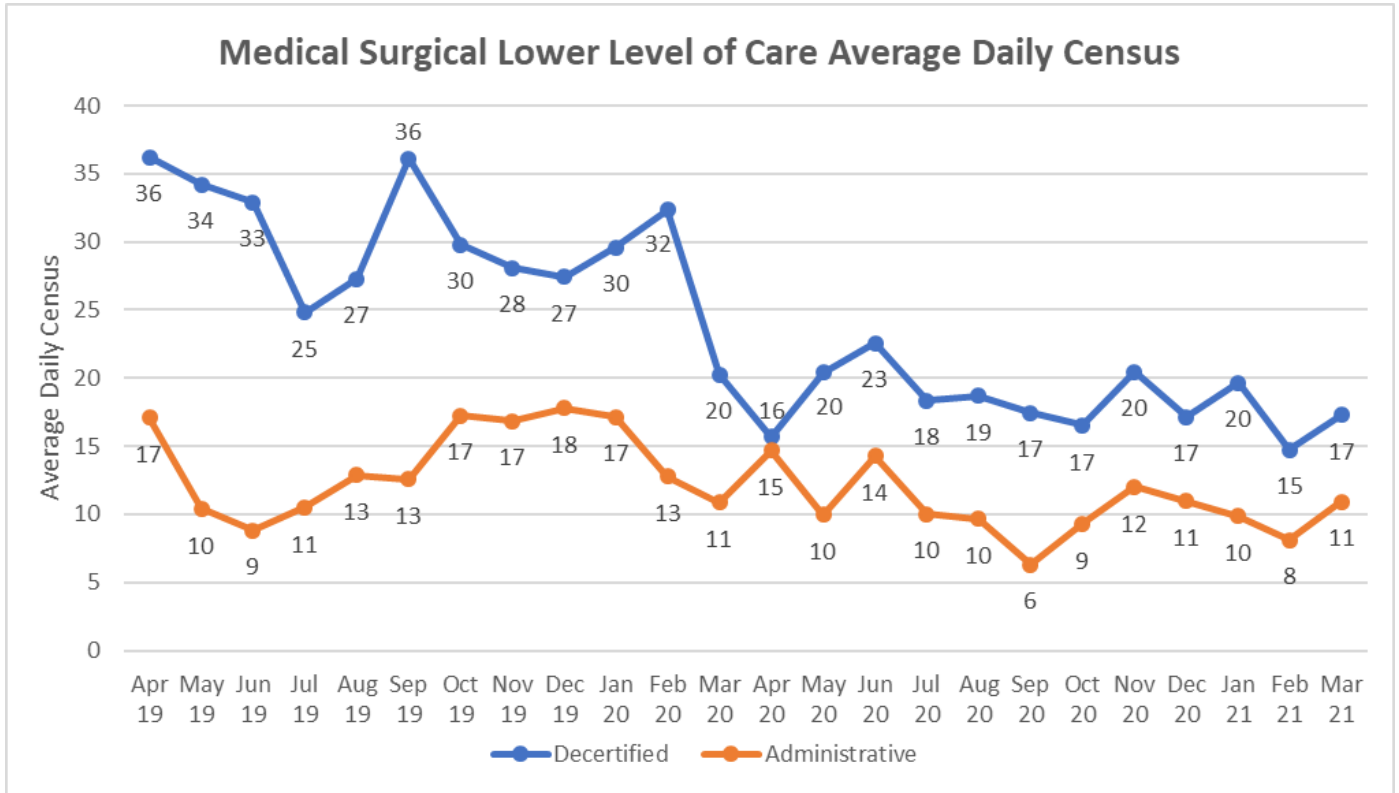
Intensive Care Unit Average Daily Census

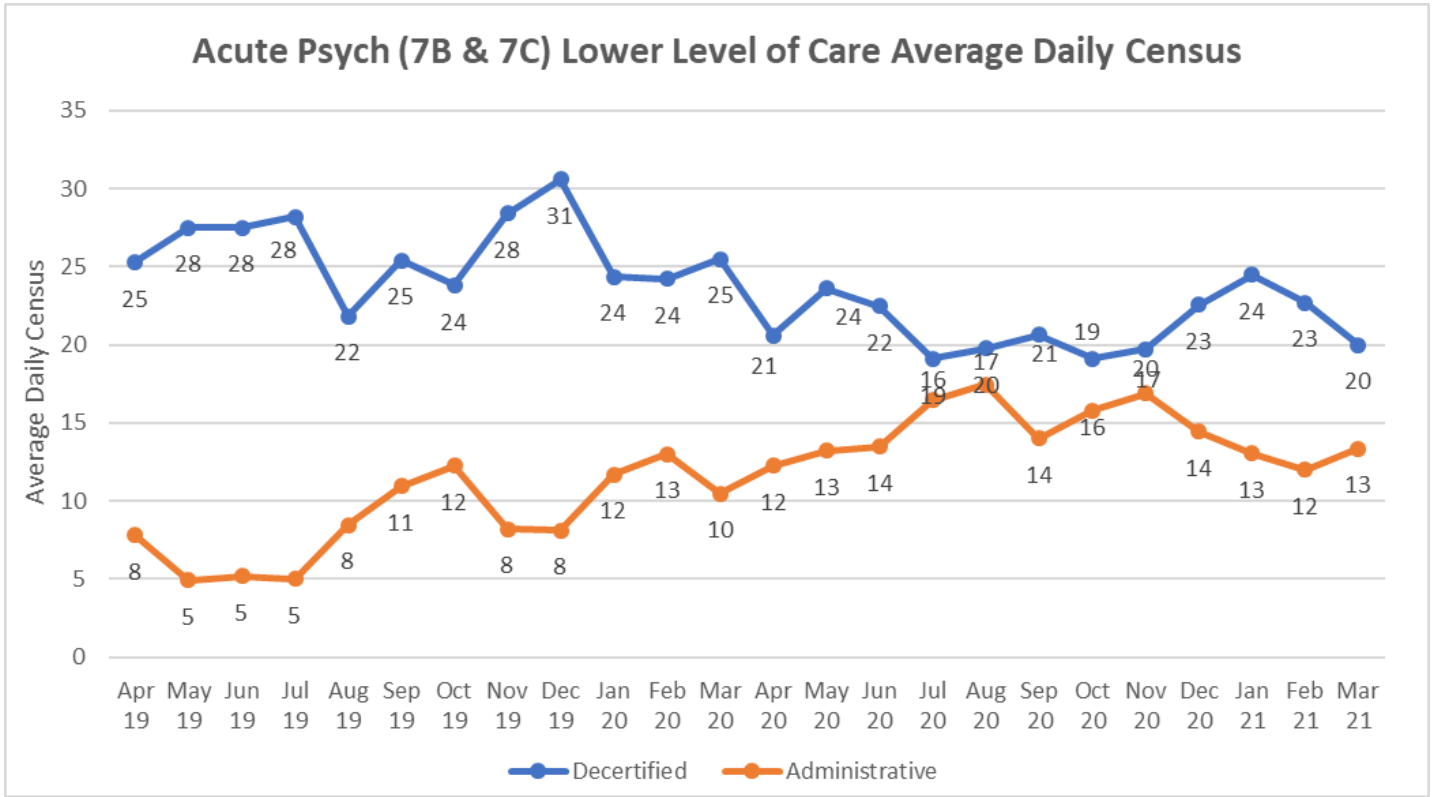






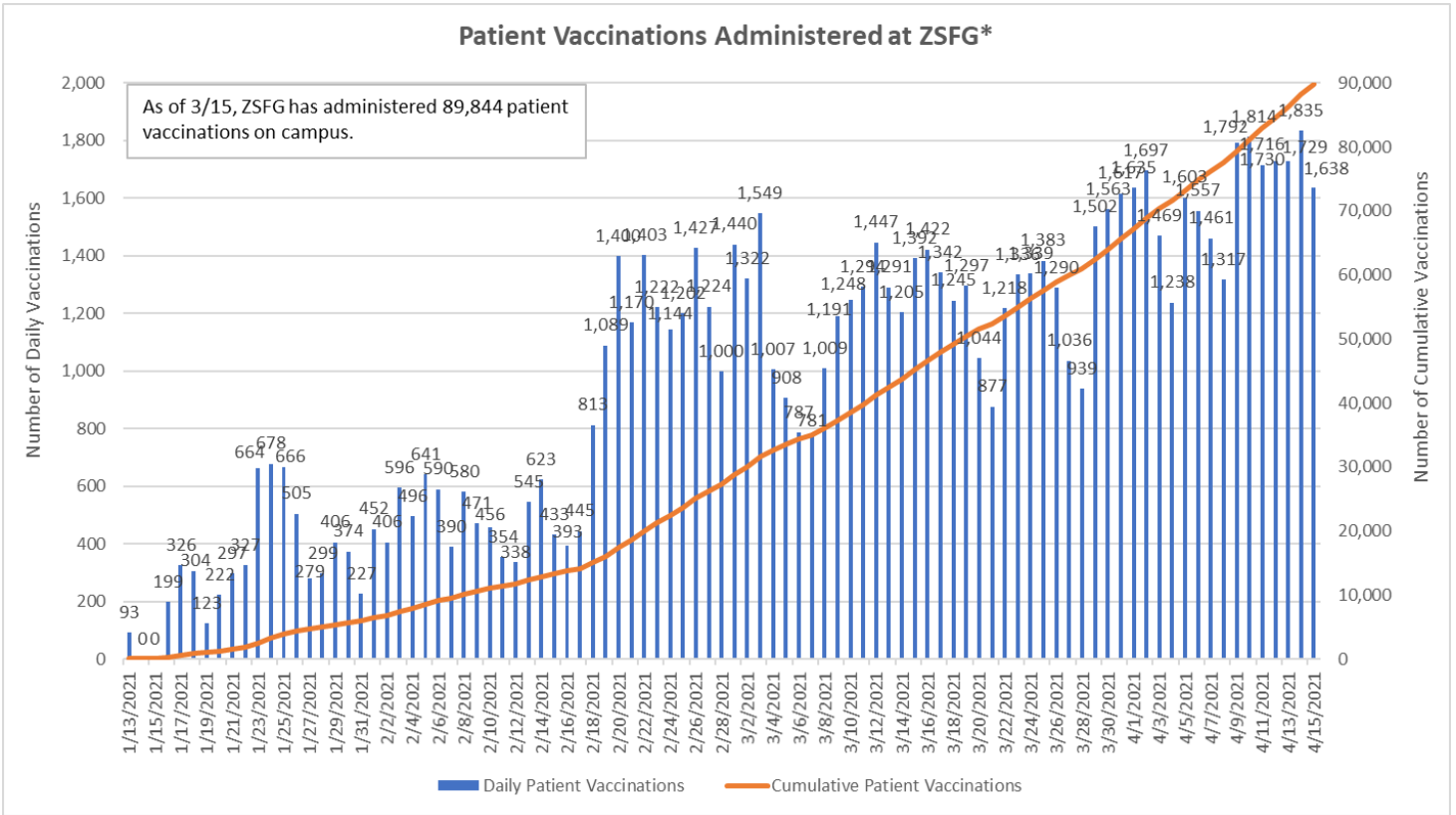
QUALITY Lower Level of Care Average Daily Census



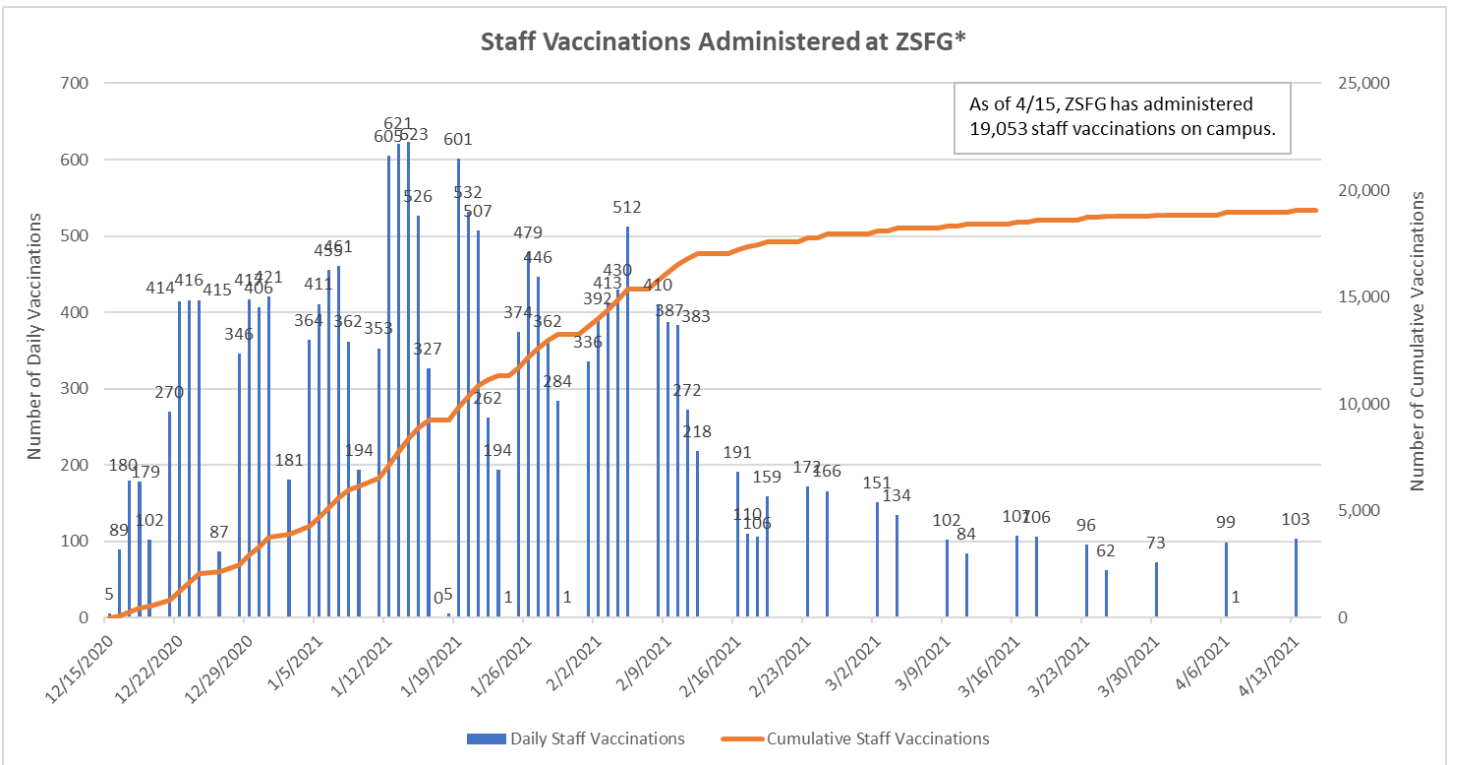


SAFETY

COVID-19 Vaccinations Administered at ZSFG



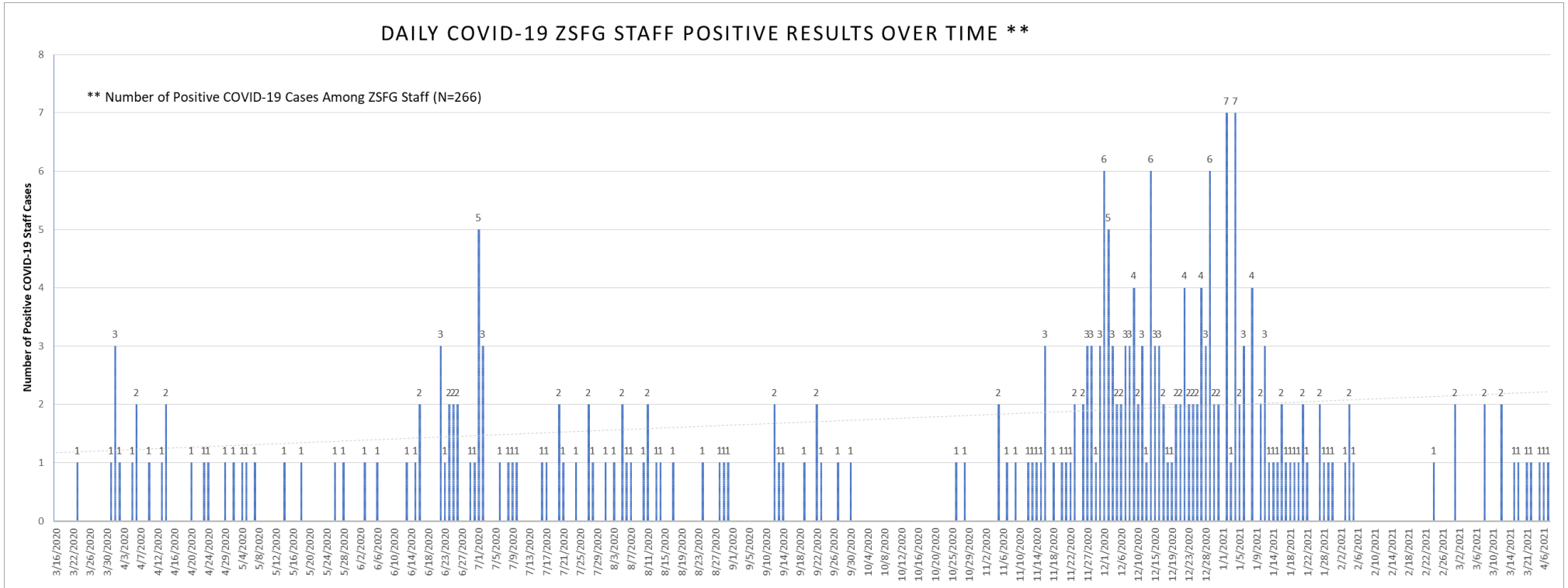
*Includes network-wide patients and members of the community.



*Includes network-wide staff. Also, On 3/25/21, the Staff Vaccination Clinic decreased their days of operation to Tuesdays only.

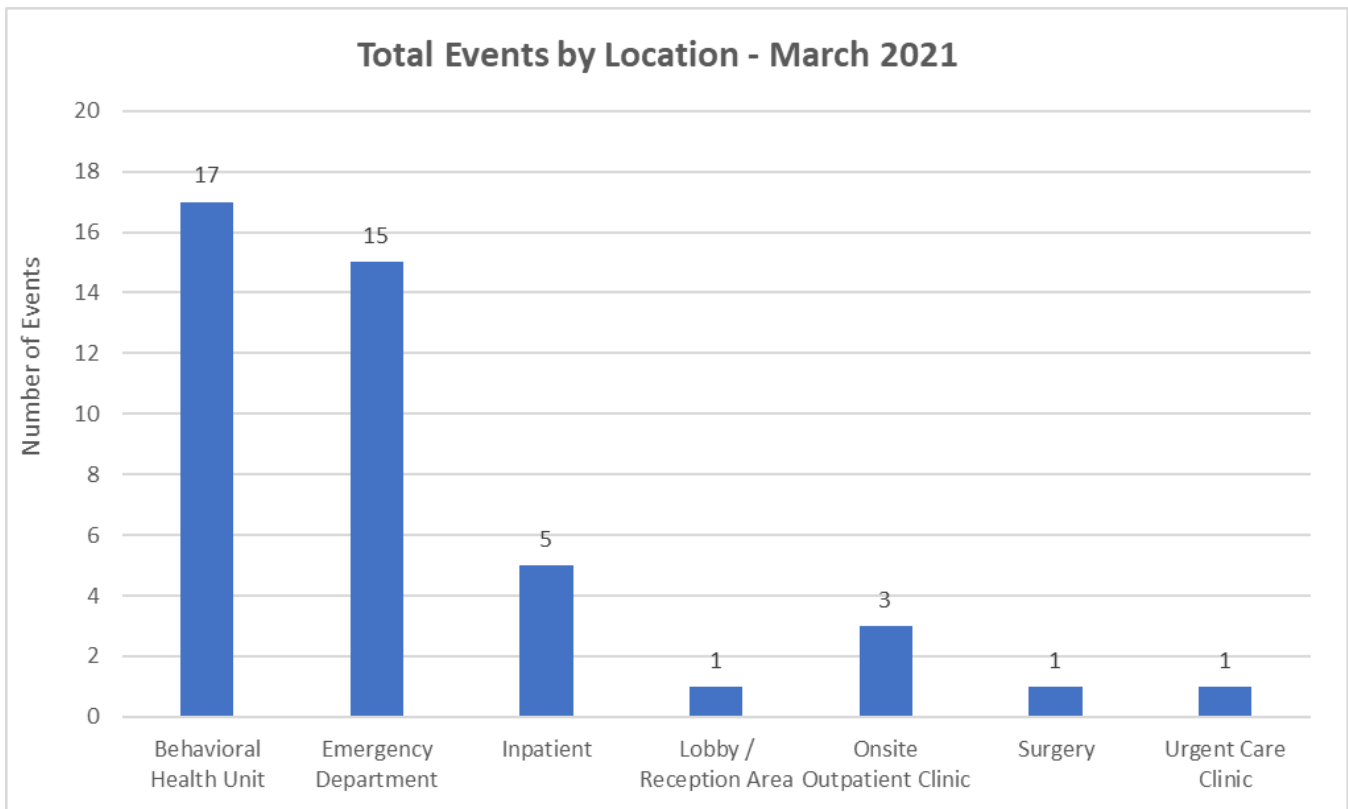
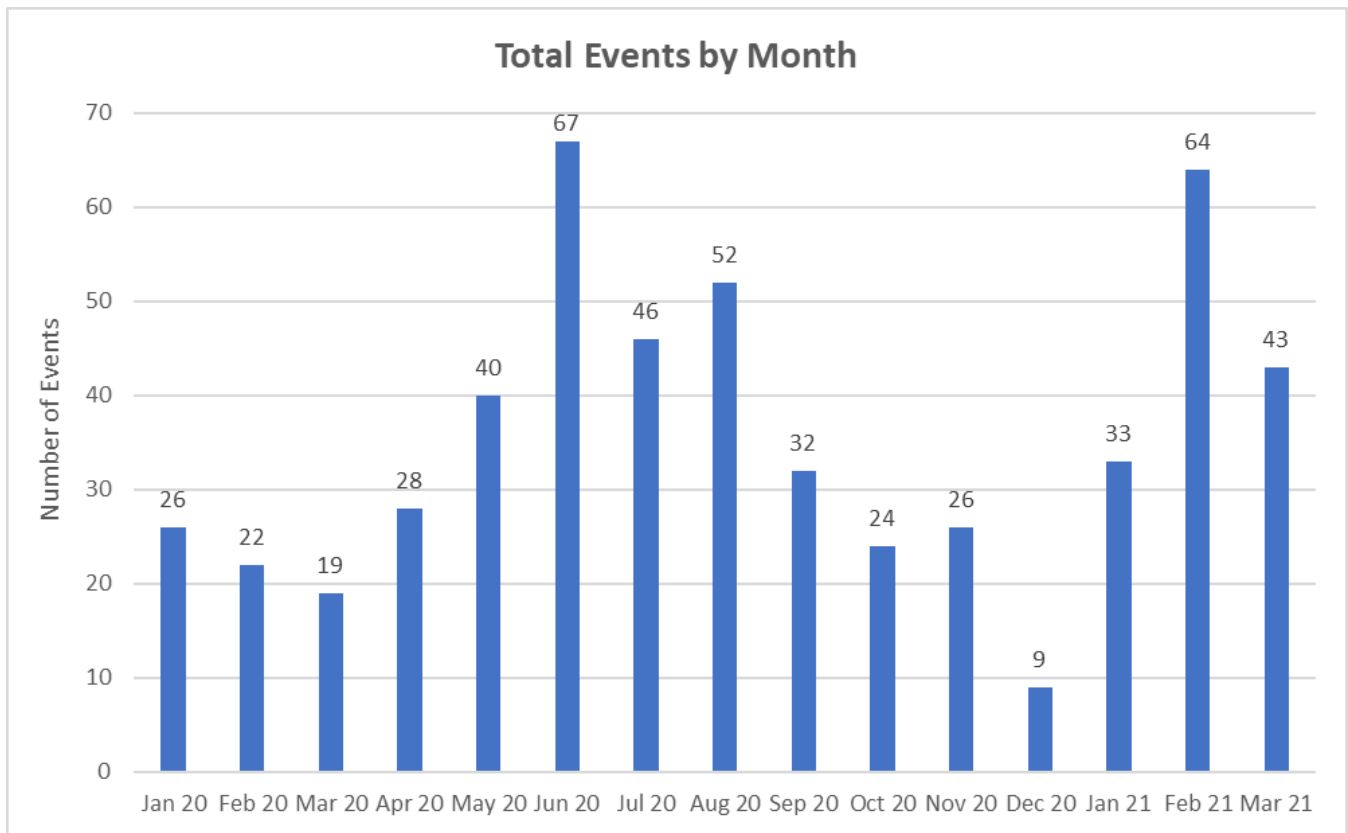
SAFETY Occupational Health COVID+ Staff Cases

As of April 9, 2021, 266 ZSFG employees have tested positive for COVID-19.

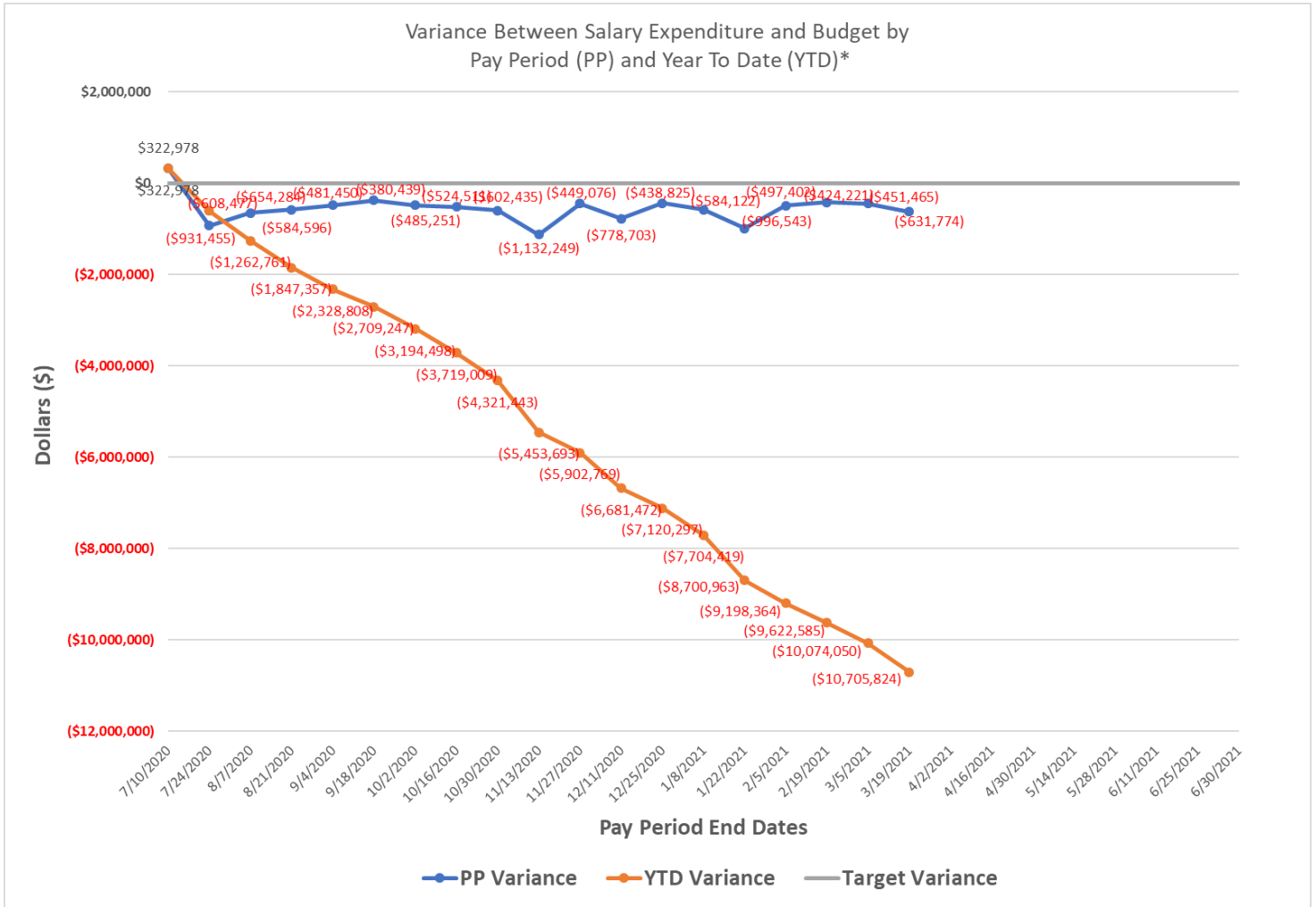


SAFETY

Workplace Violence Activity



Salary Variance



***Please note that the COVID-19-related labor costs have not yet been separated out of our operating fund to be charged to the COVID-19 budget. Therefore, these variances will appear inflated. Below are the rough estimates for the expenses contributing to the inflated variance.**

COVID Temp Hires (unbudgeted)	\$2,600,000
H48 COVID Staffing	\$2,800,000
H52	\$350,000
H58 (Non-COVID Census Project)	\$2,000,000
COVID Sick Time	\$6,000,000
TOTAL	\$13,750,000