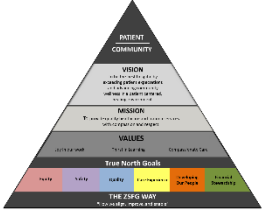


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on May 25, 2021

ZSFG Executive Team Report

Report Updates



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1. COVID-19 Demobilization Preparation

As San Francisco moves into the yellow tier and begins to move into our “new normal,” ZSFG has begun COVID-19 demobilization and related planning. And while the organization is ready to surge up if necessary, ZSFG has initiated the following changes to prepare for our new future.

ZSFG Executive Team’s Advanced Planning

ZSFG’s Executive team has created three planning and implementation groups to address the following key topics: (1) leadership meetings and meeting guidance, (2) building access and security, (3) testing and vaccination, (4) communication and (5) remote work and related policies. Each of these areas has a convener and three to four additional Executives. Every Monday, the Executive Committee discusses the overarching item of COVID-19 Demobilization and New Future Planning, and each group brings any major updates to the team if it involves more than two operational areas, does not require any immediate decisions, and could benefit from the entire Executive Team’s wisdom. More urgent issues are addressed at our three times weekly Hospital Incident Command System (HICS) meeting. Many thanks to ZSFG’s Executive Team for taking the lead in planning for our new future!

HICS Demobilization

Since March of 2020, HICS was mobilized to respond to the pandemic. In its early stages, the hospital’s leaders met twice daily to report out on all operational areas of the hospital and escalate any issues that required immediate attention. Over the past 12 months, HICS downsized to one meeting, daily, at 10:00am. However, as San Francisco moved into the yellow tier, On Tuesday, May 4th, our HICS meetings moved from daily, to three meetings per week on Mondays, Wednesdays and Fridays. Much gratitude to our Expanded Executive Team for remaining engaged in our incident command system for over a year.

Staff Policy and Procedure Updates

Throughout the past few months, our staff’s COVID-19 positivity rate has remained low and stable. Therefore, ZSFG’s policies and procedures have changed to align with our employees’ needs. On April 13th, ZSFG’s Occupational Health Services (OHS) department updated their COVID-19 testing criteria from all asymptomatic and symptomatic employees, to only testing symptomatic employees. They also decreased their hours from Monday-Sunday, 8:00am-5:00pm to Monday – Friday, 8:00am-12:00pm. Furthermore, OHS updated our return to work policy on April 9th to include guidance for fully vaccinated staff, who are now able to stay at work if they have had a COVID-19 exposure or returned from international or domestic travel and are not immunocompromised.

Additionally, on April 20th, ZSFG revised our Eye Protection Policy. Previously, it stated that eye protection was to be worn when staff were within 6 feet of each other for durations longer than 15 minutes. Again, due to the decrease in COVID-19 cases, especially among staff, eye protection is no longer required when staff are in close proximity to other staff. However, eye protection is still required for patient care.

Finally, on April 29th, our Screening Team removed temperature checks from our daily staff screening process. Our screening team decided that this step was no longer necessary, as data has shown that temperature screening generally only detects a low number of positive cases. ZSFG has had zero positive temperature screenings and this updated practice better aligns with CDPH and CDC guidelines. ZSFG continues to enforce daily symptom screening and universal masking on campus to keep staff safe.

Visitation Guideline Updates

As of April 23rd, our visitation guidelines have been updated to allow for more visitation on campus. The policy now offers one visitor per patient in the Emergency Department for up to three hours. Also, visiting hours for all areas besides the Intensive Care Unit, and visitation days for the Skilled Nursing Facility, have been expanded. Lastly, the number of visitors has been increased for compassionate exceptions for end of life care and in the Labor and Delivery Unit.

Many thanks to all our staff for their incredible work throughout and beyond the pandemic, as well as their unwavering dedication to one another, our patients and community!

QUALITY 2. The Joint Commission Disease Specific Certification Survey

On Wednesday, April 28th, ZSFG hosted our first ever virtual survey – the Joint Commission Disease Specific Certification Survey for the Primary Stroke Center Program and Traumatic Brain Injury (TBI) Program. At the opening conference, Dr. Susan Ehrlich gave a presentation orienting the surveyor to the mission and vision of ZSFG, and both program teams gave presentations about the work they do and the patients they treat. The first day of the survey focused on the Primary Stroke Center Program, while the second day focused on the TBI Program. The surveyor virtually toured our Emergency Department, Intensive Care Unit, and 4th and 7th floors via laptops on wheeled carts that the Regulatory Affairs and Stroke/TBI Program led.

After reviewing the Advanced Primary Stroke Program, the surveyor confirmed that there were “no requirements for improvement” and zero deficiencies! Following the TBI Program review, the surveyor exited with only one “low” finding on the Safer Matrix – meaning that the risk of harm and the scope of patients affected are low. Overall, she was inspired by our organization. She was extremely complimentary of the programs, staff and providers, and described ZSFG as a data driven organization with staff who believe in the programs and care they deliver.

Many thanks to all our staff within these programs that interacted with the surveyor, as they did a wonderful job communicating and demonstrating their expert knowledge and care for our patients!

QUALITY 3. The Joint Commission Triennial Accreditation Survey

On Tuesday, May 4th, ZSFG welcomed seven surveyors from the Joint Commission for our Triennial Accreditation Survey. Our surveyors consisted of five nurses, one engineer, and one physician. After the first day, the entire survey team was very complementary of the staff and providers they interacted with. The words, “fabulous,” “consistent” and “knowledgeable” were used to describe the people they met. The survey team also shared their findings, which provided us with a better understanding of their focus over the course of the survey: (1) high level disinfection, (2) cleanliness of areas, (3) no use of power strips in clinical areas, (4) crash and other carts checked daily, (4) reassessment of wounds, (5) care plans and (6) the overall environment.

On Day 2, the surveyors visited the Emergency Department, Maternal and Child Health, Inpatient and Outpatient Dialysis, the Perioperative Areas, and Psychiatry. The engineer surveyor also conducted Combined Data Usage, Infection Control, and Medication Management System Tracers, which yielded high praise. He observed that our data driven methodologies are best practices and recommended that ZSFG consider publishing the Patient Improvement and Patient Safety process.

On Day 3, the surveyors again visited many areas of the hospital and conducted three system tracers for Medical Staff Credentialing, Staff Competency and Emergency Management, all without any findings! The engineer surveyor exited and shared that he has learned so much from our organization and enjoyed his experience at ZSFG. Additionally, on this day, our Chief Quality Officer, Adrian Smith, and Chief Nursing Officer, Terry Dentoni, presented the mitigation plans around Infection Control to the survey team.

All remaining surveyors exited on Friday, May 7th, and shared very complimentary words about the staff they had met. They described our staff as enthusiastic and consistent in their approach to their work and commented on our strong safety culture and data driven approach. Although the preliminary Hospital Accreditation (HAP) Report cited 36 standards on the Safer Matrix, it is an expected amount considering that there are 276 individual standards and each standard has multiple elements of performance, numbering over 1,500 individual expectations. The surveyors noted that “for an organization of the size and complexity of ZSFG, this was a very successful survey.”

There is one condition level finding, associated with infection control, which will trigger a Medicare Deficiency Revisit survey by The Joint Commission within 30-45 days of the survey closure. This survey will be undertaken by the Joint Commission and primarily focused on the specific deficiencies in the condition level finding and our plans of correction to address them.

Overall, ZSFG had a very successful survey and although there were some findings, they are opportunities to make our organization a better place to receive care, increase patient safety and help us to continue to strive for excellence. Many thanks to all our staff for their continued excellence, and particular thanks to Adrian Smith, Leslie Safier and our outstanding quality team for sheparding all of us successfully through the survey!

QUALITY

3. The American College of Surgeons Commission Cancer Survey

On May 6th, ZSFG hosted our second virtual survey for the American College of Surgeons Commission’s Cancer Survey. This survey was originally scheduled for May 2020 to review the ZSFG Cancer Program but was delayed due to COVID-19.

During their exit interview, the surveyors commended our Cancer Program for their excellent multidisciplinary support, strong infrastructure, outstanding goals and excellent performance on metrics. Additionally, surveyors noted that the program exhibited strengths in Cancer Registry, Genetic Counseling, Palliative Care, Monitoring Psychosocial Distress, and Survivorship Care Plans. Finally, the program was commended for their robust navigation system, excellent pathology reports, and impactful quality improvement and guideline compliant care presentations by Dr. Ana I. Velázquez Mañana and Dr. Rebecca DeBoer.

With such high praise also came a few suggestions for improvement, such as ensuring our guideline compliant care reflects national guidelines, identifying leaders in the cancer committee to learn the new 2020 Commission on Cancer Standards, and evaluating the effectiveness of prevention and screening activities. Overall, our program was deemed a high-quality cancer care program!

The final performance report will be sent within 45 calendar days with a final accreditation decision. Much gratitude to Cancer Committee Chair, Dr. Niharika Dixit, Cancer Liaison Physician and Co-Chair, Dr. Arthur Hill, and Chief Nursing Officer, Terry Dentoni, and the entire Cancer Committee.

Finally, a special thank you to our Regulatory Affairs team for leading us so well throughout the multiple, simultaneous surveys!

DEVELOPING OUR PEOPLE

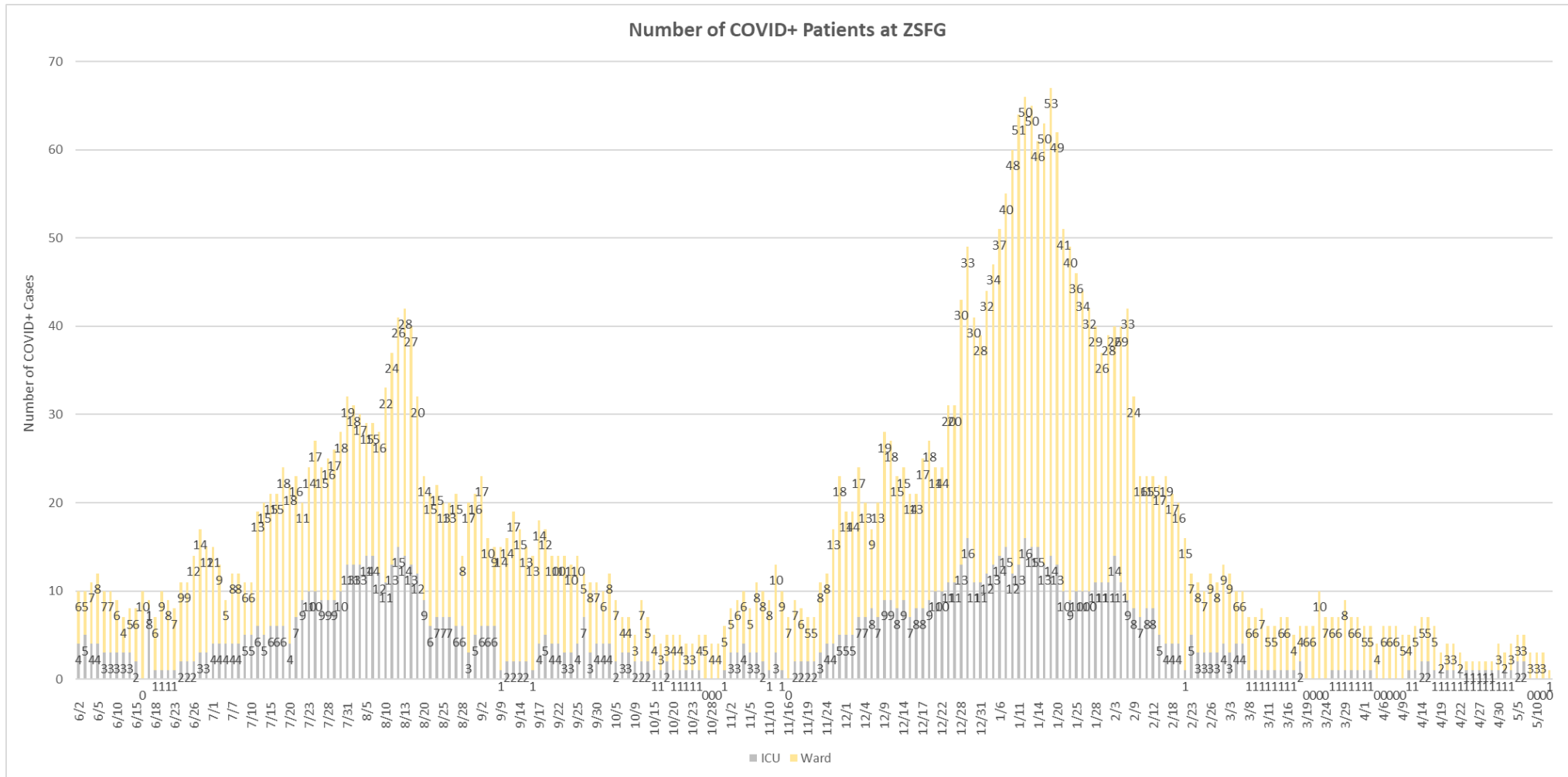
5. Nurses Week 2021

May 6-12 is National Nurses Week! This year has been unlike any other in recent nursing history, which makes this year's nurses week more profoundly significant. ZSFG could not have cared for our patients without the incredible contributions of our nursing staff, who made many personal sacrifices in service of San Francisco. Our Chief Nursing Officer, Terry Dentoni, stated, "The tremendous caring, compassion, empathy and dedication you all have shown is more than I could have ever imagined."

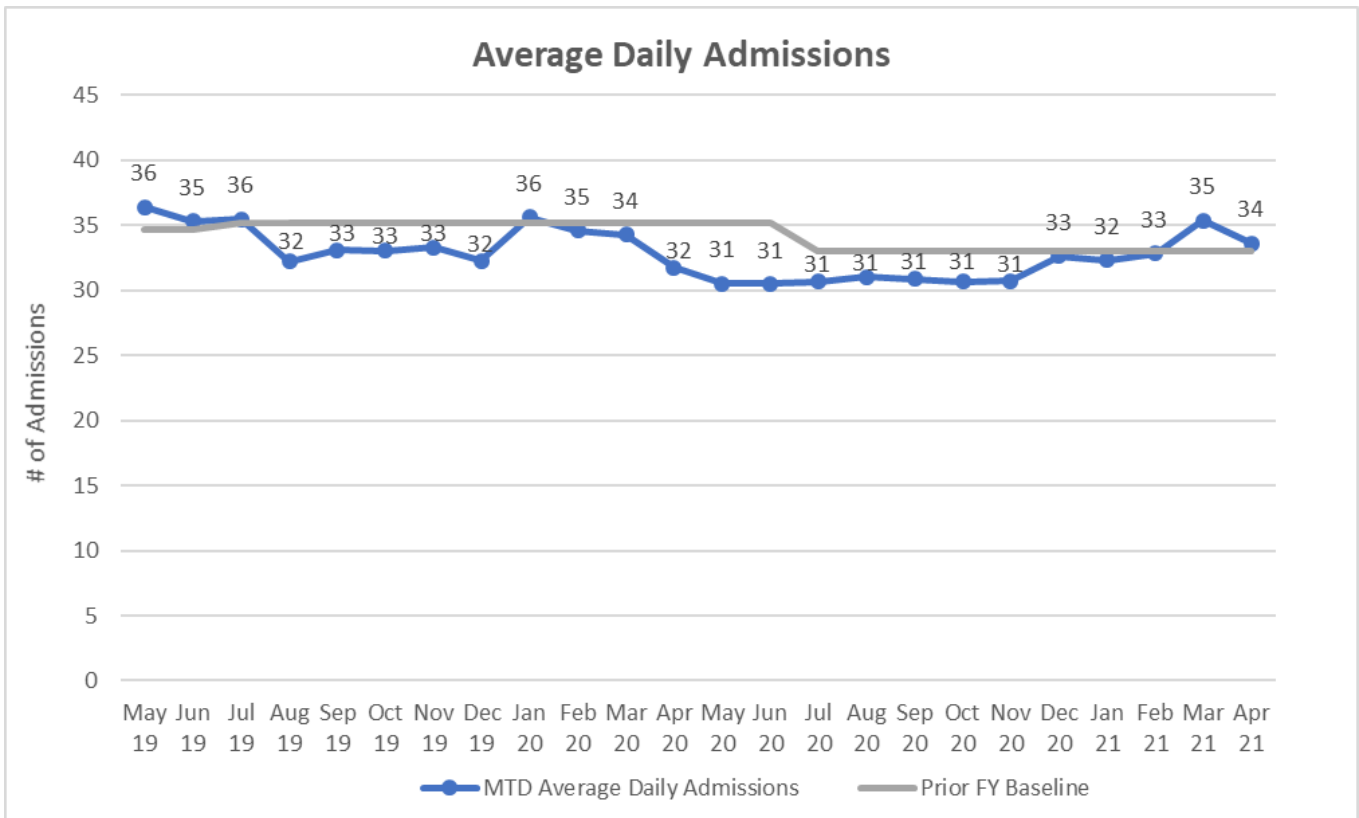
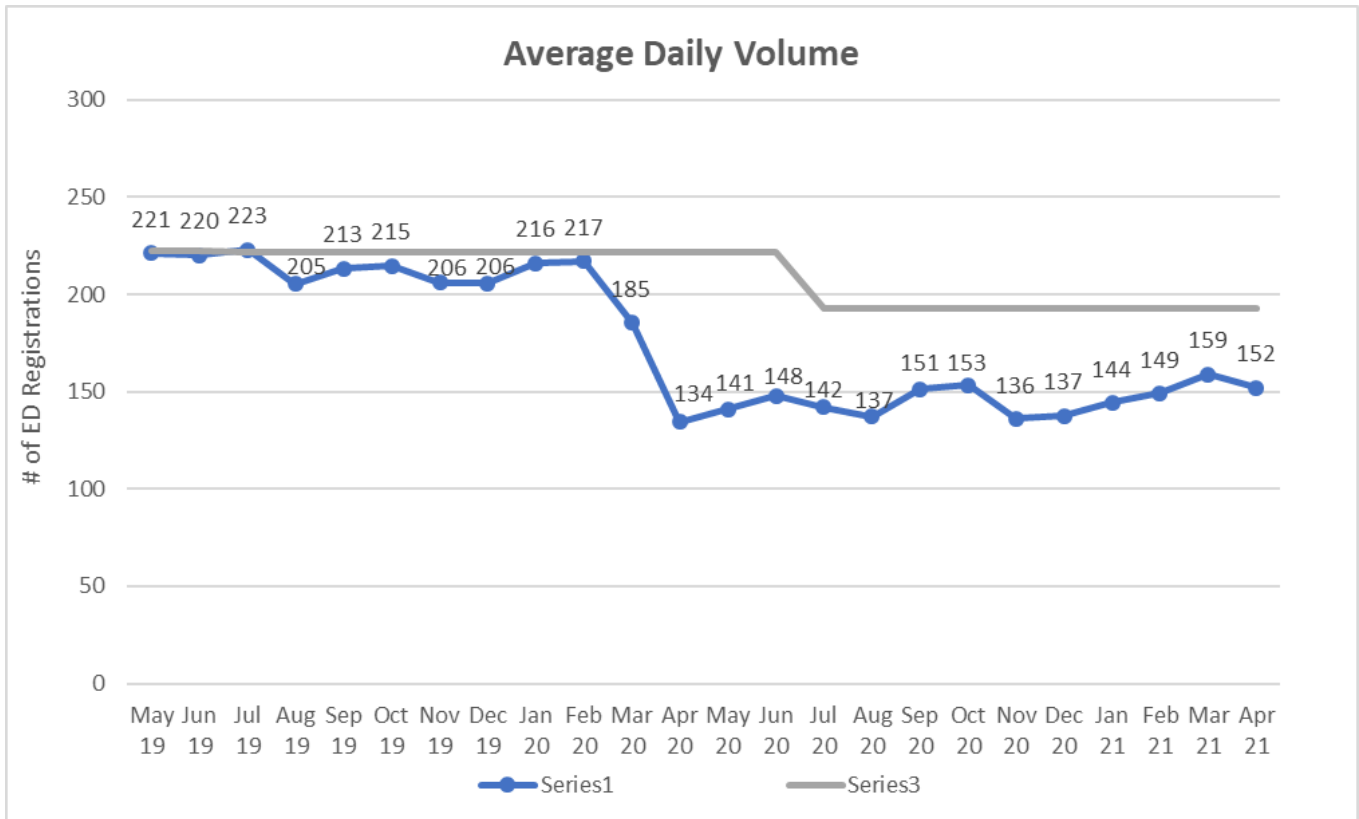
Although the traditional Nurses Week celebrations were unable to occur, ZSFG continued to honor our nursing staff through a nurses' week giveaway, a special congratulatory edition of the Nursing Newsletter, the Daisy Award announcement, and the O'Connell Award announcement.

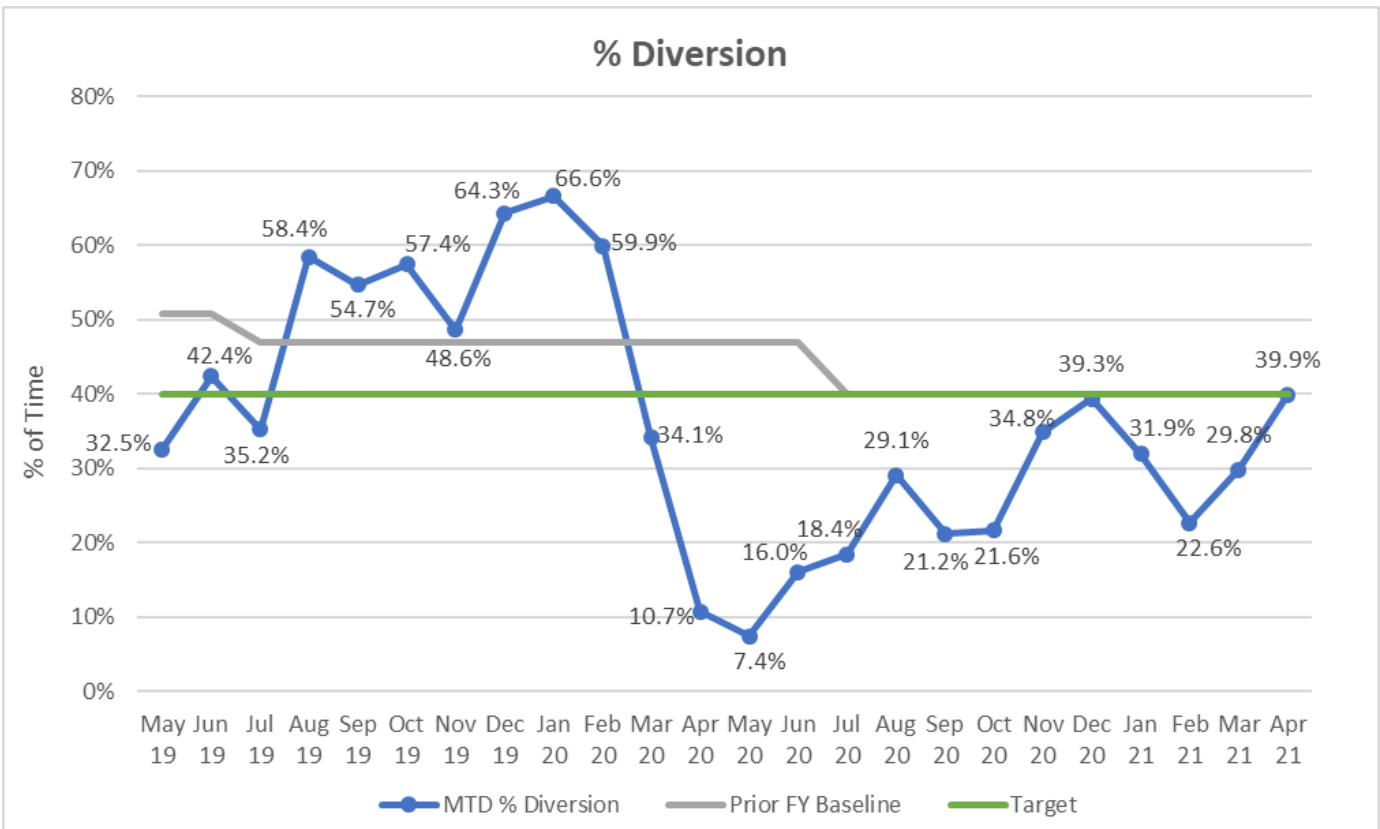
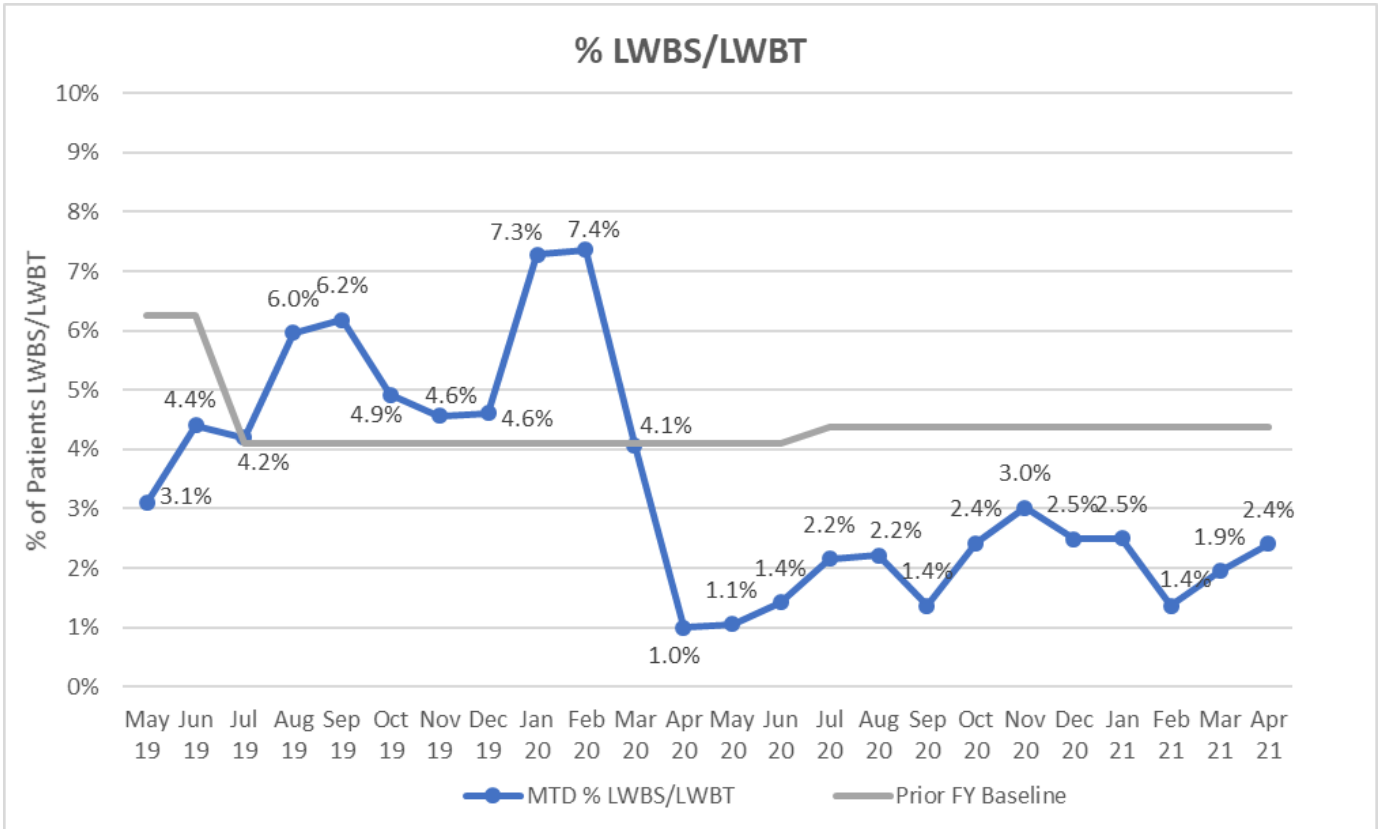
Our deepest gratitude to all our nurses and nursing staff for their unwavering commitment to our patients and community!

QUALITY ZSFG COVID+ Patients

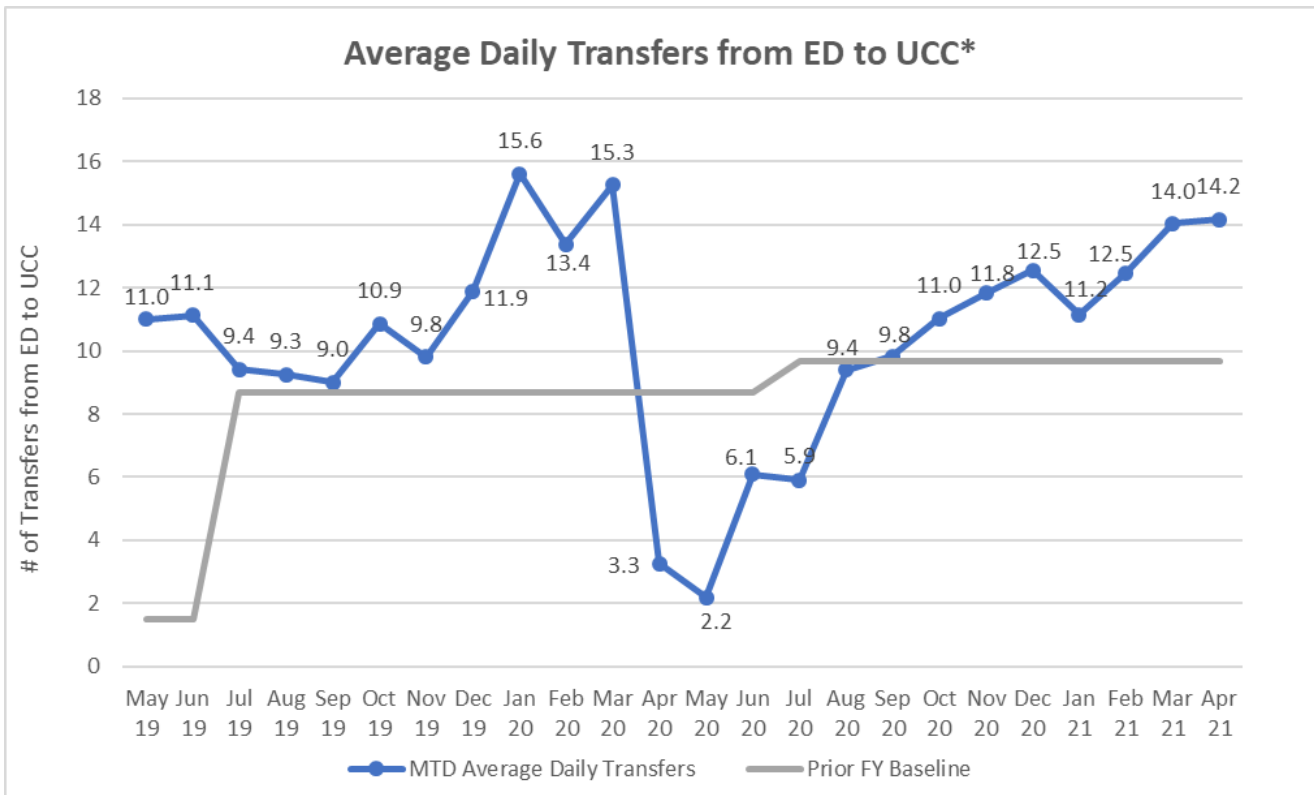
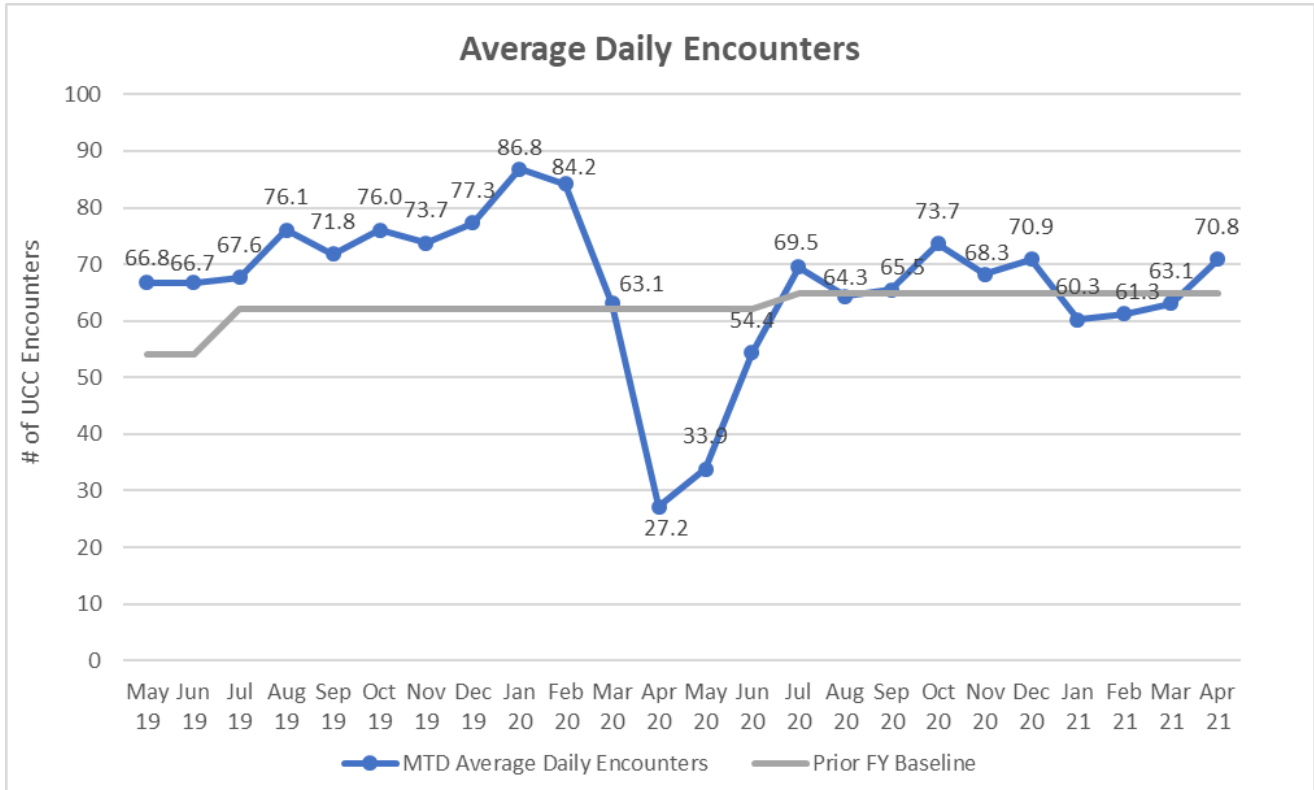


QUALITY Emergency Department Activities



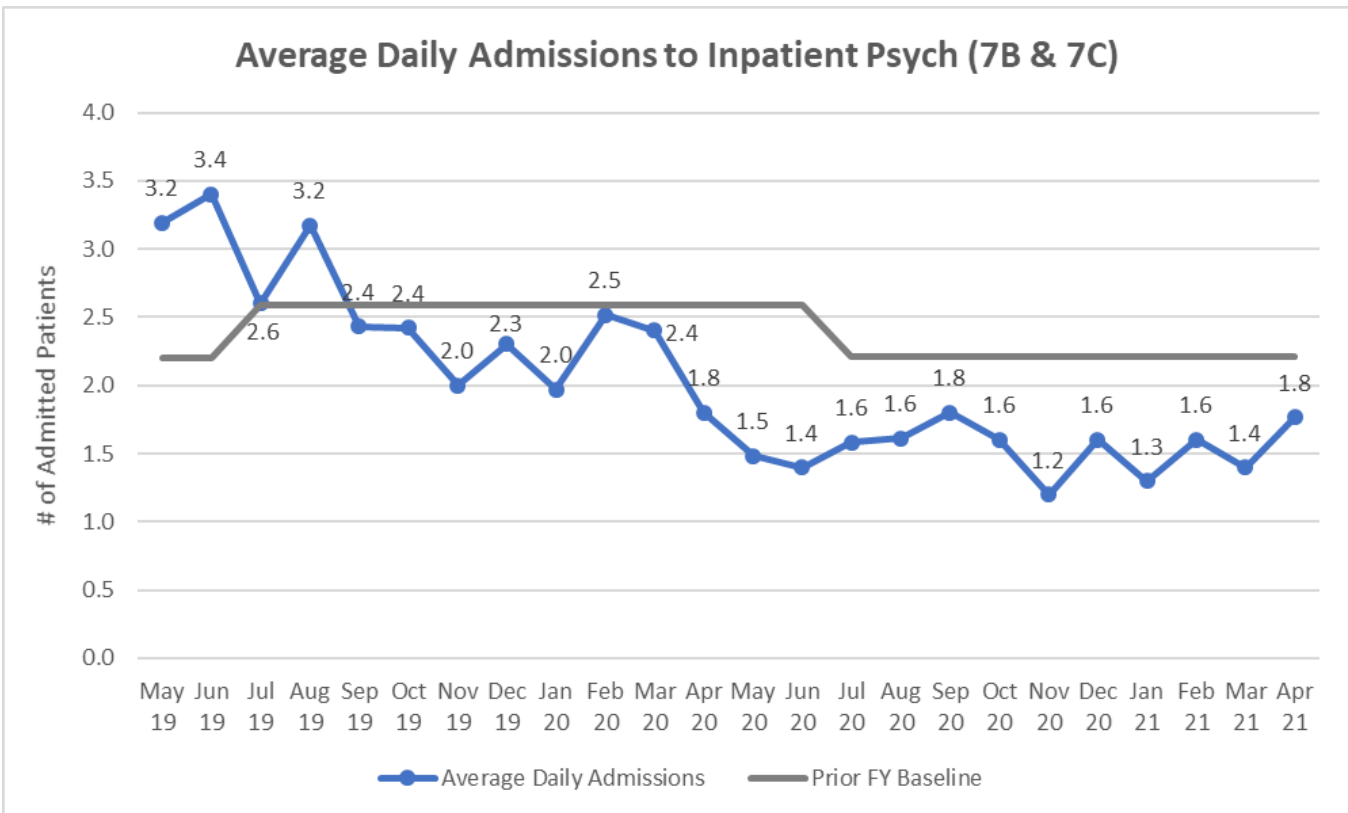
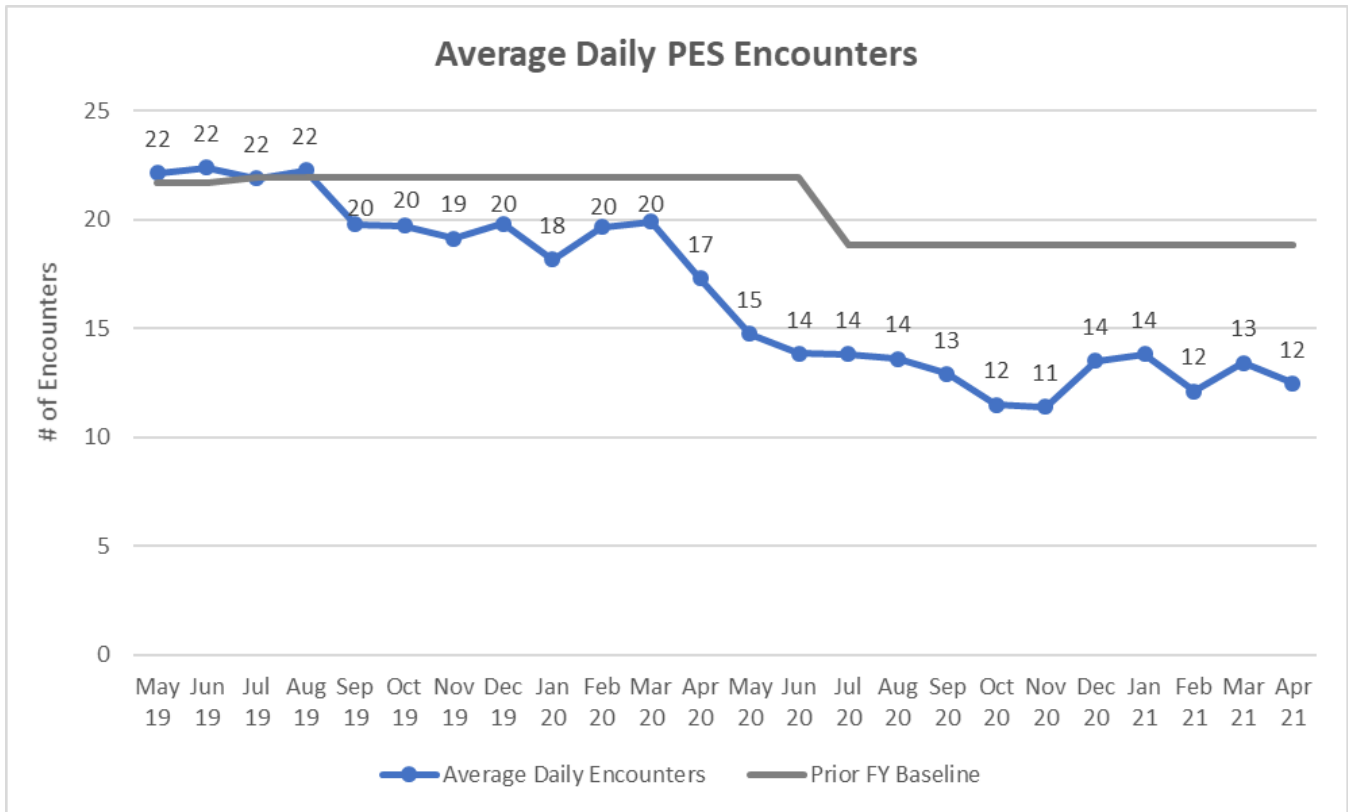


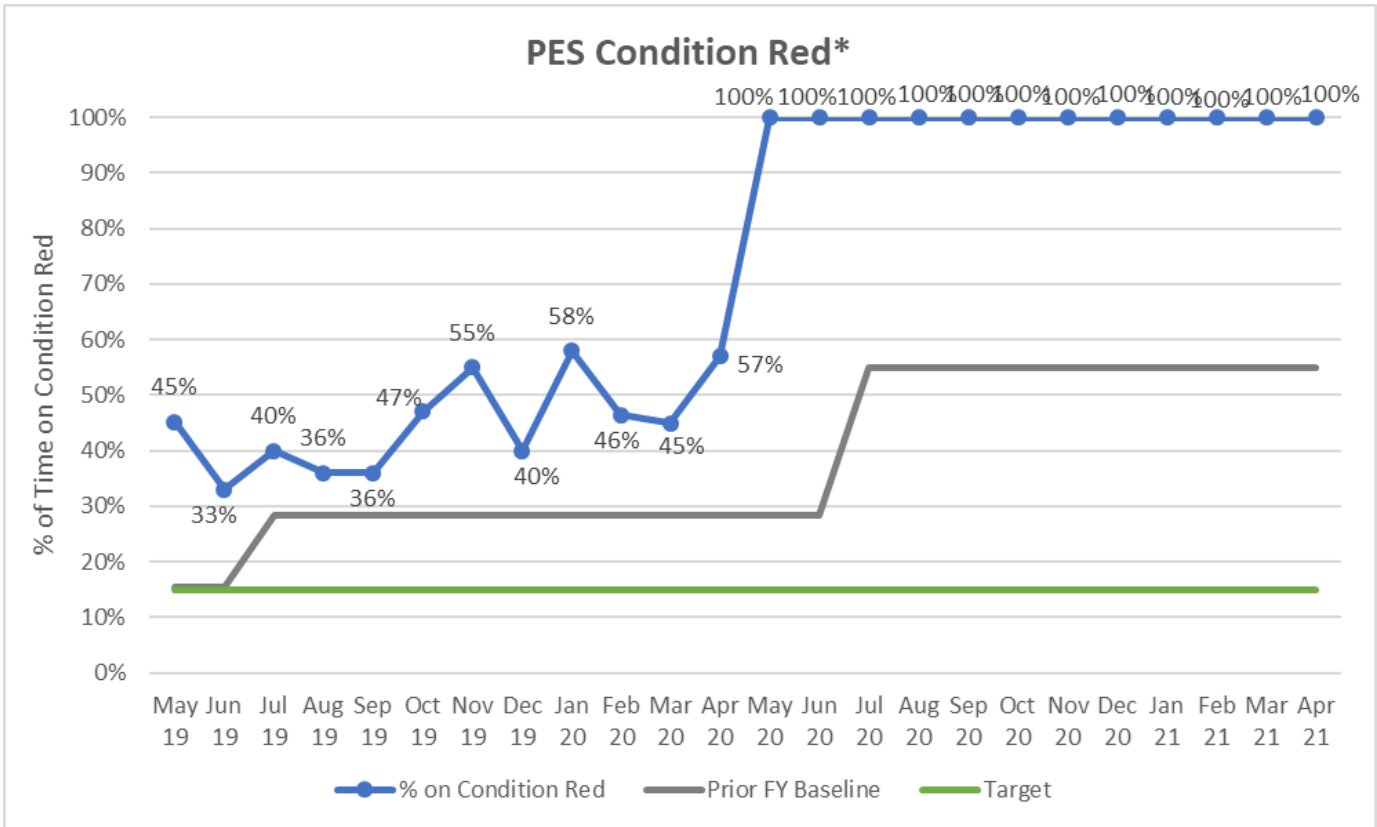
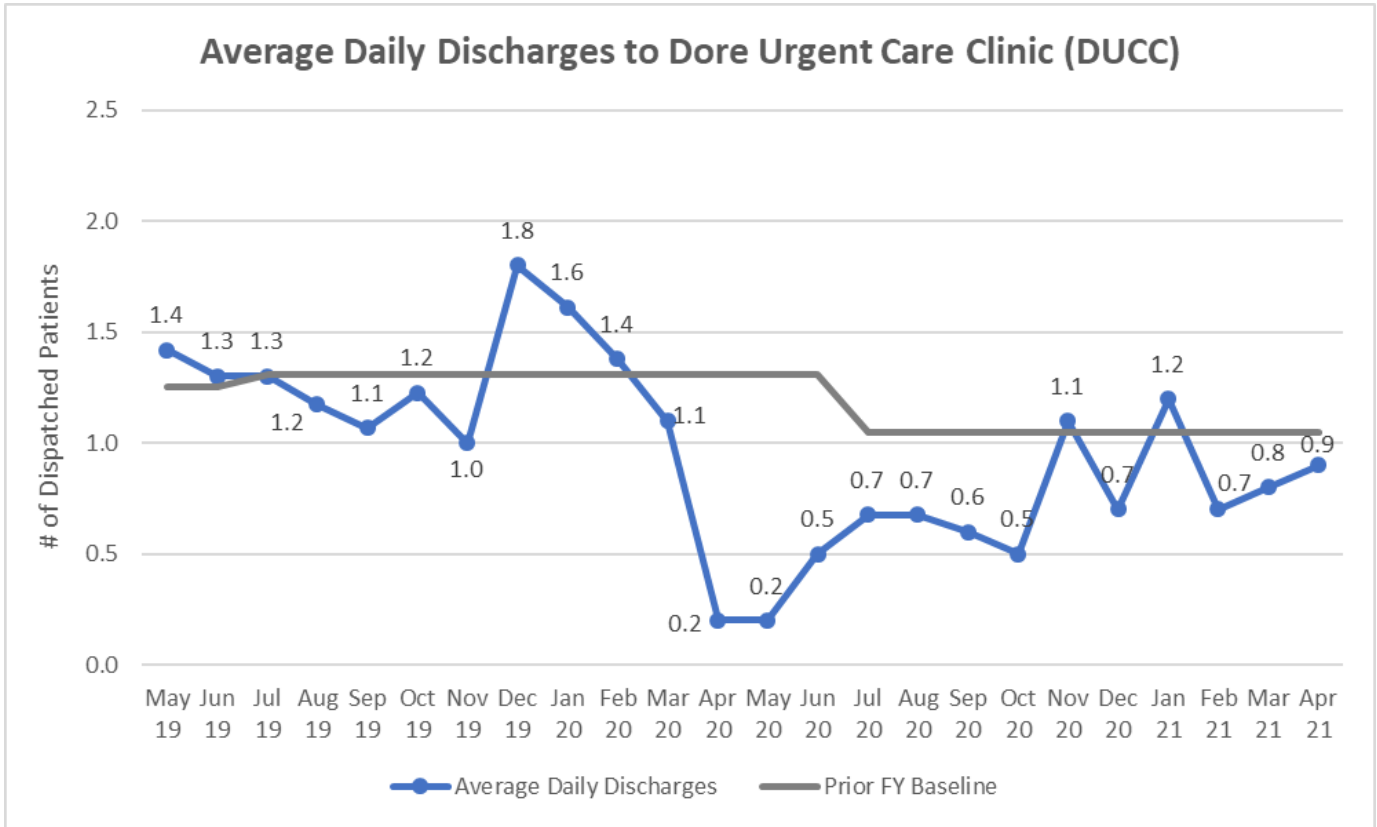
QUALITY Urgent Care Clinic Activities



*UCC to ED Transfers data is currently being validated and will be available next month.

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 165.63 which is 106.18% of budgeted staffed beds and 92.53% of physical capacity. 16.04% of the Medical/Surgical days were lower level of care days: 5.70% administrative and 10.34% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 30.30 which is 108.21% of budgeted staffed beds and 52.24% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 19.07 which is 63.56% of budgeted staffed beds and 45.40% of physical capacity of the hospital.

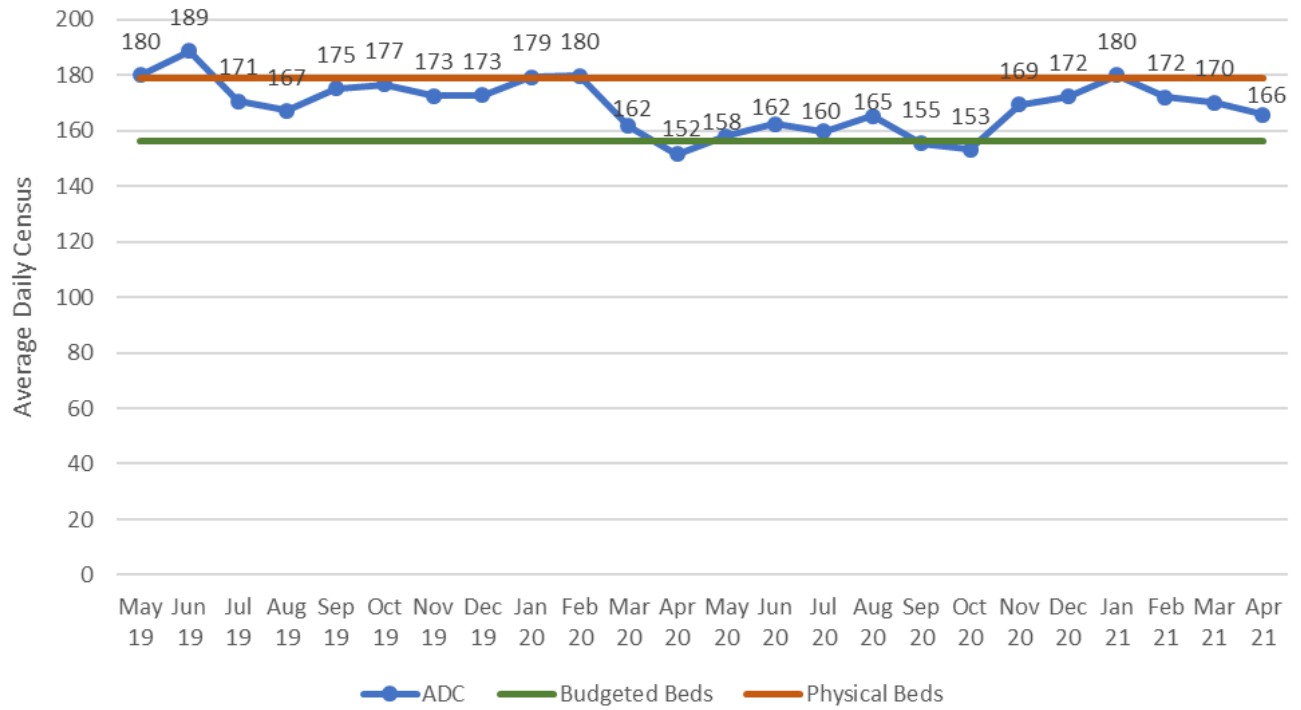
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.73, which is 92.58% of budgeted staffed beds and 60.80% of physical capacity (7B & 7C). Average Daily Census for 7L was 6.00, which is 85.71% of budgeted staffed beds (n=7) and 50.00% of physical capacity (n=12). Utilization Review data shows 84.04% non-acute days (22.75% administrative and 61.29% non-reimbursed).

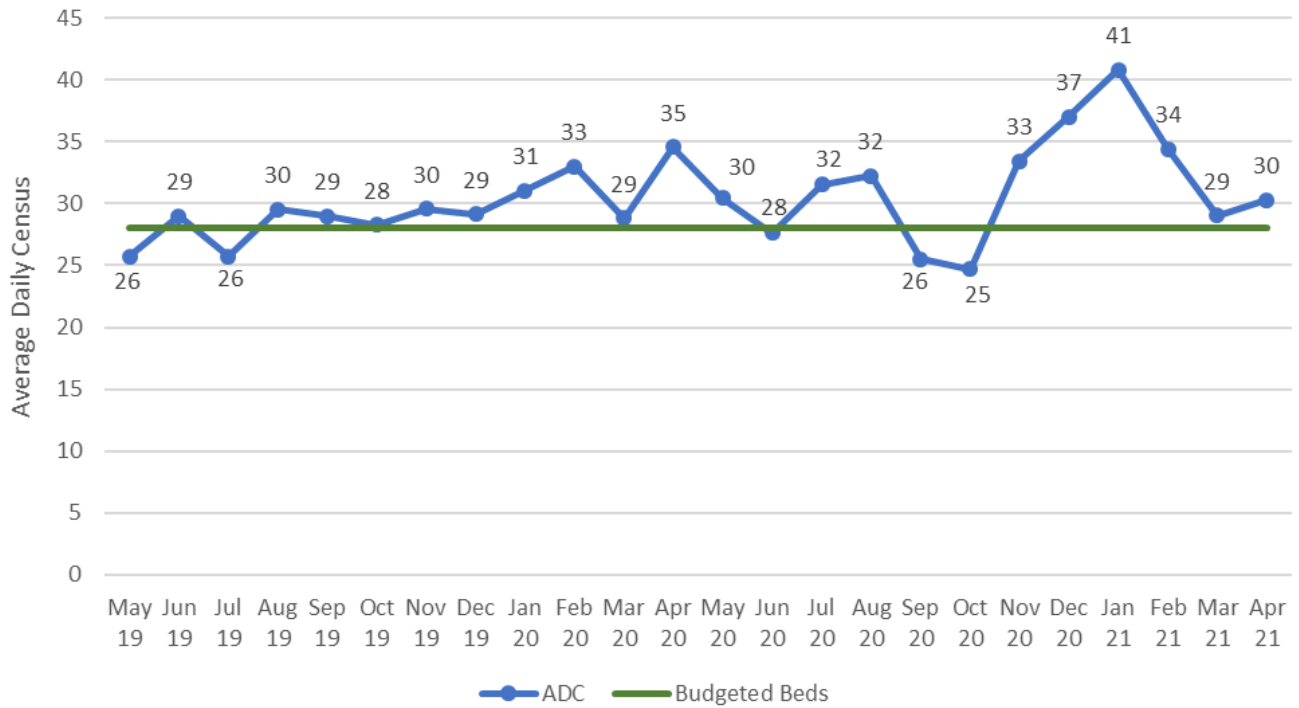
4A SKILLED NURSING UNIT

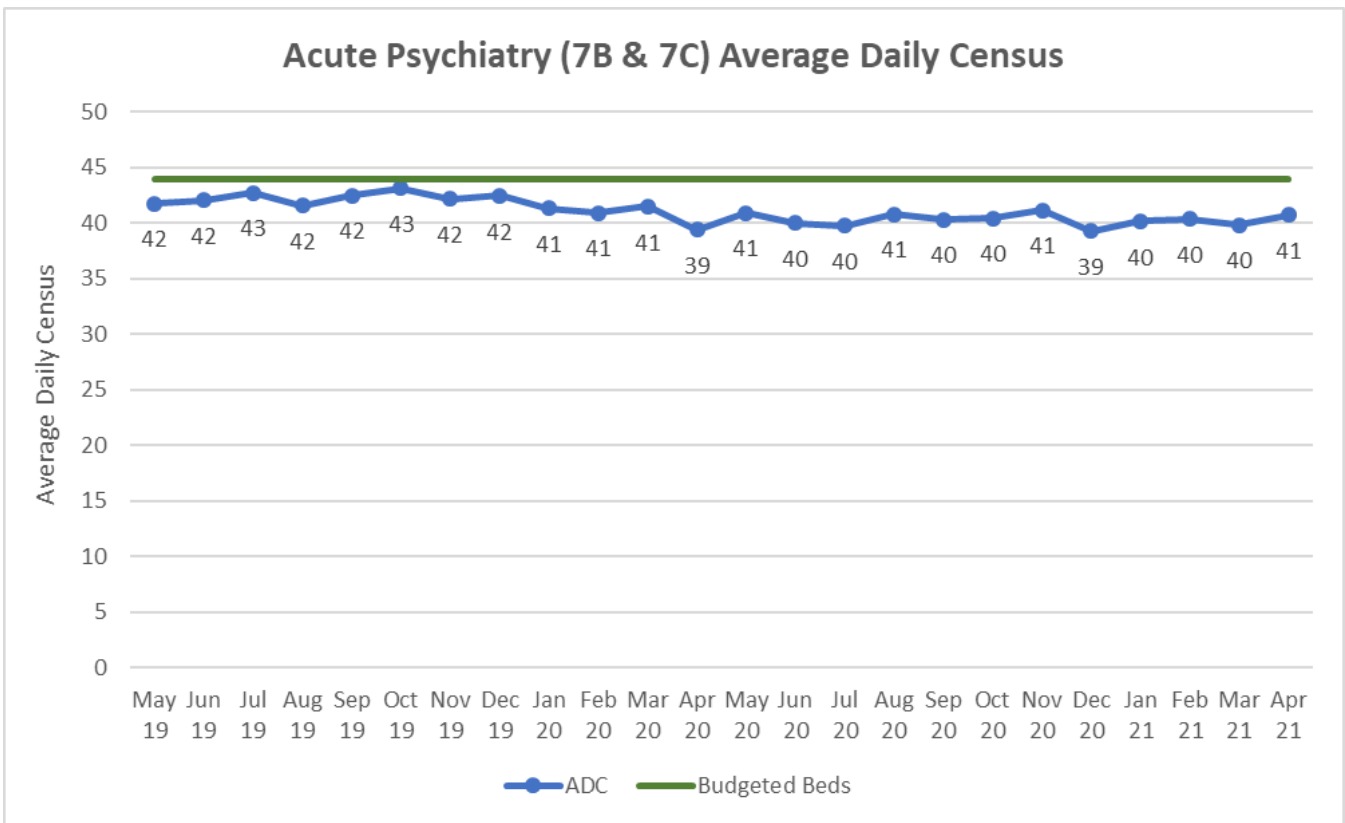
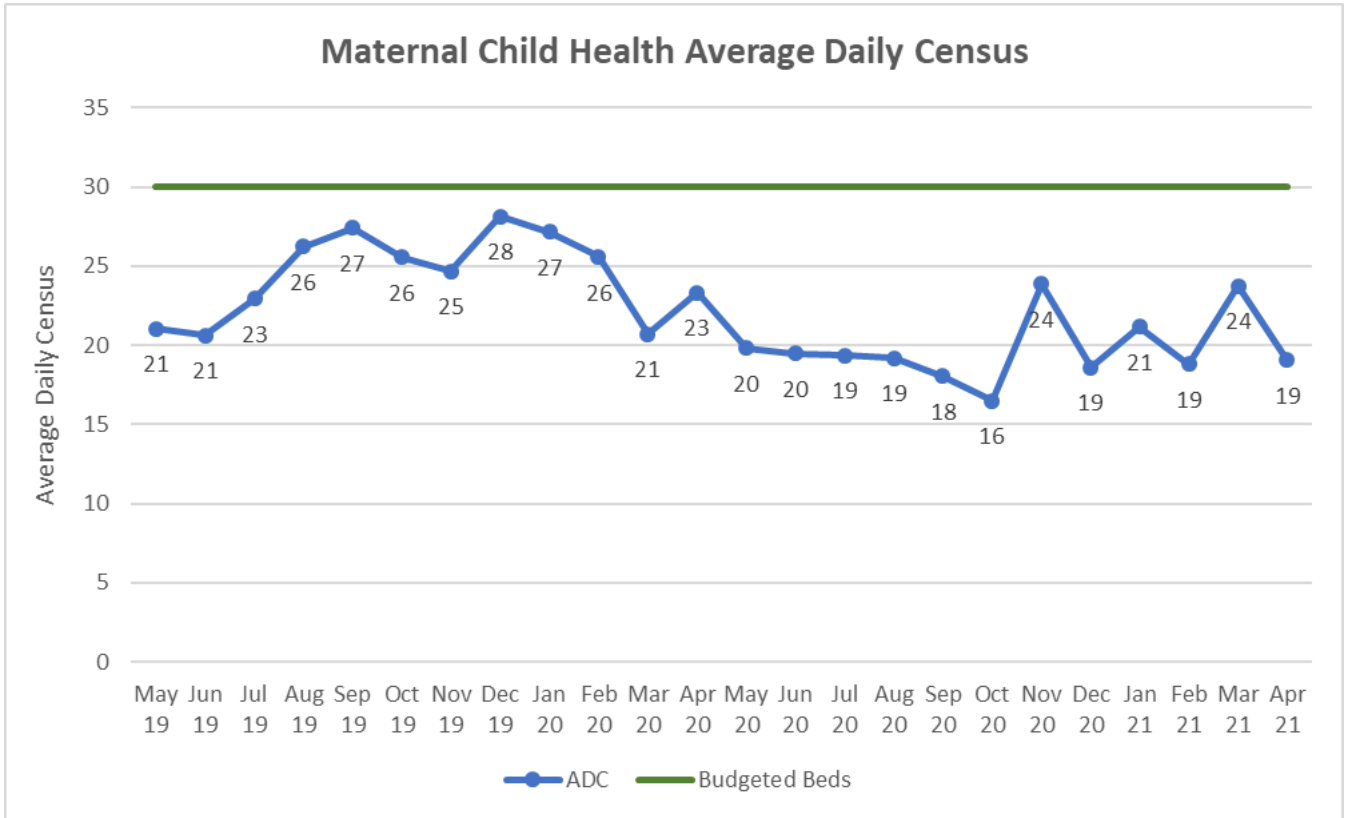
Average Daily Census for our skilled nursing unit was 28.83, which is 102.98% of our budgeted staffed beds and 96.11% of physical capacity.

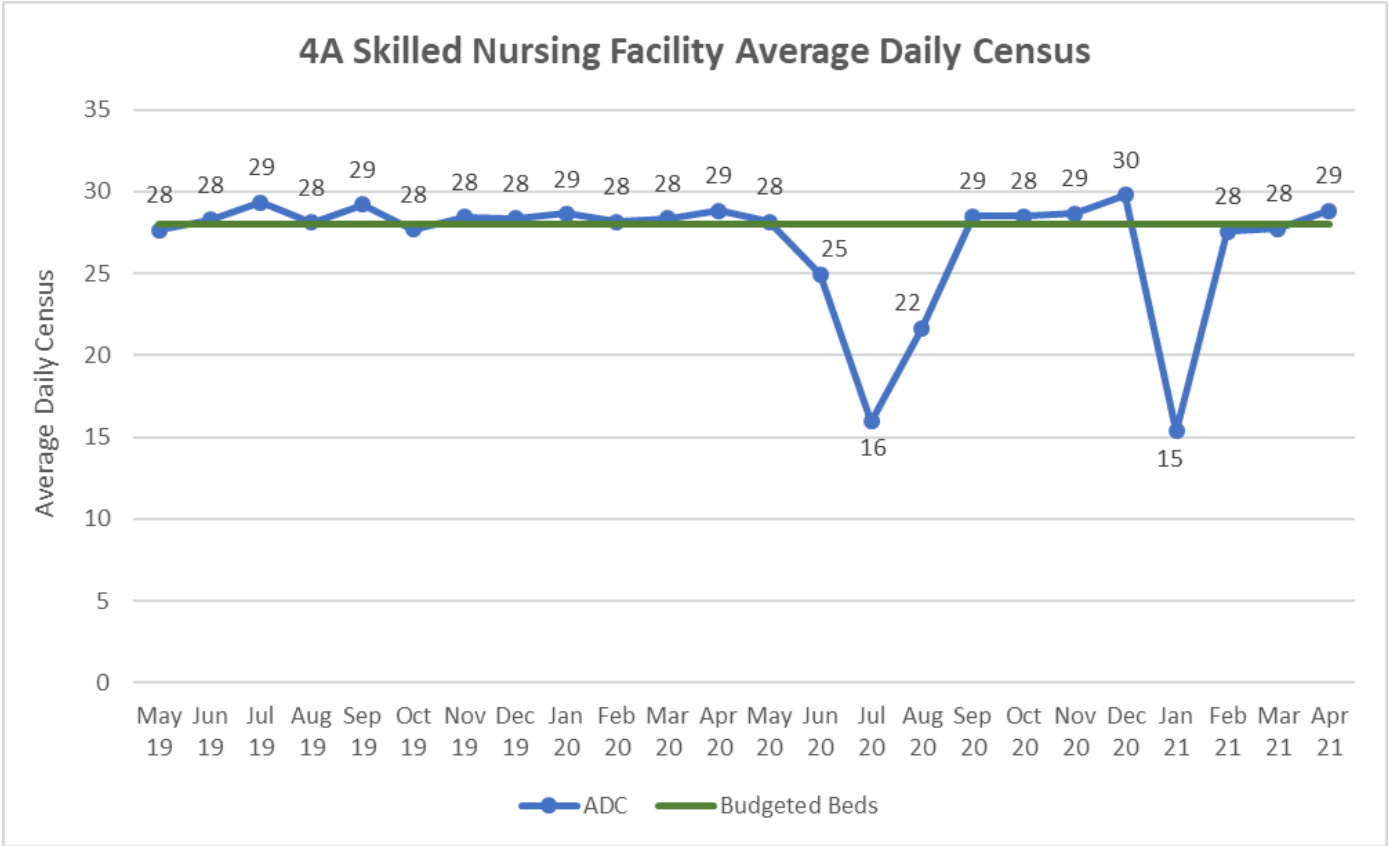
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



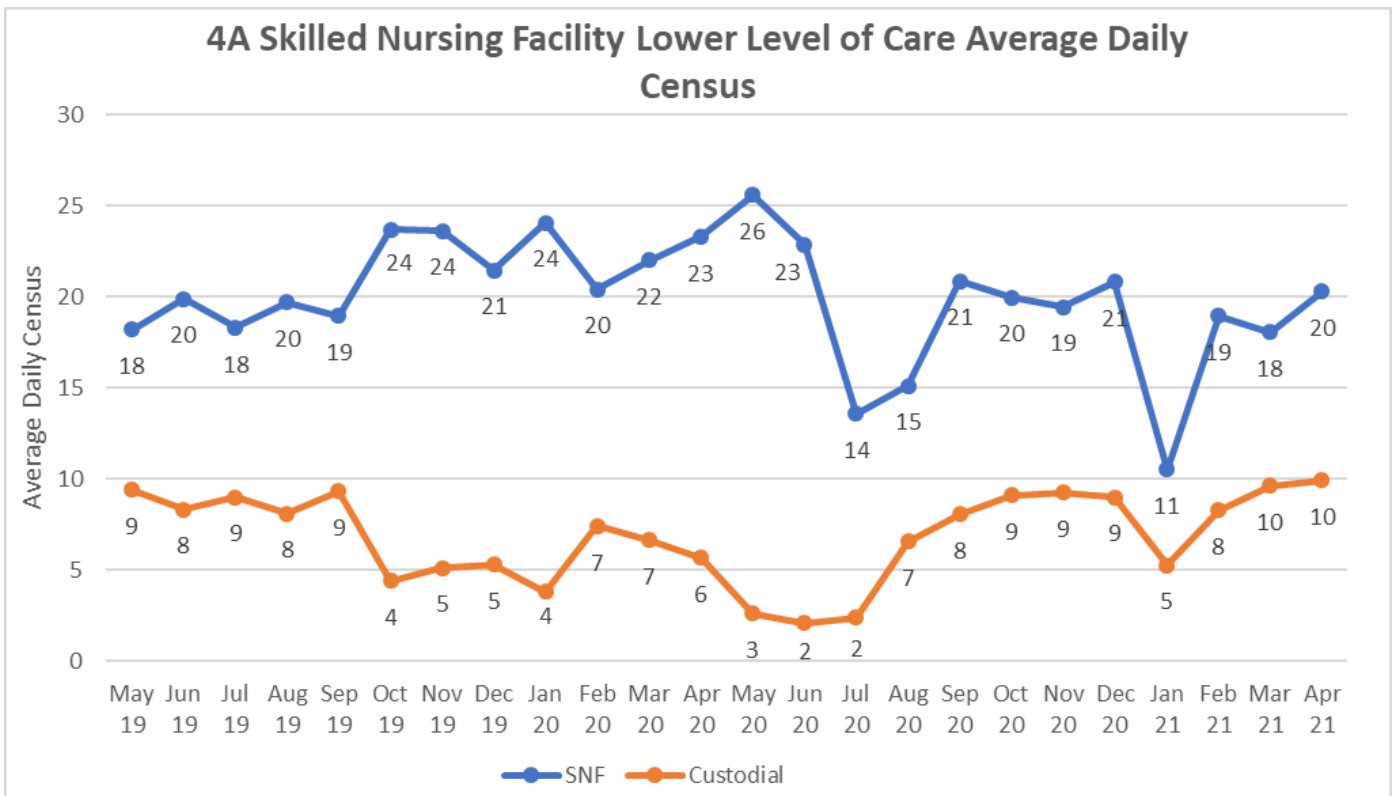
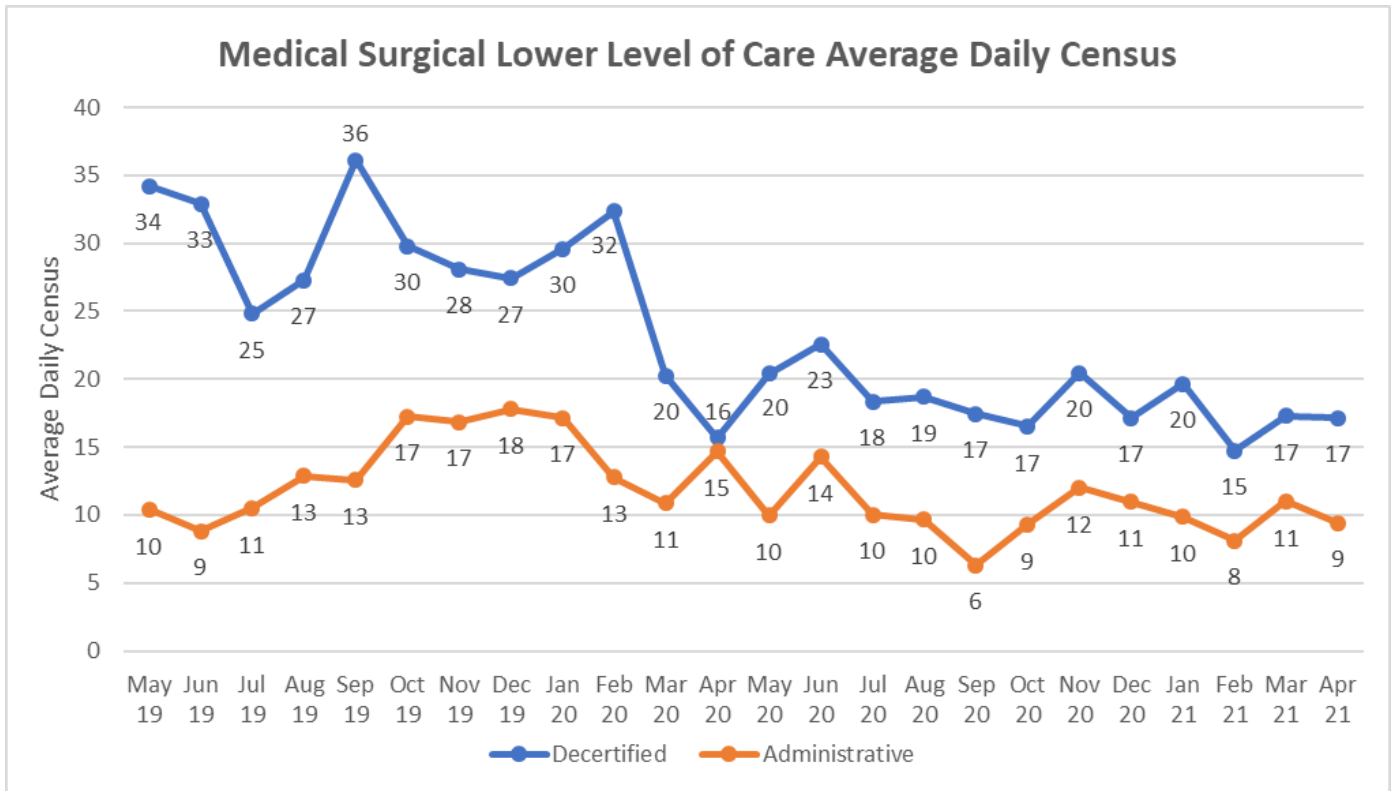
Intensive Care Unit Average Daily Census

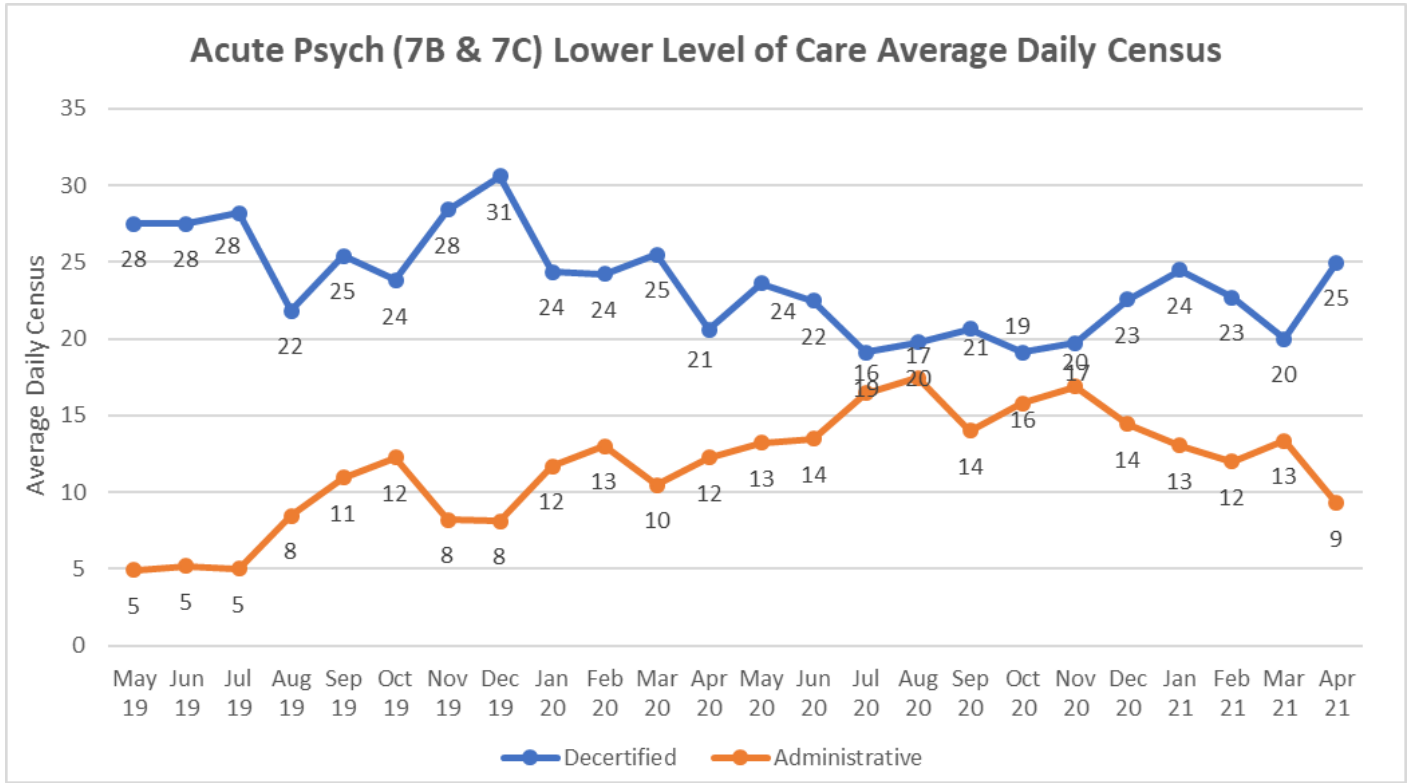






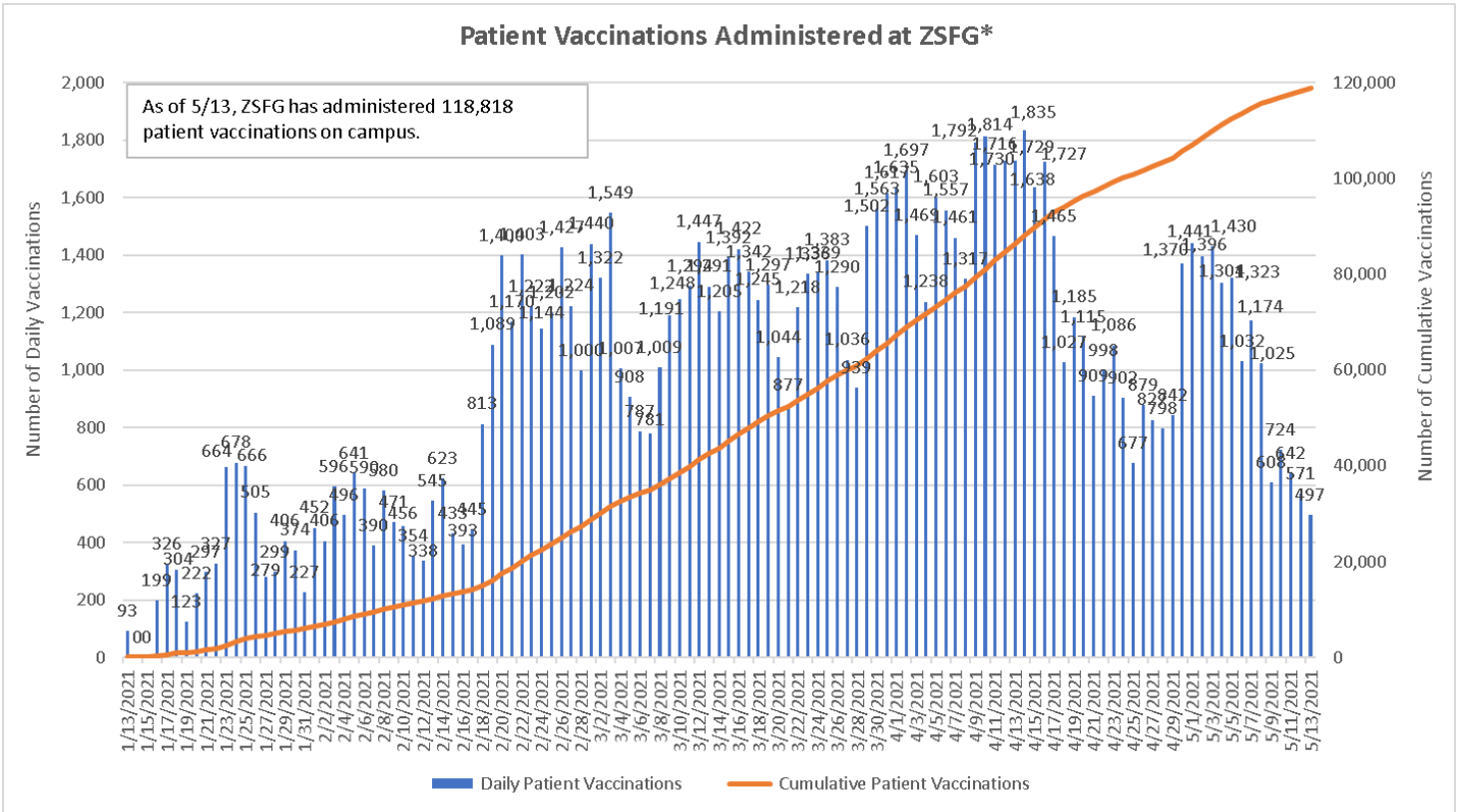
QUALITY Lower Level of Care Average Daily Census



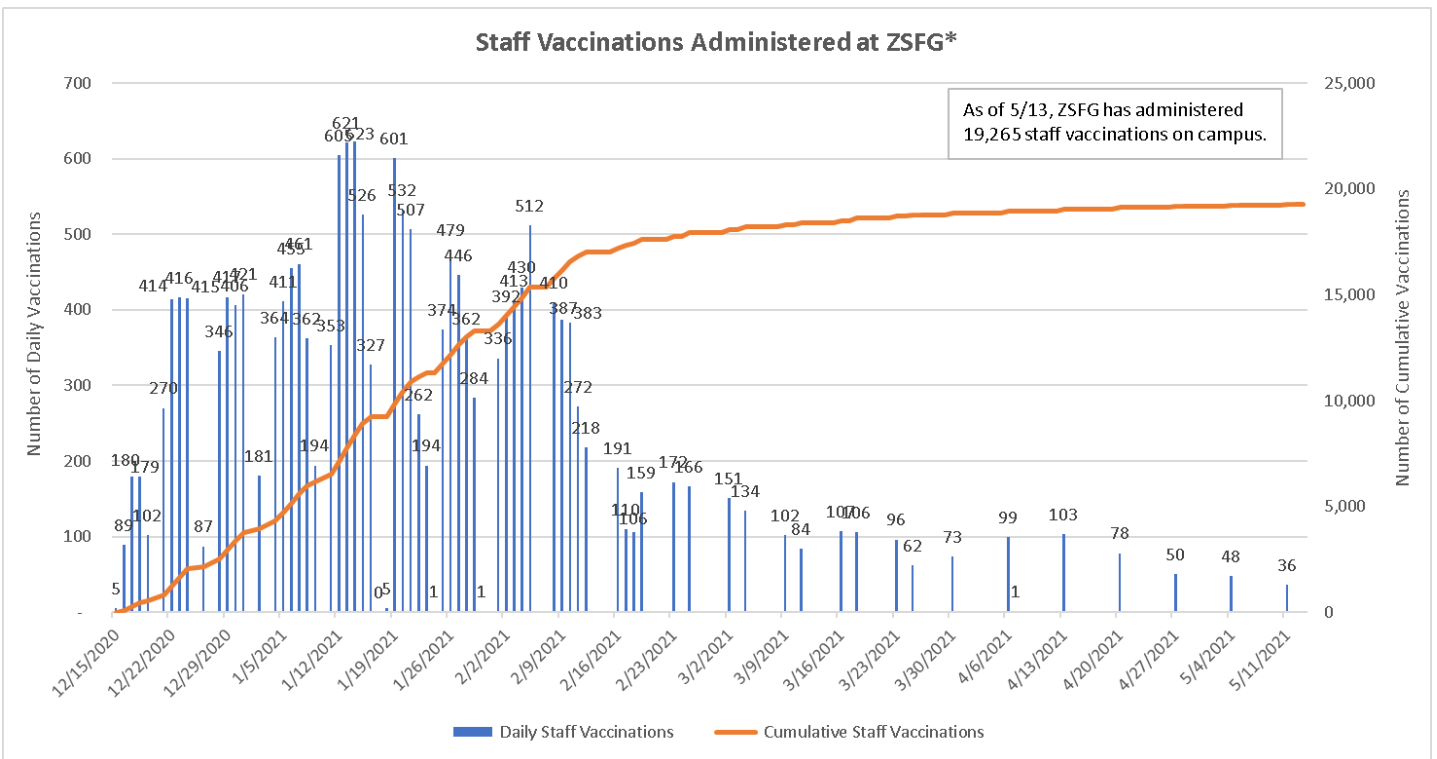


SAFETY

COVID-19 Vaccinations Administered at ZSFG



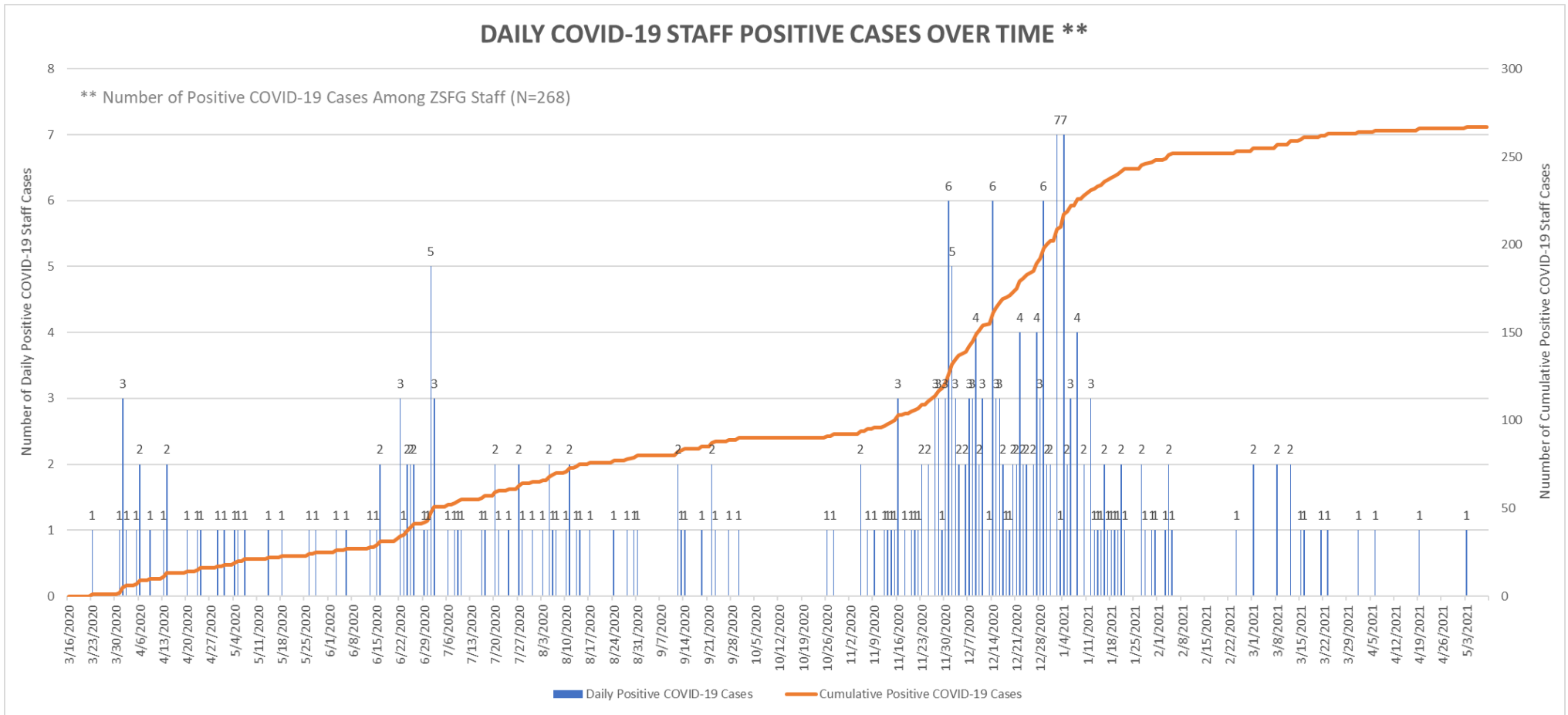
*Includes network-wide patients and members of the community.



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

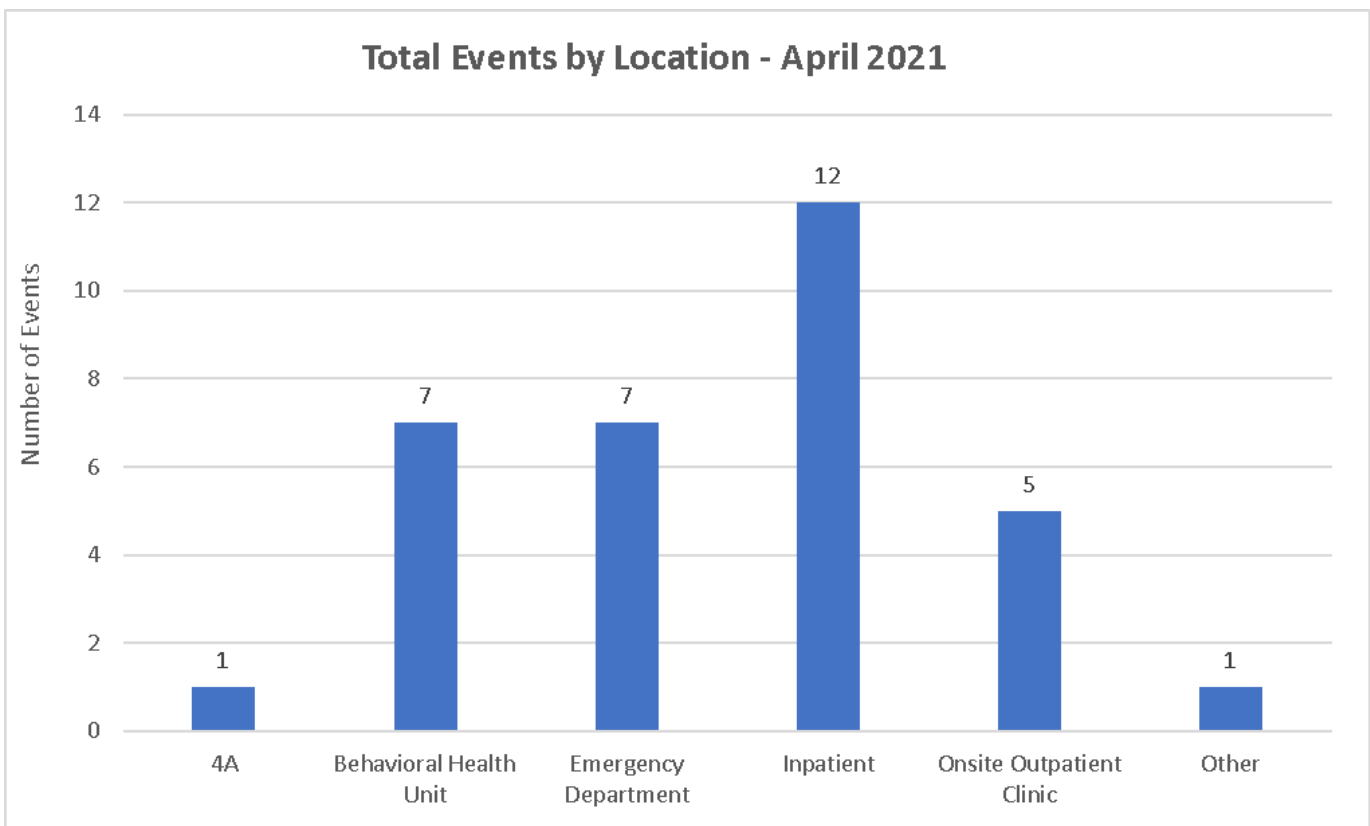
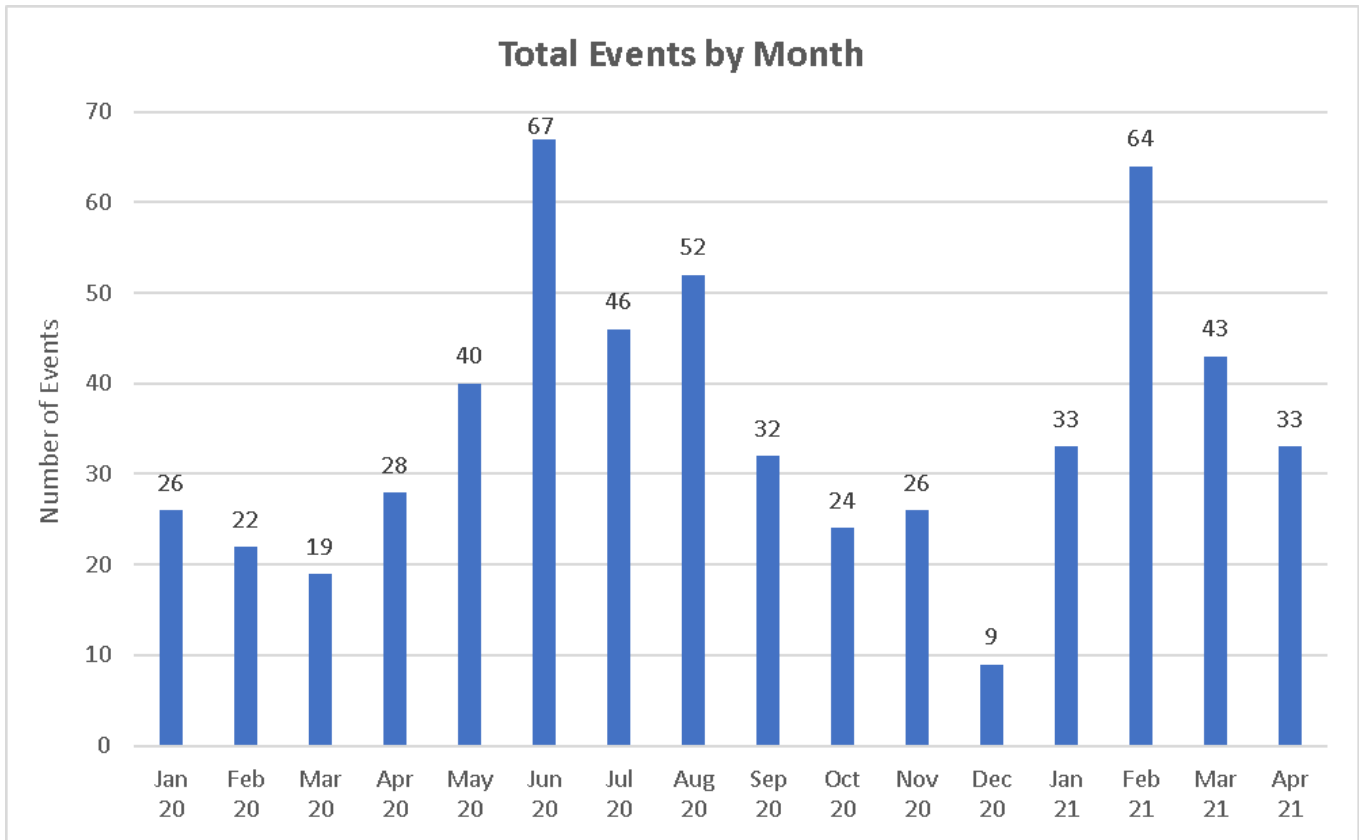
SAFETY Occupational Health COVID+ Staff Cases

As of May 10, 2021, 268 ZSFG employees have tested positive for COVID-19.

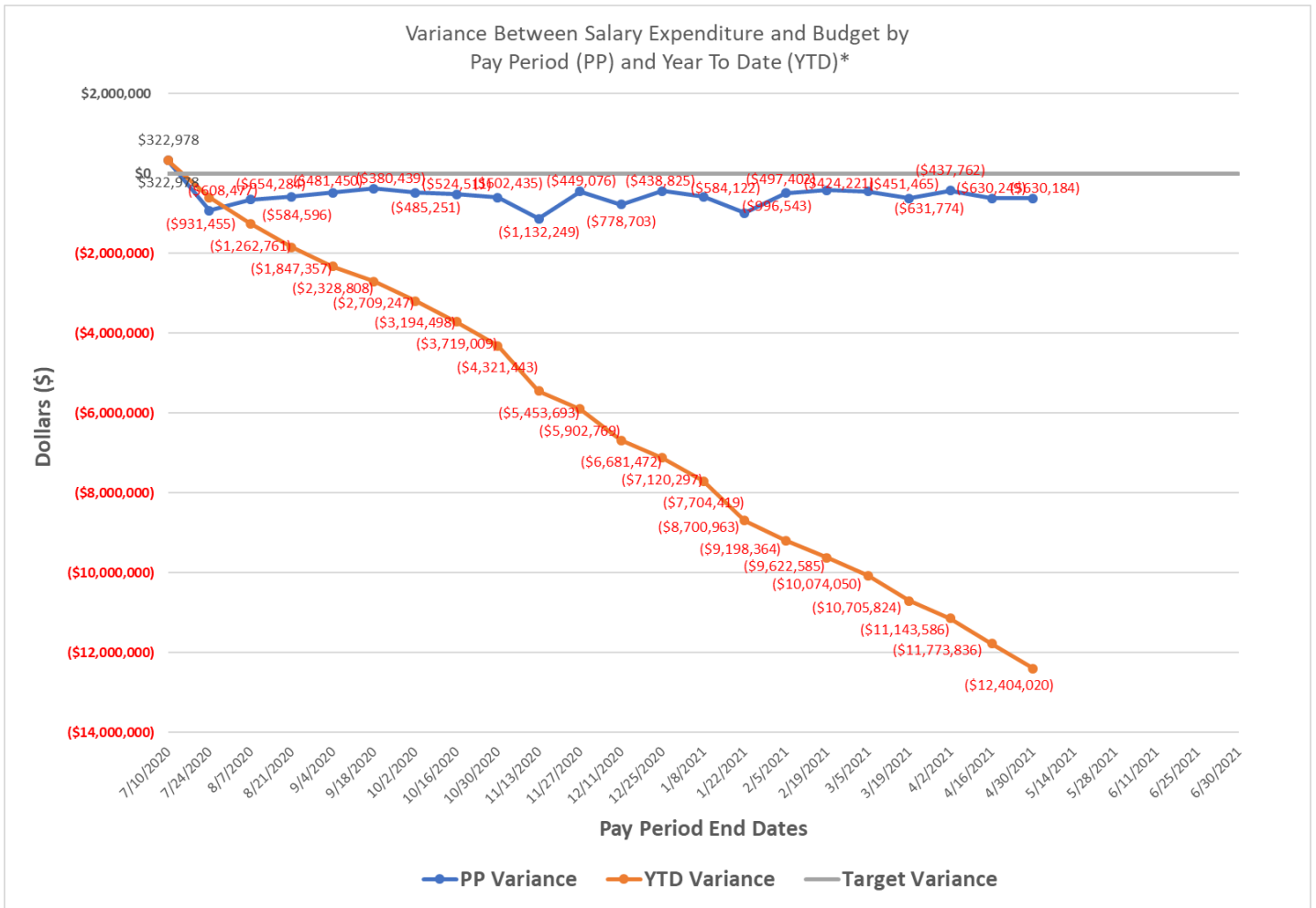


SAFETY

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)	\$2,900,000
H48 COVID Staffing	\$2,800,000
H52	\$350,000
H58 (Non-COVID Census Project)	\$2,300,000
COVID Sick Time	\$6,200,000
TOTAL	\$14,550,000