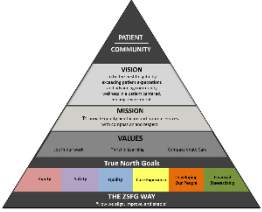


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on August 24, 2021

ZSFG Executive Team Report

Report Updates



SAFETY

Page 2

- 1. COVID-19 Returning Safely Together
 - Fourth COVID-19 Surge
 - Bay Area Mask Mandate
 - ZSFG Alternate Testing Site - Additional Hours
 - Updated Visitation Policy
 - Relocation of the Patient Vaccination Clinic

QUALITY

Page 3

- The Joint Commission Revisit Survey

DEVELOPING OUR PEOPLE

Page 3

- Nursing Newsletter
- Jim Marks Day!

QUALITY

Page 4

- ZSFG COVID+ Cases
- Emergency Department Activities
- Urgent Care Clinic Activities
- Psychiatric Emergency Services Activities
- Average Daily Census
- Lower Level of Care

SAFETY

Page 18

- COVID-19 Vaccinations Administered at ZSFG
- Occupational Health COVID+ Staff Cases
- Workplace Violence Activity

FINANCIAL STEWARDSHIP

Page 20

- Salary Variance

Data Updates



SAFETY

1. COVID-19 - Returning Safely Together

San Francisco, like the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing and reassessing these policies and practices:

Fourth COVID-19 Surge

Towards the end of July, San Francisco entered its fourth surge in COVID-19 cases amongst both vaccinated and unvaccinated people. Considering that none of the vaccines are 100% effective in preventing infections, and that 77% of eligible San Franciscans are fully vaccinated this was expected. However, vaccines remain highly effective in preventing illness, especially severe illness, hospitalizations, and death.

This is also reflected in the following data: the case rate among unvaccinated people is more than double that of fully vaccinated people; the hospitalization rate is eight times higher among unvaccinated people than among fully vaccinated people; and no one who is fully vaccinated in San Francisco has died of COVID-19. Now, more than ever, it is critical that anyone who is eligible, receives the vaccine.

ZSFG also continues to work with Human Resources to ensure that staff have entered their vaccination status into the City portal and that they have an accurate count of people who are who are unvaccinated and require twice weekly testing. OHS and Clinical labs are working to operationalize the testing protocols accordingly.

Bay Area Revised Masking Mandate

On August 3rd, the City and County of San Francisco took further precautions to stop the spread of the COVID-19 Delta variant. SF, along with seven other Bay Area counties, issued an indoor masking mandate, requiring that every person wear a face mask in indoor public settings, regardless of their vaccination status. ZSFG continues to maintain our masking protocols for all staff on campus.

ZSFG Alternate Testing Site – Additional Hours

ZSFG has recently seen a major rise in the need for COVID-19 patient testing. To assist our departments with these surging needs, on August 11th, ZSFG opened a limited number of additional appointments on Saturdays and Sundays at the ZSFG Alternate Testing Site (ATS). Appointment slots are now available in Epic and take place between 8:30AM – 3:30PM on these days. Many thanks to all of our ATS staff for adapting quickly to better serve our patients and community!

Updated Visitation Guidelines

As of August 11th at 11:00am, by order of the California Department of Public Health, inpatient visitors will be required to be fully vaccinated or provide proof of a negative COVID-19 test within 72 hours of their visit. This requirement does not include the Emergency Department or Ambulatory Care Clinics. Additionally, there are exceptions for end-of-life, visitors, parents/guardians accompanying pediatric patients, and partners of laboring patients.

Our Visitation team is working on a process to provide rapid testing for visitors of patients who are determined to be essential to their care. Development of this point-of-care testing is being led by Brigida Hoffman and Gillian Otway. The Office of Patient Experience (OPEX), led by Brandi Frazier, is managing this new visitor health order and the team has been focused on patient communication. Much gratitude to all those involved with this effort!

Relocation of the Patient Vaccination Clinic

On August 17th, ZSFG successfully relocated the vaccination clinic from the Wellness Center to the Learning Center. This relocation better accommodates the increased community demand for vaccinations. The Learning Center will now provide 5 new check-in, 5 new check-out stations, 8 new vaccination stations, 45 monitoring chairs, 4 vial drawing stations and space for inpatient and outpatient ROVING teams and carts.

The team also continues to provide supplemental doses for the Johnson and Johnson vaccine and are anticipating guidance around additional doses for select immunocompromised individuals.

A huge thank you to our IT, Epic IT, EVS, Facilities, and Urgent Care teams for pulling off this major transition within less than four days, and a special thank you to Diana Ly who fearlessly led and organized this flawless relocation!

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. Joint Commission Revisit Survey

On Wednesday, August 11th, The Joint Commission conducted their revisit survey of ZSFG, to follow up on their findings from the Triennial survey back in May.

During the visit, the surveyor toured the Labor and Delivery unit, the Sterile Processing Department, the Operating Rooms, 4C and 4M. Her focus was on the condition level findings and whether the teams have implemented and are sustaining their corrective actions.

Throughout the tour she was presented with completed actions, proof of continued compliance and consistent evidence of ongoing performance improvement. Following the revisit, the surveyor confirmed that there were no additional findings and ZSFG “passed” with flying colors! She had a lot to say about how completely the findings were addressed, and how entirely impressive our team was: staff were articulate and had ownership of the work they do and the improvements that have been made. This was demonstrated in the way they did not feel they had to have their managers speak to the surveyor. She noted that she would be “hard pressed to identify any more improvements that could be initiated in relation to the findings from the original survey.”

She also expressed how devoted our staff were to one another, to our patients, and to improvement overall. She commented that she can always tell when teams are simply performing for the surveyors, but at ZSFG she could see clear evidence of a deep commitment throughout the organization to continuous improvement. She stated that as a surveyor she “lives vicariously” through the facilities she surveys – being at ZSFG left her feeling fulfilled.

Congratulations and many thanks to the Perioperative, Maternal and Child Health, Ambulatory and Anesthesia teams for their response to the findings in May! ZSFG looks forward to our next survey in approximately 3 years.

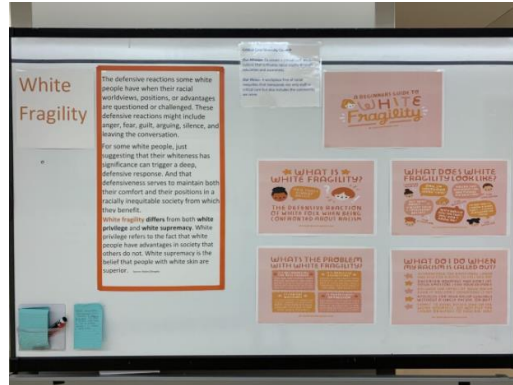
DEVELOPING OUR PEOPLE

3. August Nursing Newsletter

On August 11th, ZSFG’s Nursing Leadership issued their quarterly newsletter. This Summer 2021 issue covered the major events that took place over the past few months, including COVID-19 updates, equity initiatives across campus and SFDPH, and the accomplishments of staff, teams, and departments.

Specifically, this issue re-emphasized the importance of following the protocols on campus to keep each other safe and shared tips for travelling safely. Additionally, the newsletter highlighted the Equity Board (pictured below) in the Critical Care Unit that was developed by the ICU’s Diversity Council to help educate staff and create a work culture that cultivates racial equity through education and awareness. In regard to other Equity Initiatives, staff were encouraged to join SFDPH’s Black African American Health Initiative Events and SDPH’s Racial Equity Champions program. Finally, the newsletter concluded with a Staff Spotlight on Matthew Talmadge, MSN, FHP-BC, PHN, who recently returned to ZSFG following his 15-month deployment to SF’s COVID Command Center, and a “Wellness Corner” in which Natasha Hamilton, Director of the Department of Care Coordination, shared breathing exercises for stress relief.

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. Jim Marks Day

Mayor London Breed officially proclaimed that July 20, 2021 was Jim Marks Day! One of our long-time faculty, Dr. Jim Marks, has been the city's remarkable leader in this effort since the beginning of the pandemic.

At the onset of the pandemic, Dr. Jim Marks joined the Department of Public Health Department Operations Center, serving the people of the City and County of San Francisco at an unprecedented time. He led the Advanced Planning Unit, a forward-thinking body for data analysts and information systems personnel, which was tasked with gathering and synthesizing data to better understand COVID-19 and inform response.

Within a short period of time, Dr. Marks swiftly built a robust unit that coordinated and gathered data across San Francisco hospitals to understand capacity, made recommendations to drive strategic decisions, and established critical links to modelers and forecasters to create a spectrum of scenarios to which the operations teams could react and prepare.

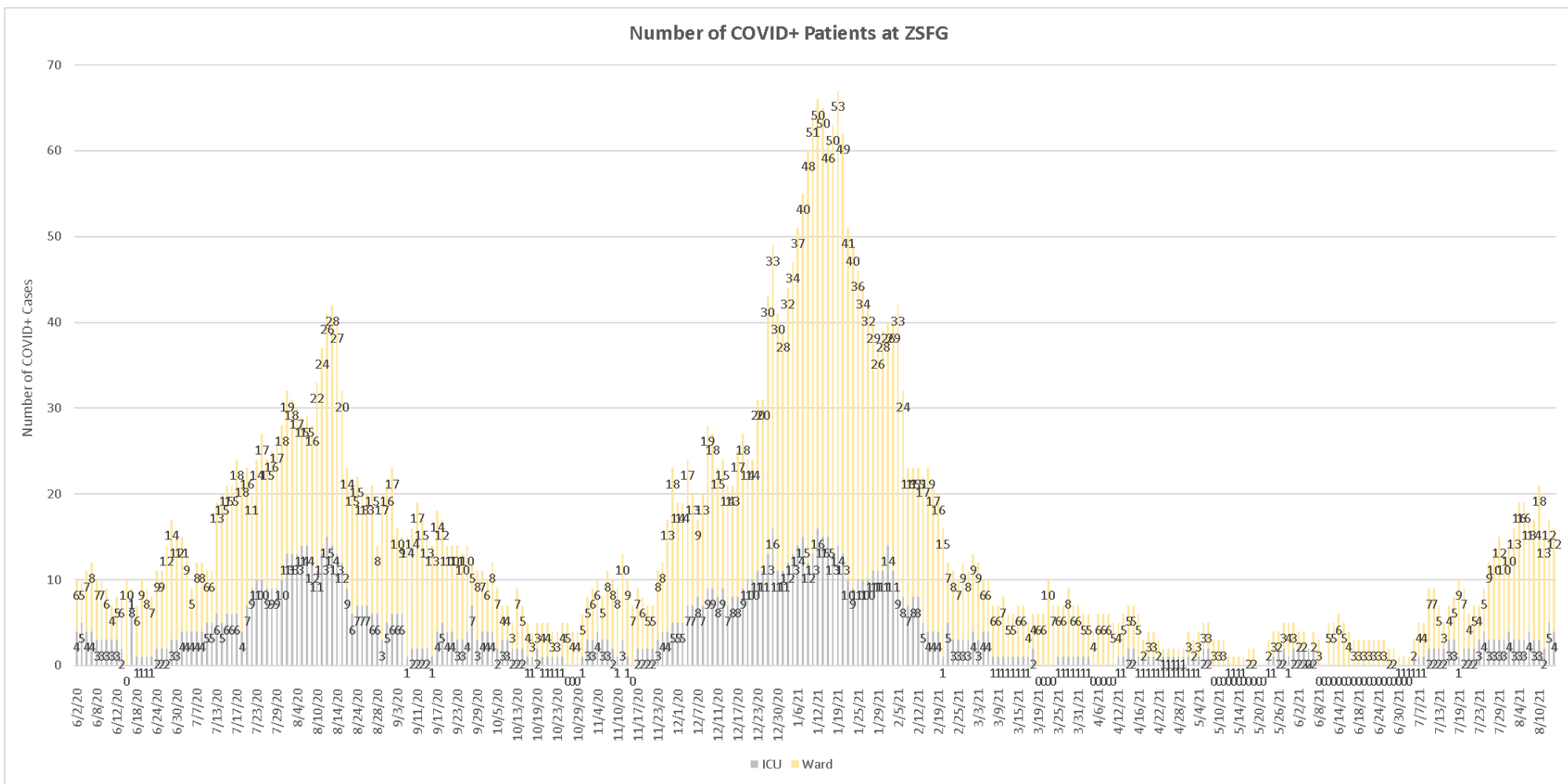
Dr. Marks also led the development and publishing of the COVID-19 data reports – providing accurate, reliable data to help San Franciscans see the whole picture of COVID-19 in our community and the rapidly changing environment.

Additionally, under the Citywide Unified Command, Dr. Marks was selected as the Planning Section Chief where he regularly presented data to city leadership and response workers in a way that clearly told the story of the impact of San Francisco's dedicated response to the COVID-19 pandemic and engaged City leaders to mitigate impacts through intervention measures like policies, programs, and systems.

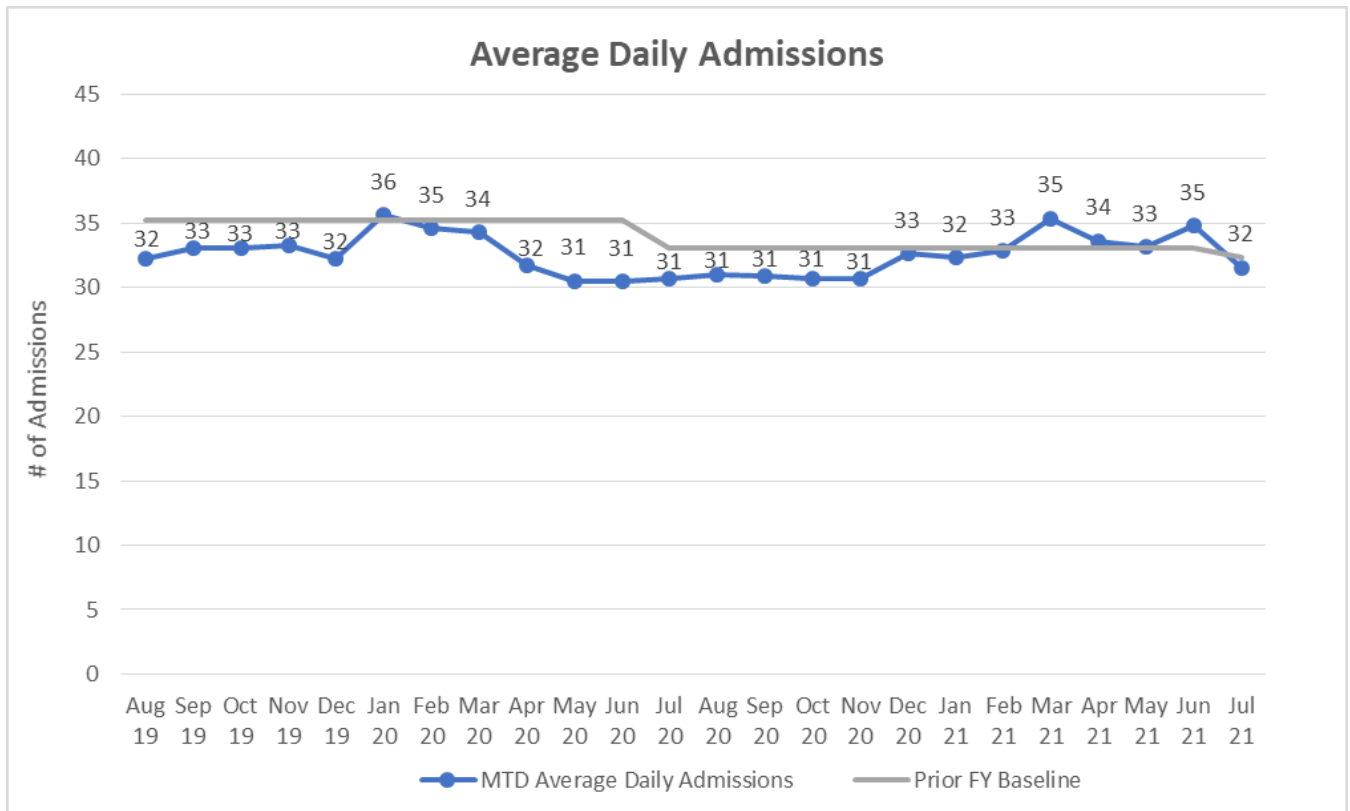
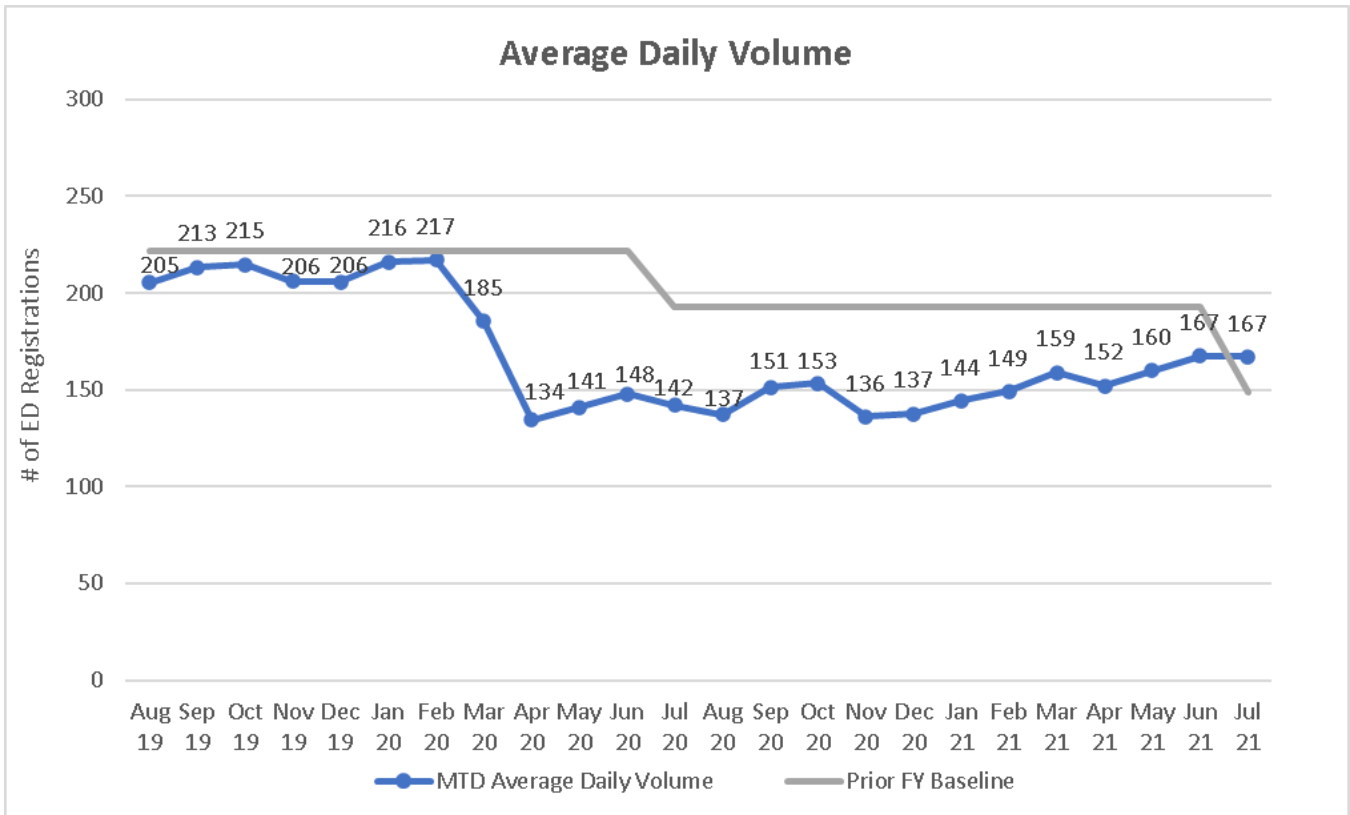
Dr. Marks is widely considered by his colleagues as not only an essential part of San Francisco's response to COVID-19, but also a beloved friend and mentor who has been a changemaker in his leadership and a hero for San Franciscans.

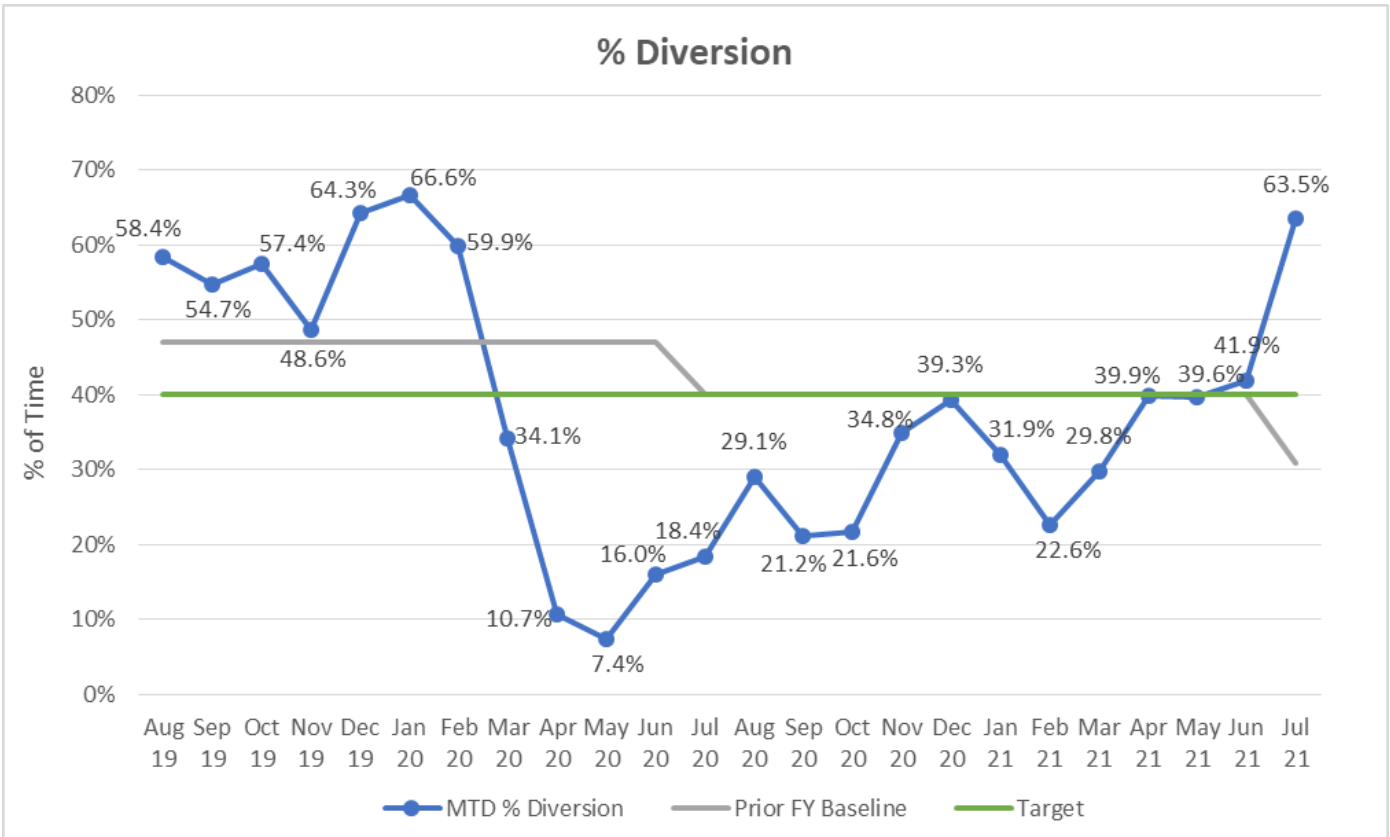
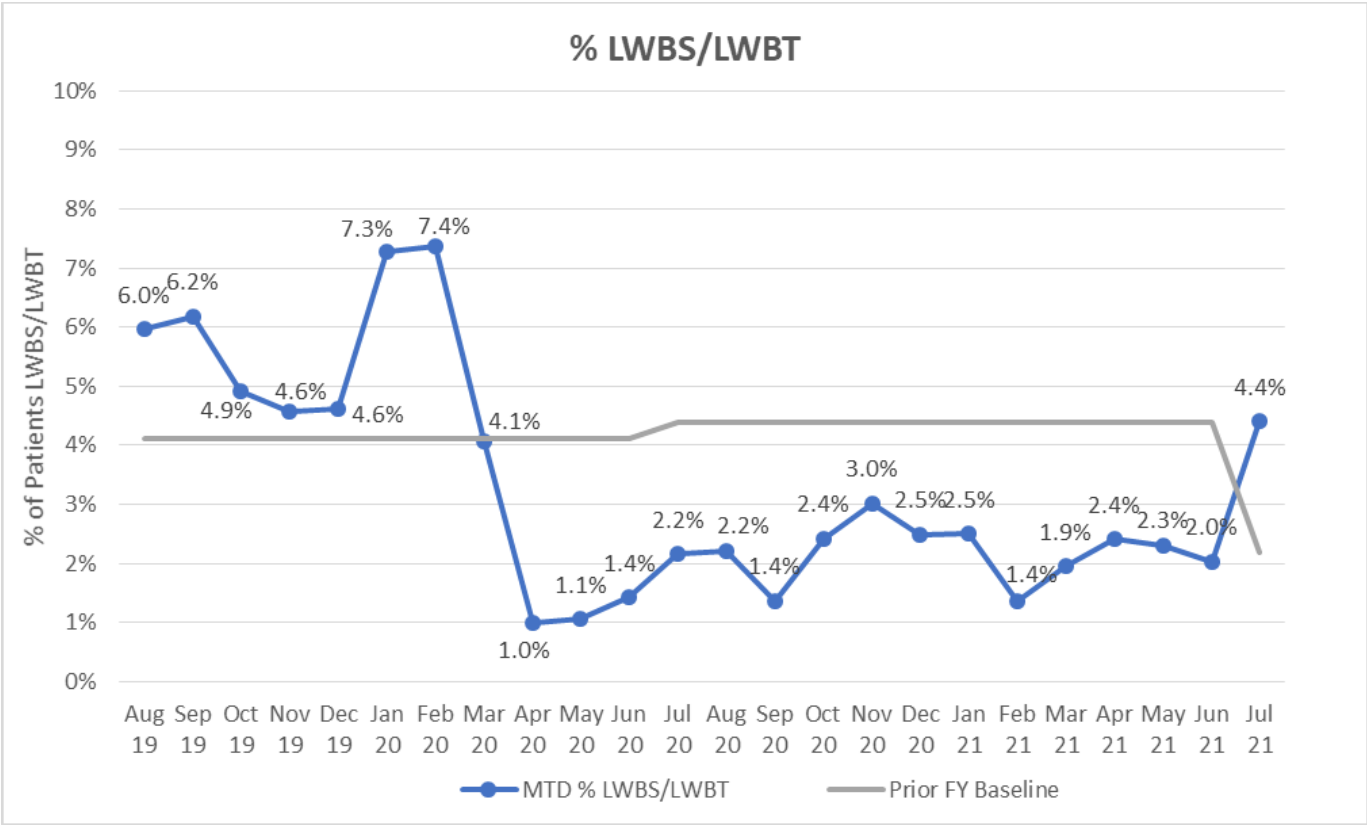
Many thanks to Dr. Jim Marks, and all the other incredible staff from across DPH and the City, who supported San Francisco's pandemic response over the past year and a half, including Lizzy Connelly and Chris Ross from ZSFG; Eric Raffin and Laura Krehbiel from DPH IT; Trang Nguyen and Wayne Enanoria from DPH Population Health Division; and Carla Beak, Wendy Lee, Emily Vontsolos, Emily Lisker and Alice Kassinger from the Controller's Office City Performance Unit. These efforts were also hugely supported by Dr. Maya Peterson and colleagues at UC Berkeley.

QUALITY ZSFG COVID+ Patients

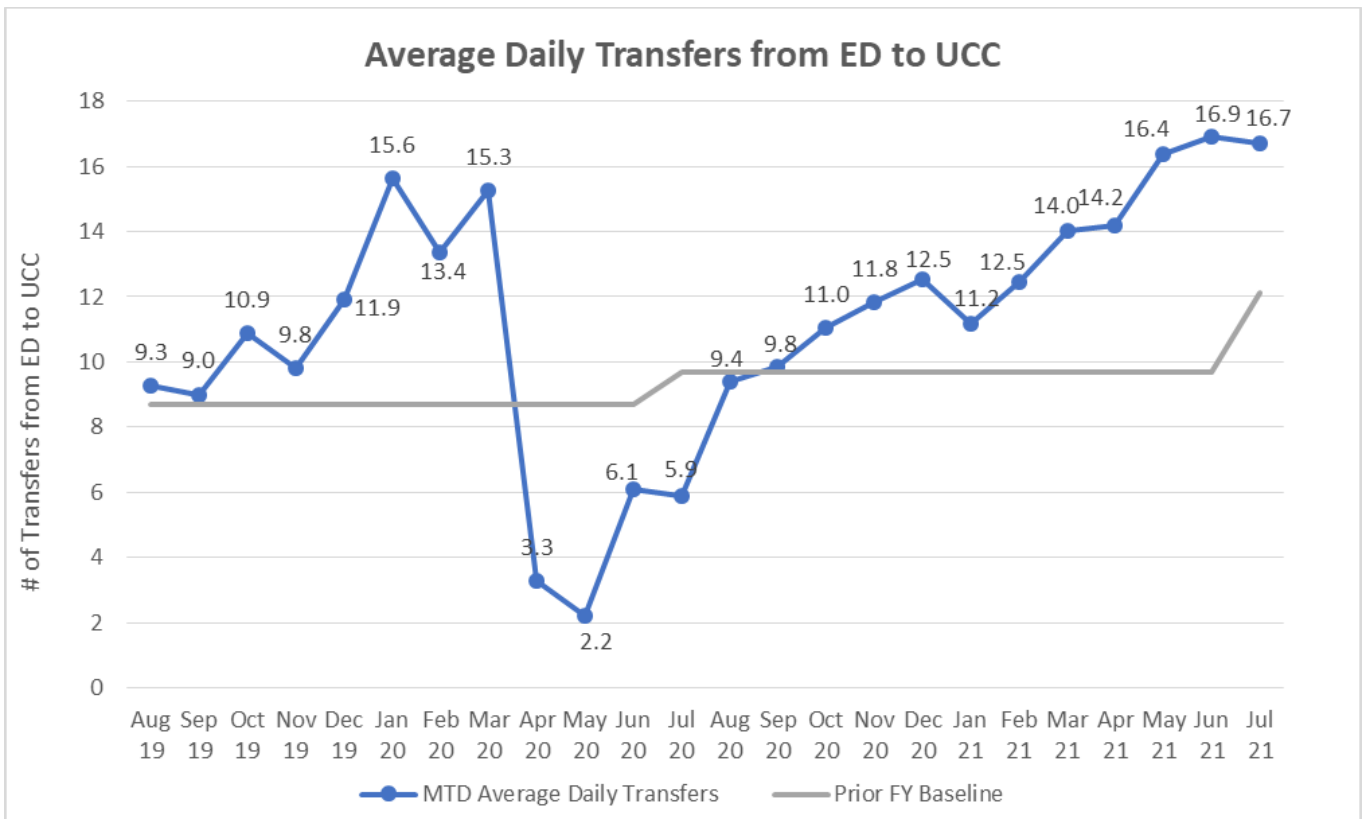
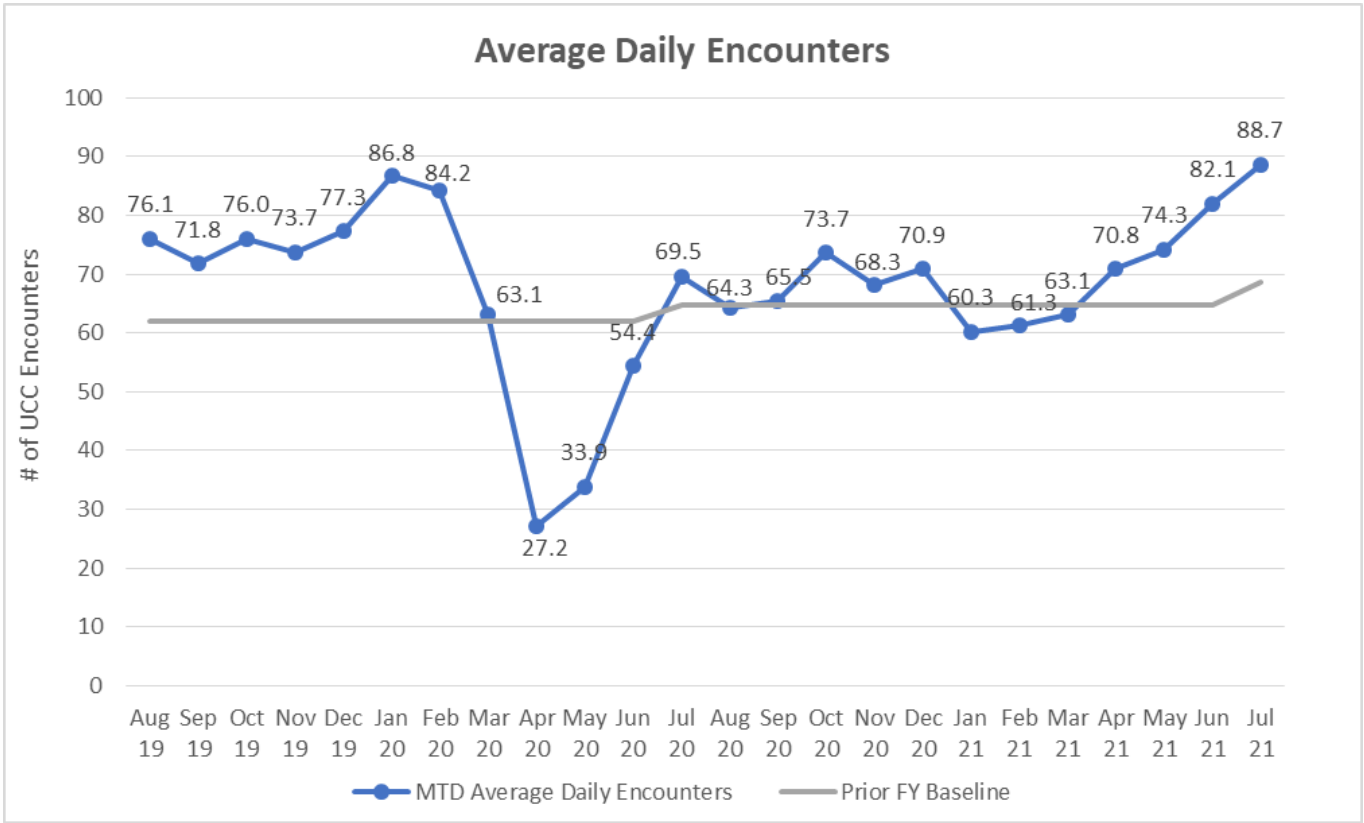


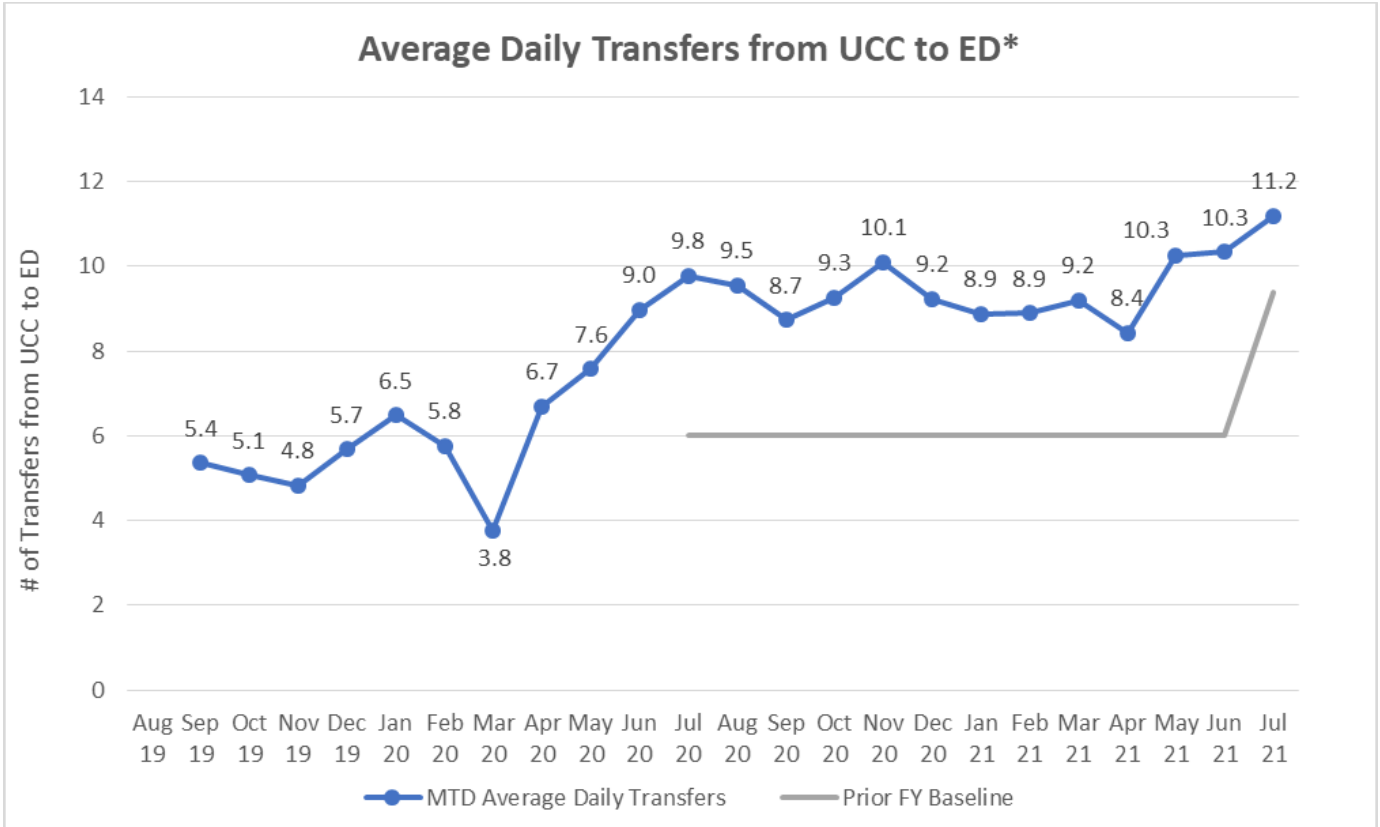
QUALITY Emergency Department Activities





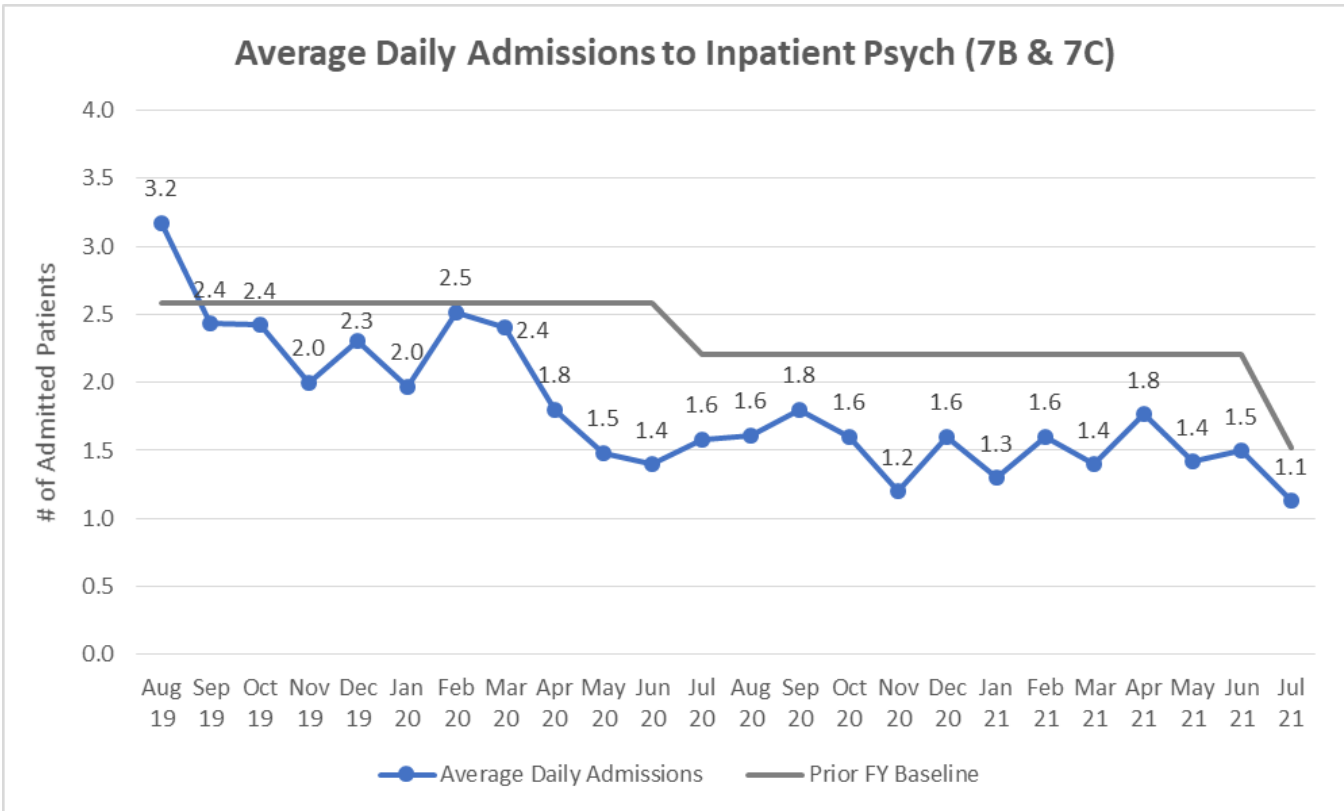
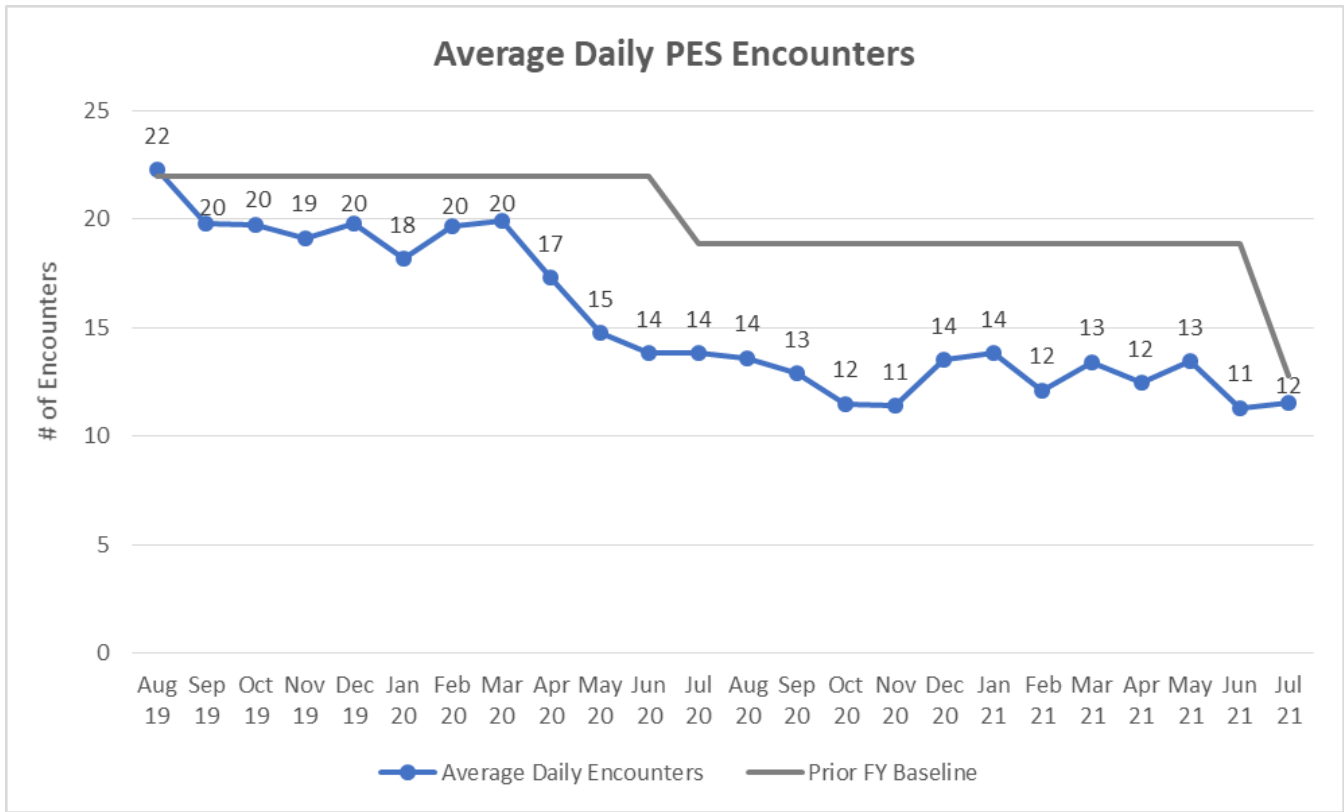
QUALITY Urgent Care Clinic Activities

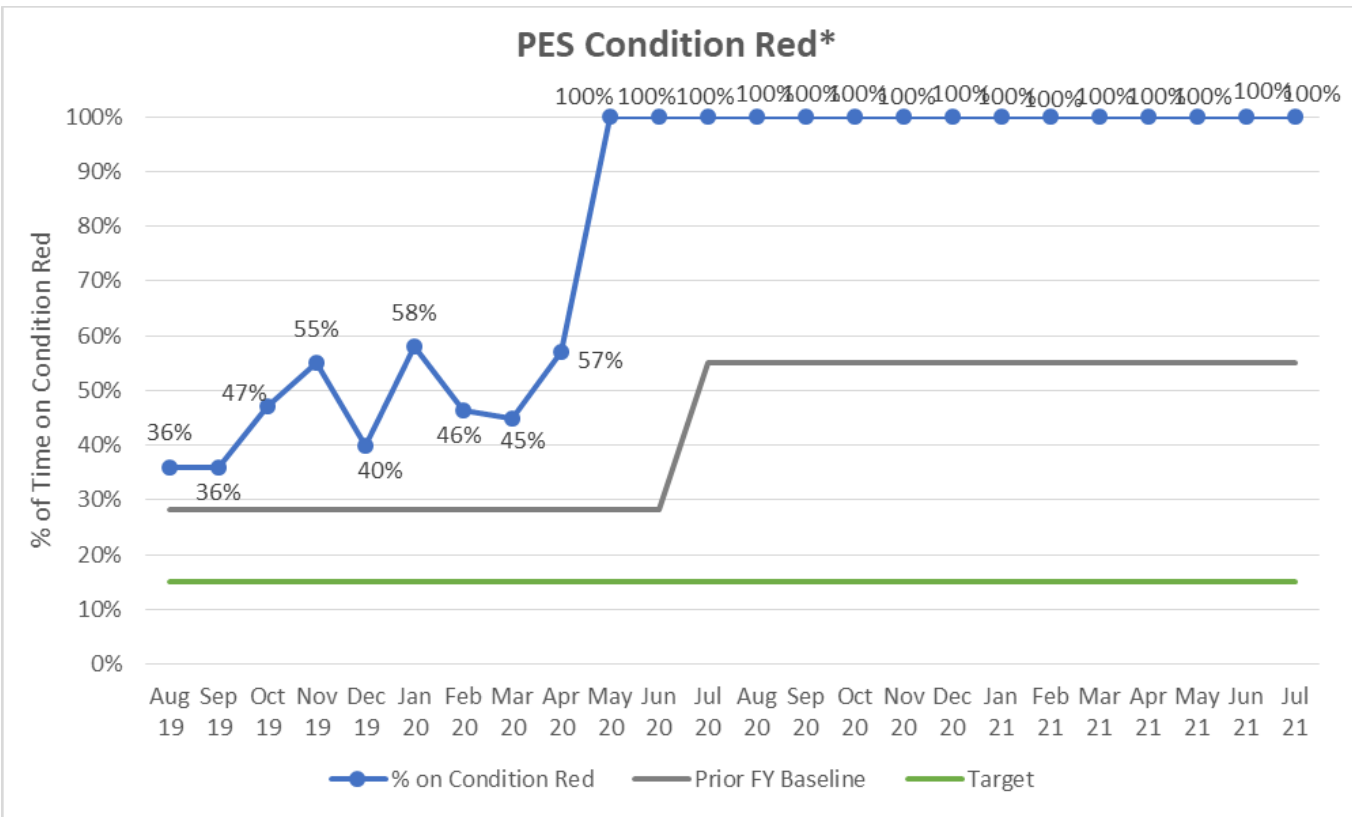
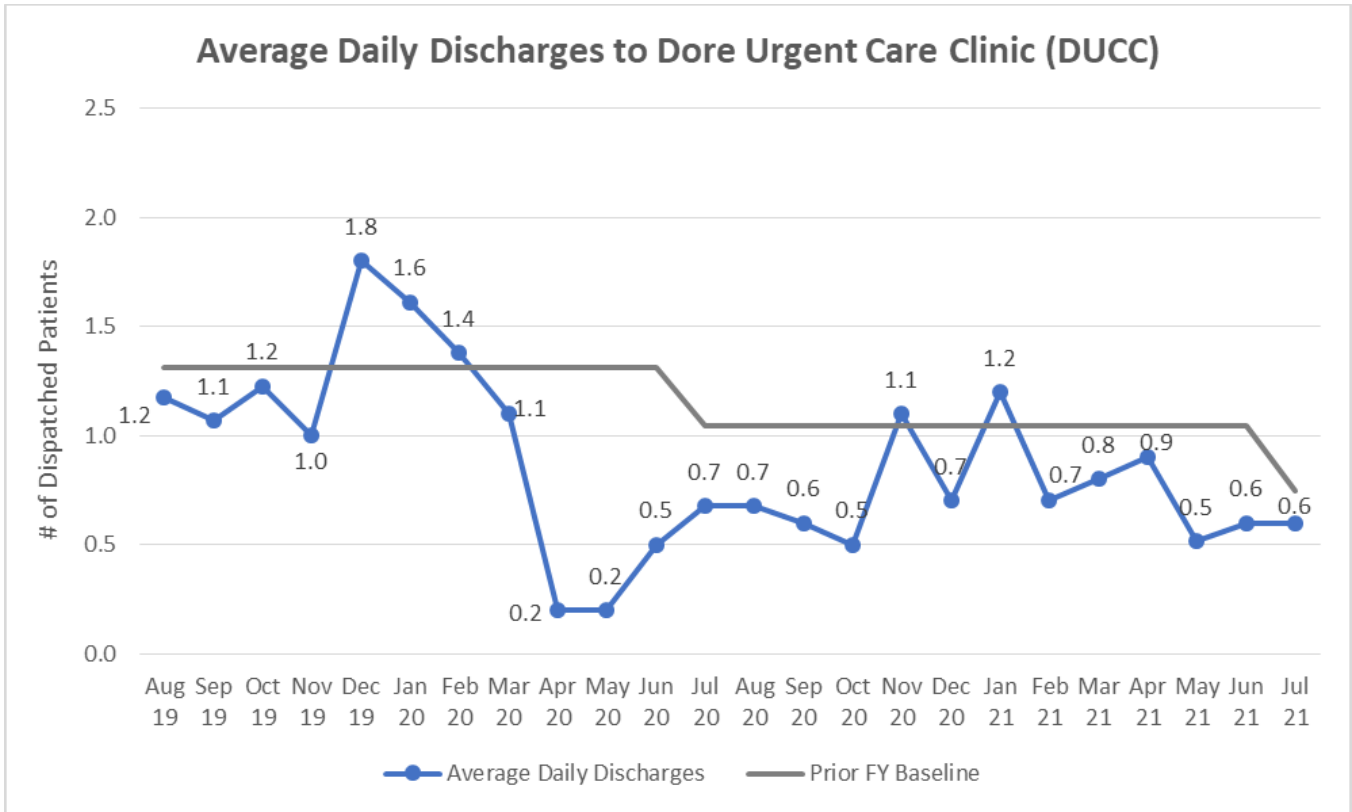




***As this is a new metric that ZSFG is tracking, data prior to Epic Implementation in August 2019 is not available.**

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 157.42 which is 100.91% of budgeted staffed beds and 87.94% of physical capacity. 18.75% of the Medical/Surgical days were lower level of care days: 5.96% administrative and 12.79% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 28.84 which is 103.00% of budgeted staffed beds and 49.72% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 27.35 which is 91.18% of budgeted staffed beds and 65.13% of physical capacity of the hospital.

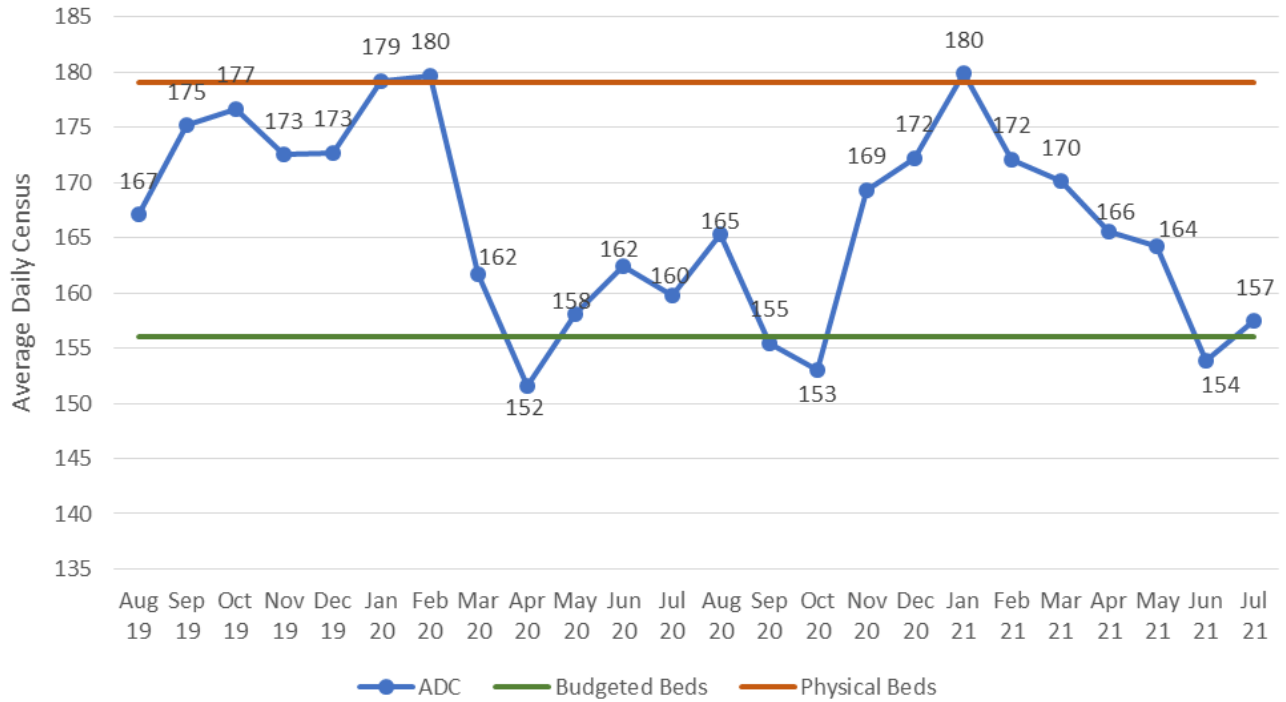
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.10, which is 91.13% of budgeted staffed beds and 59.853% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.55, which is 79.26% of budgeted staffed beds (n=7) and 46.24% of physical capacity (n=12). Utilization Review data shows 89.54% non-acute days (25.10% administrative and 64.44% non-reimbursed).

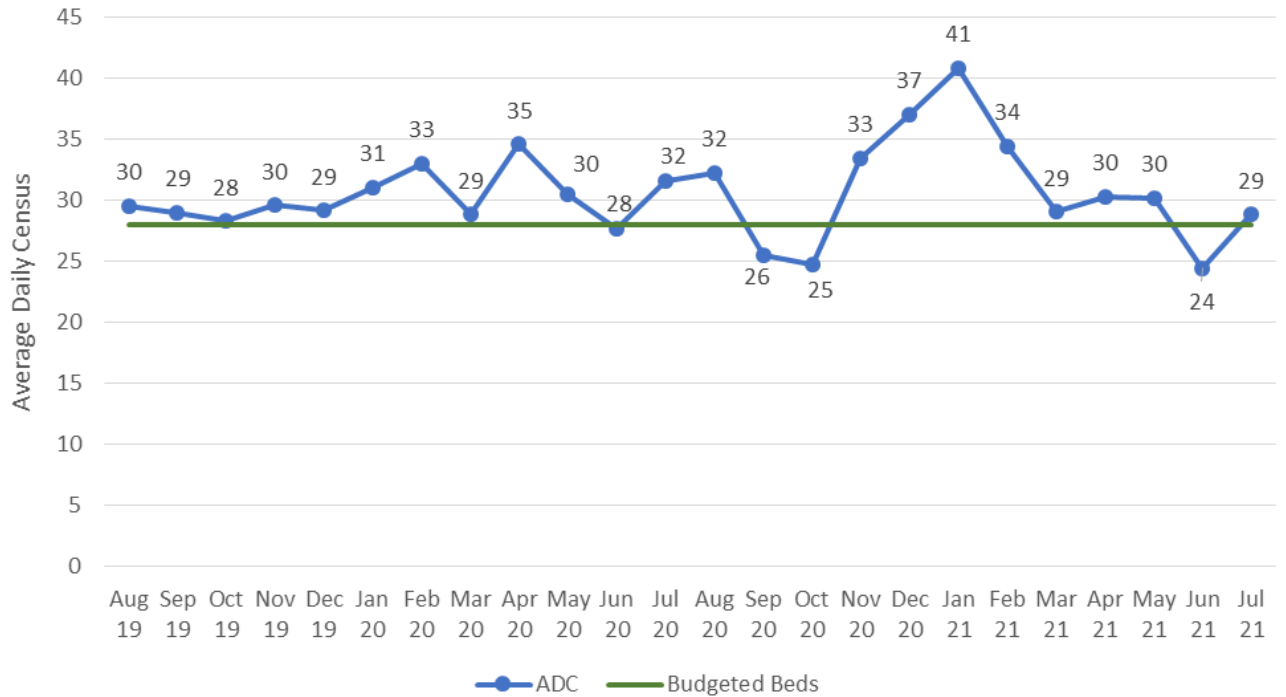
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 27.97, which is 99.88% of our budgeted staffed beds and 93.23% of physical capacity.

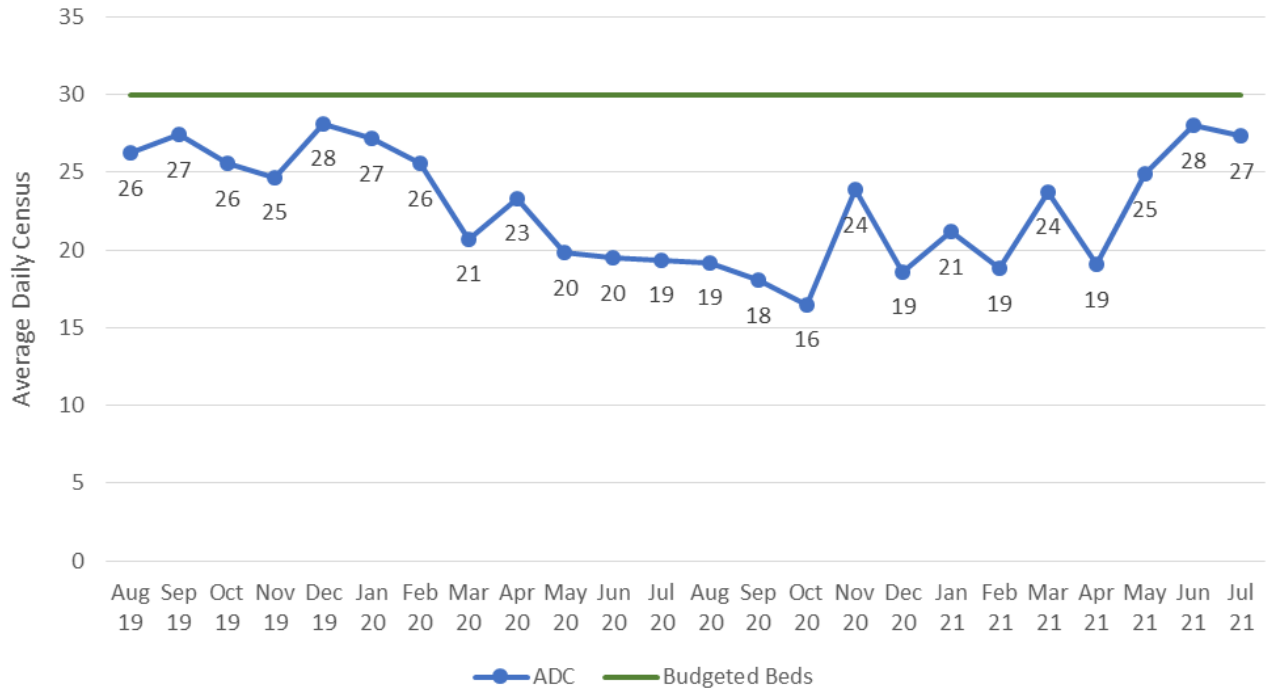
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



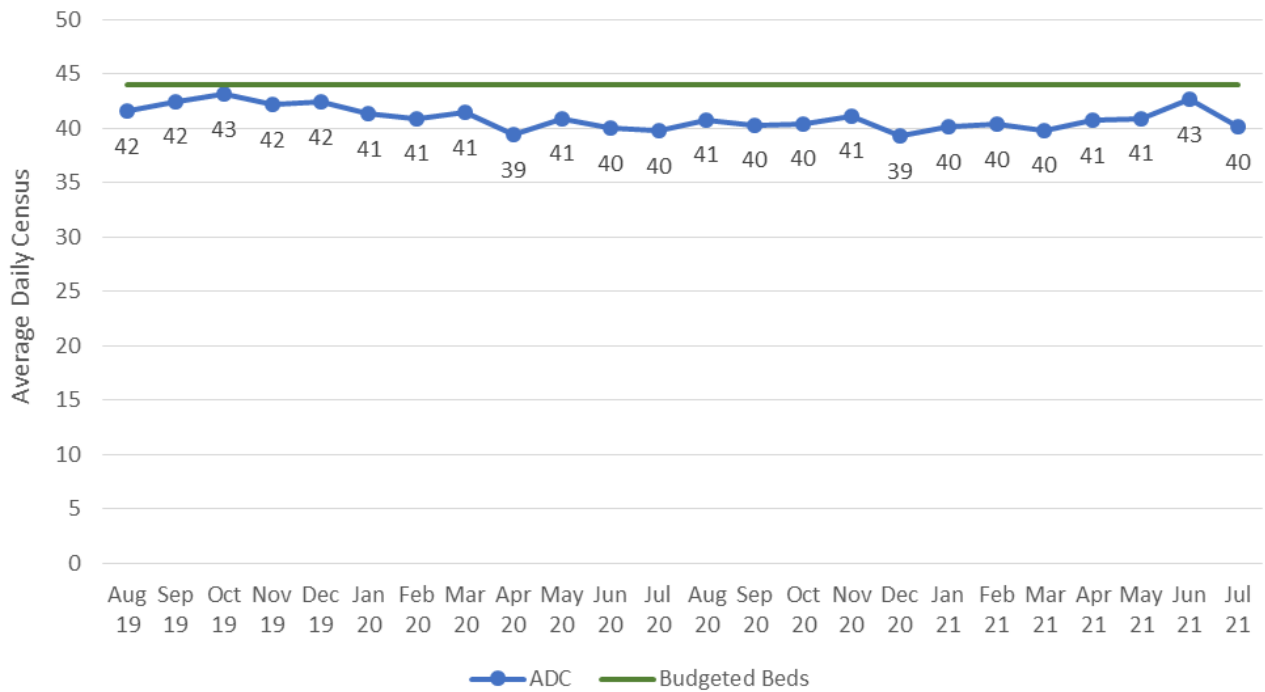
Intensive Care Unit Average Daily Census



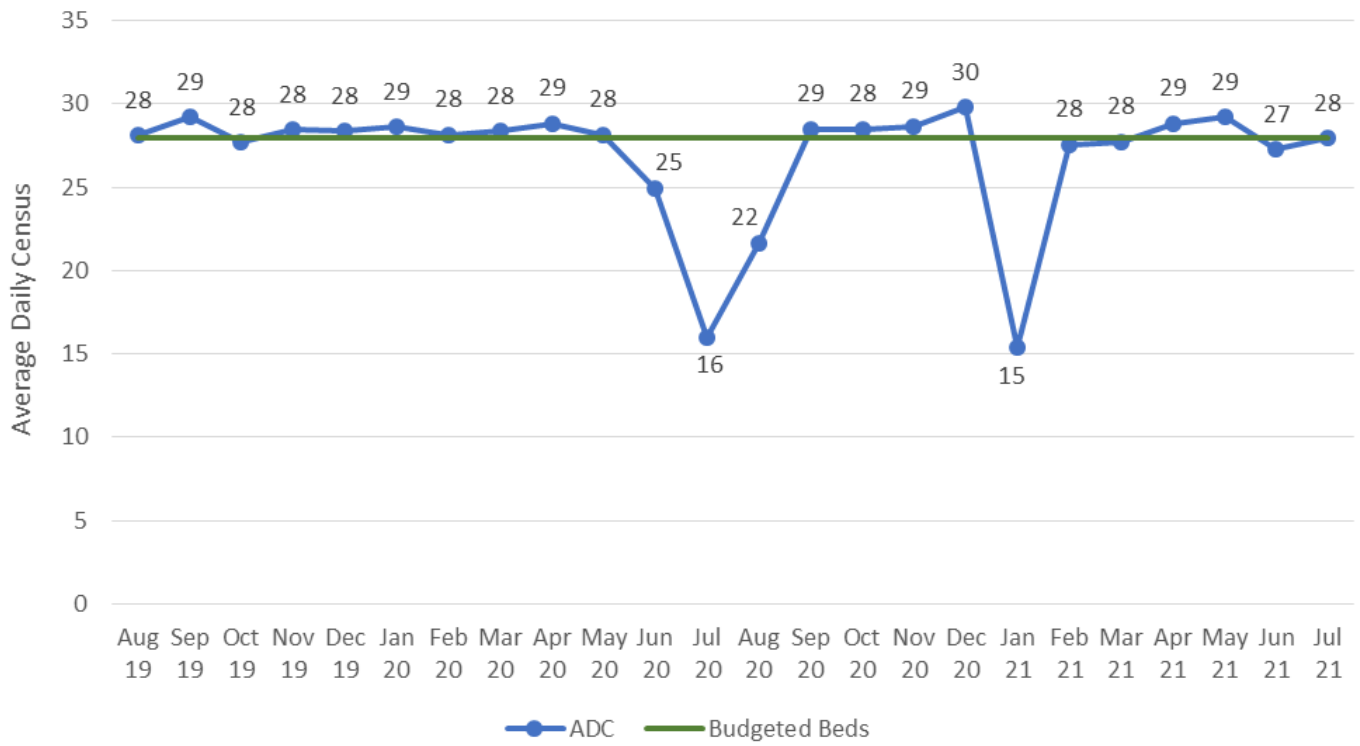
Maternal Child Health Average Daily Census



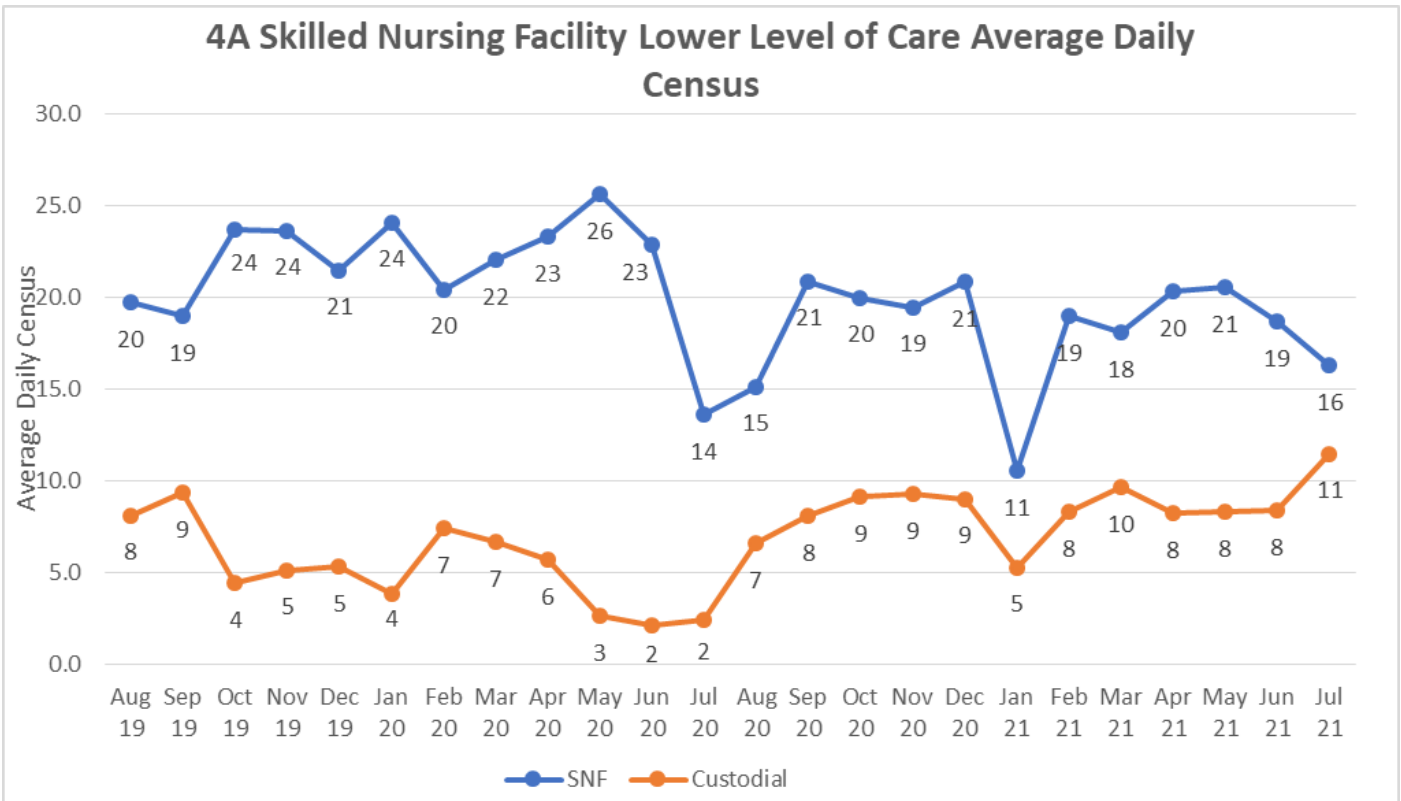
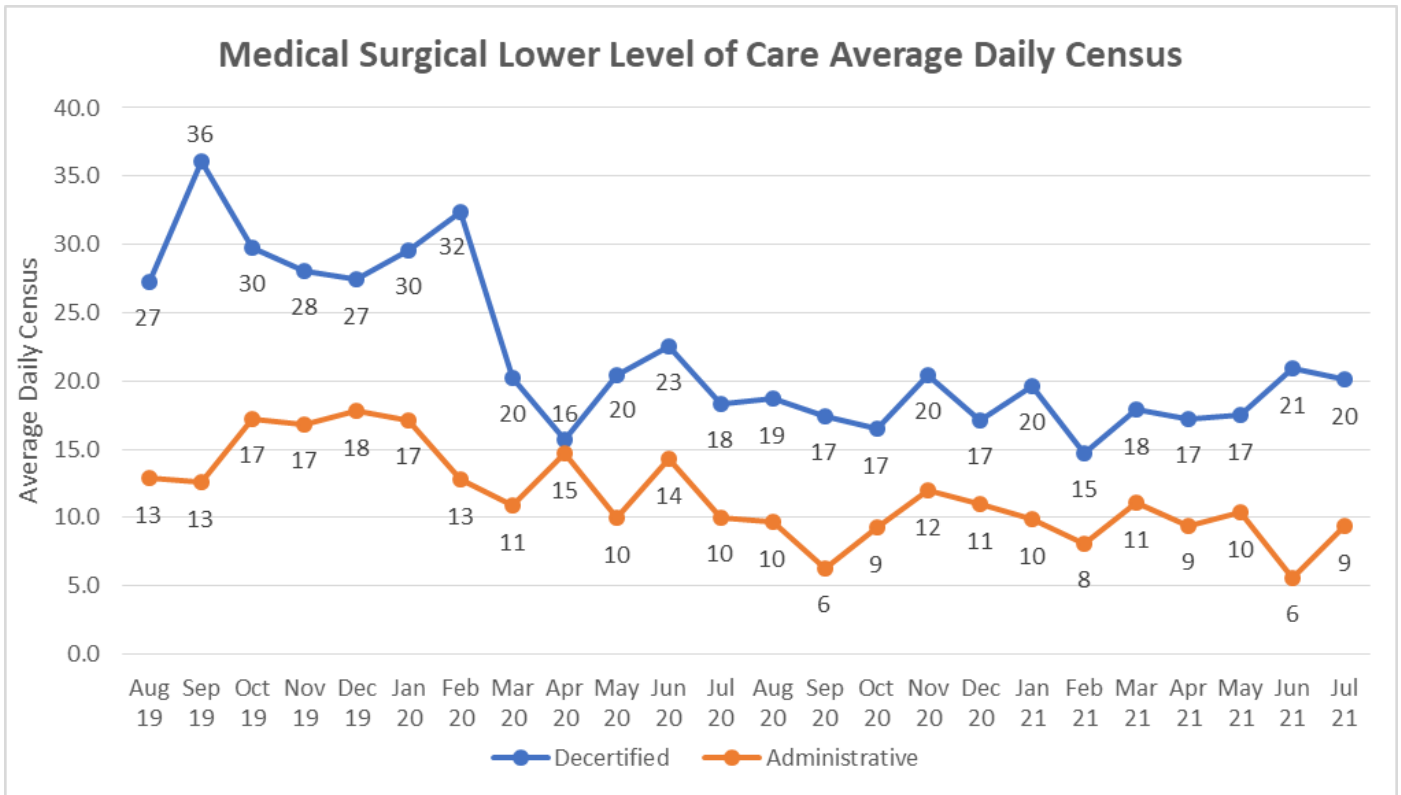
Acute Psychiatry (7B & 7C) Average Daily Census

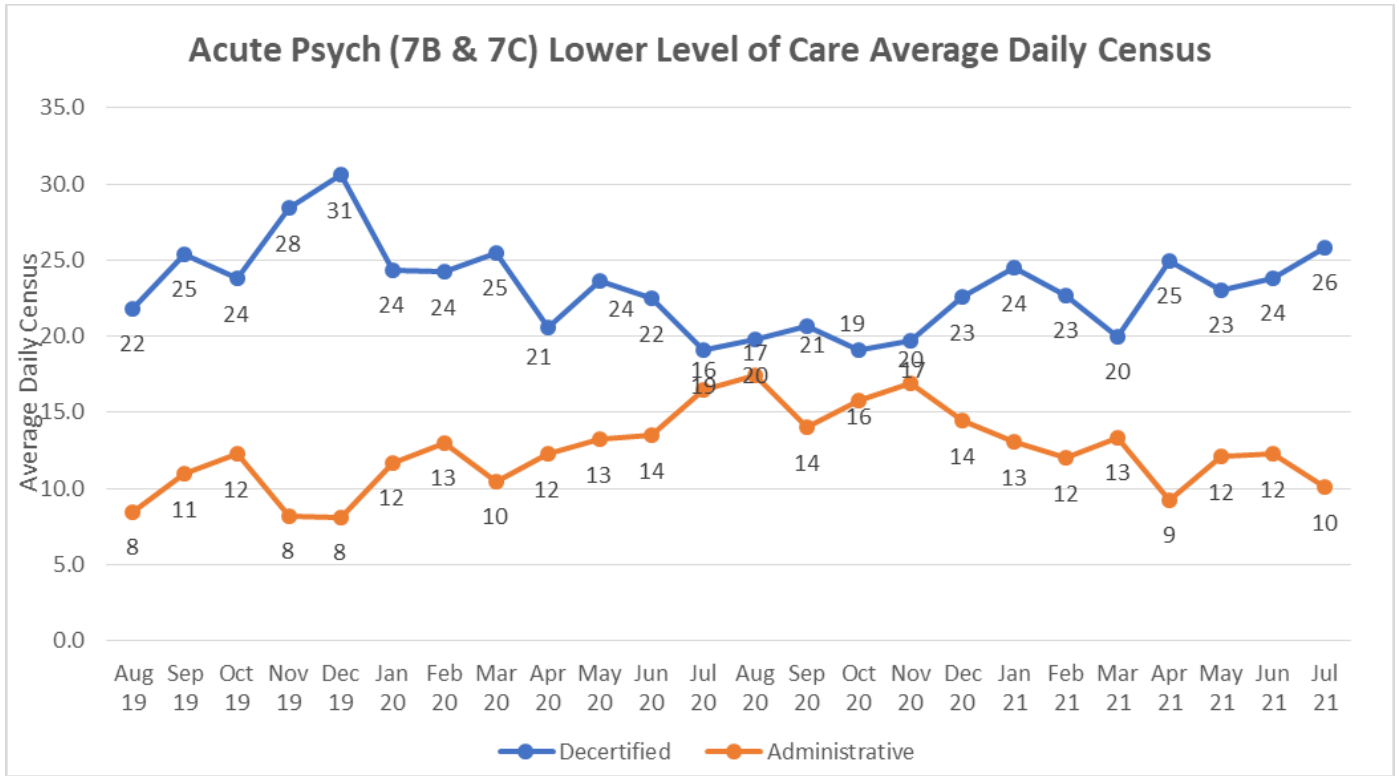


4A Skilled Nursing Facility Average Daily Census

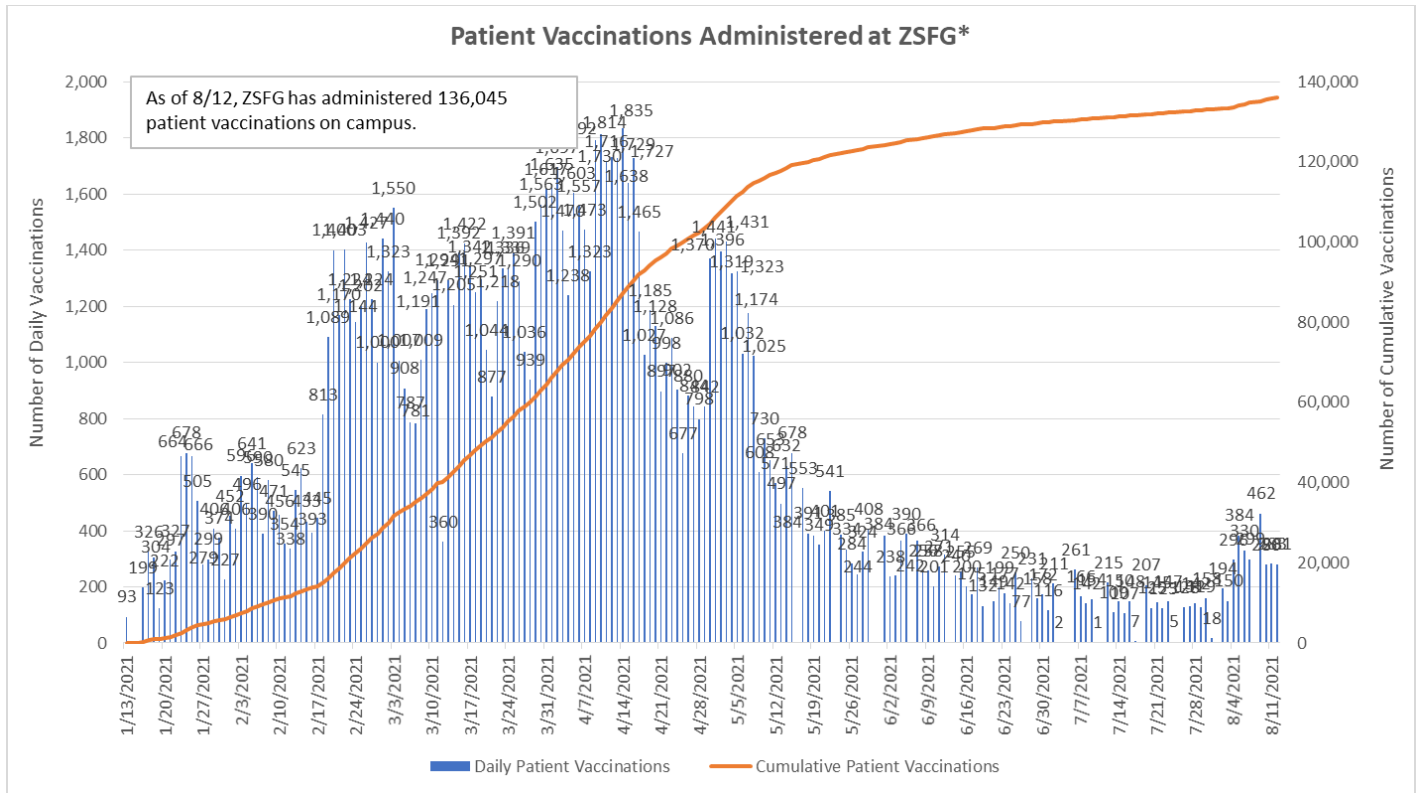


QUALITY Lower Level of Care Average Daily Census

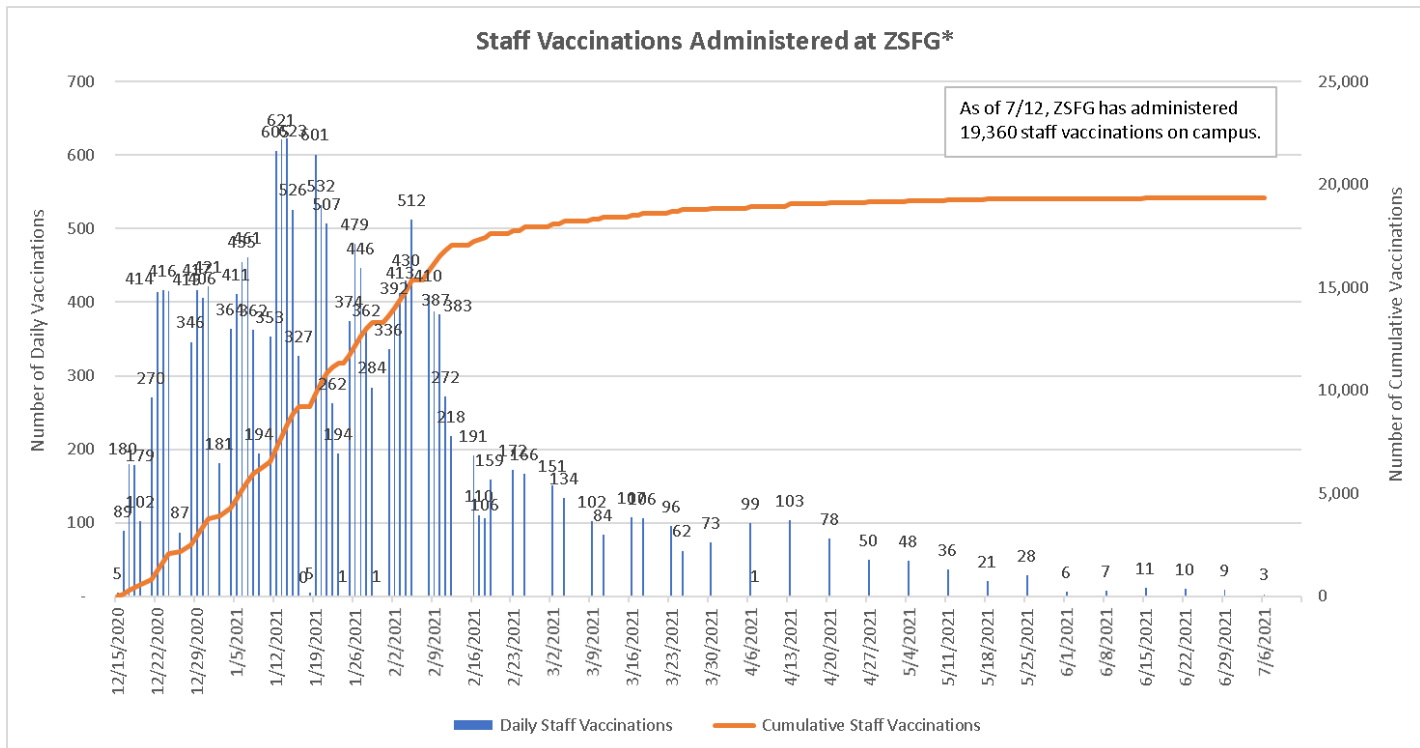




SAFETY COVID-19 Vaccinations Administered at ZSFG



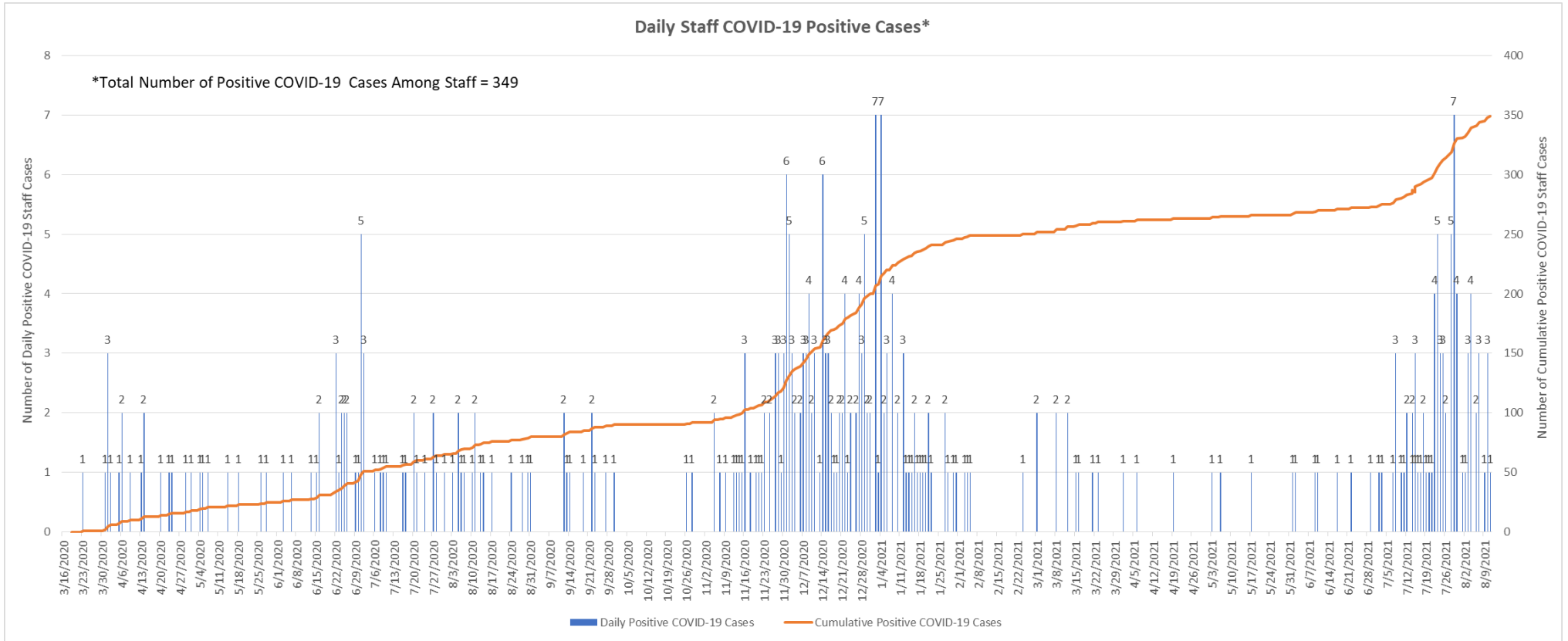
*Includes network-wide patients and members of the community.



*Includes network-wide staff. Staff vaccination data for August is currently unavailable and being validated as Occupational Health went live with Epic in July 2021.

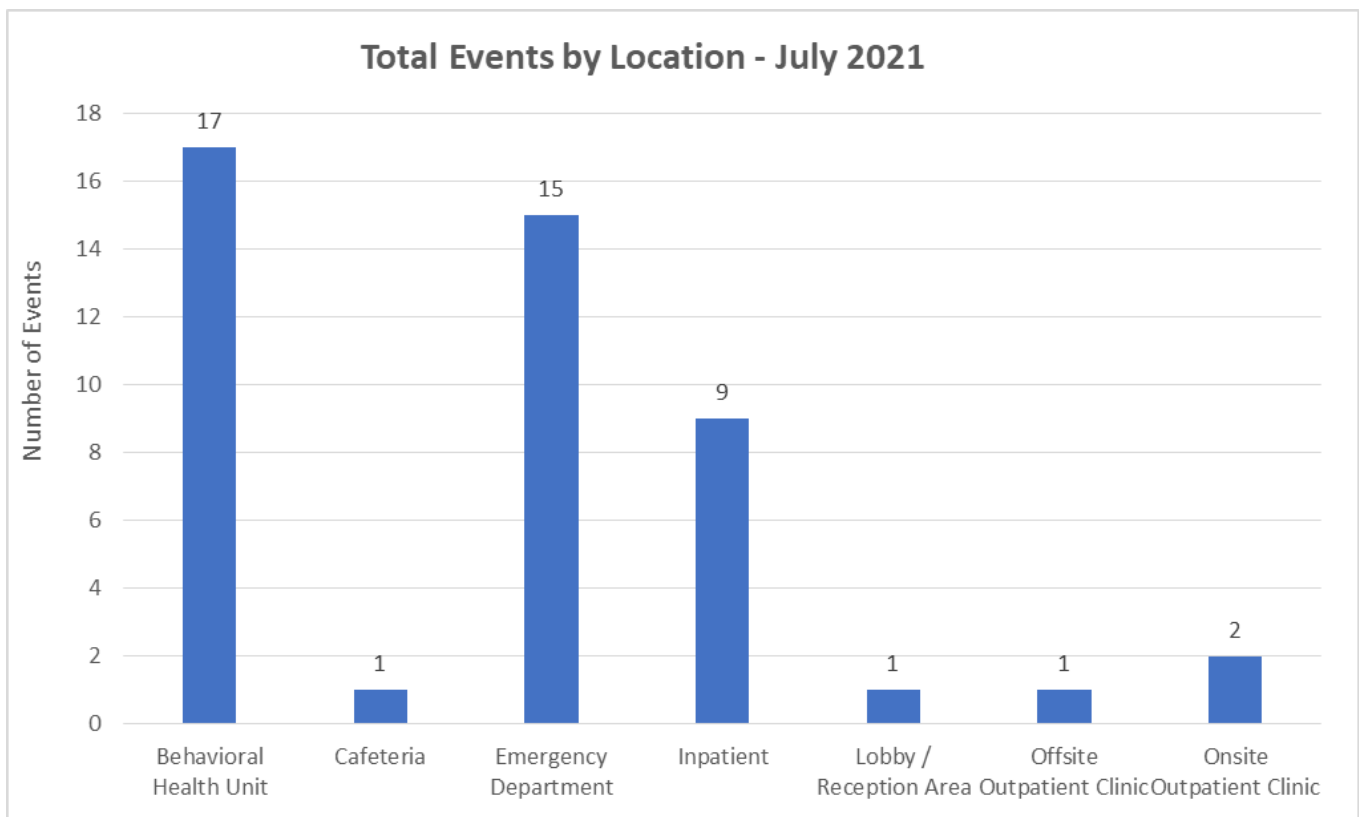
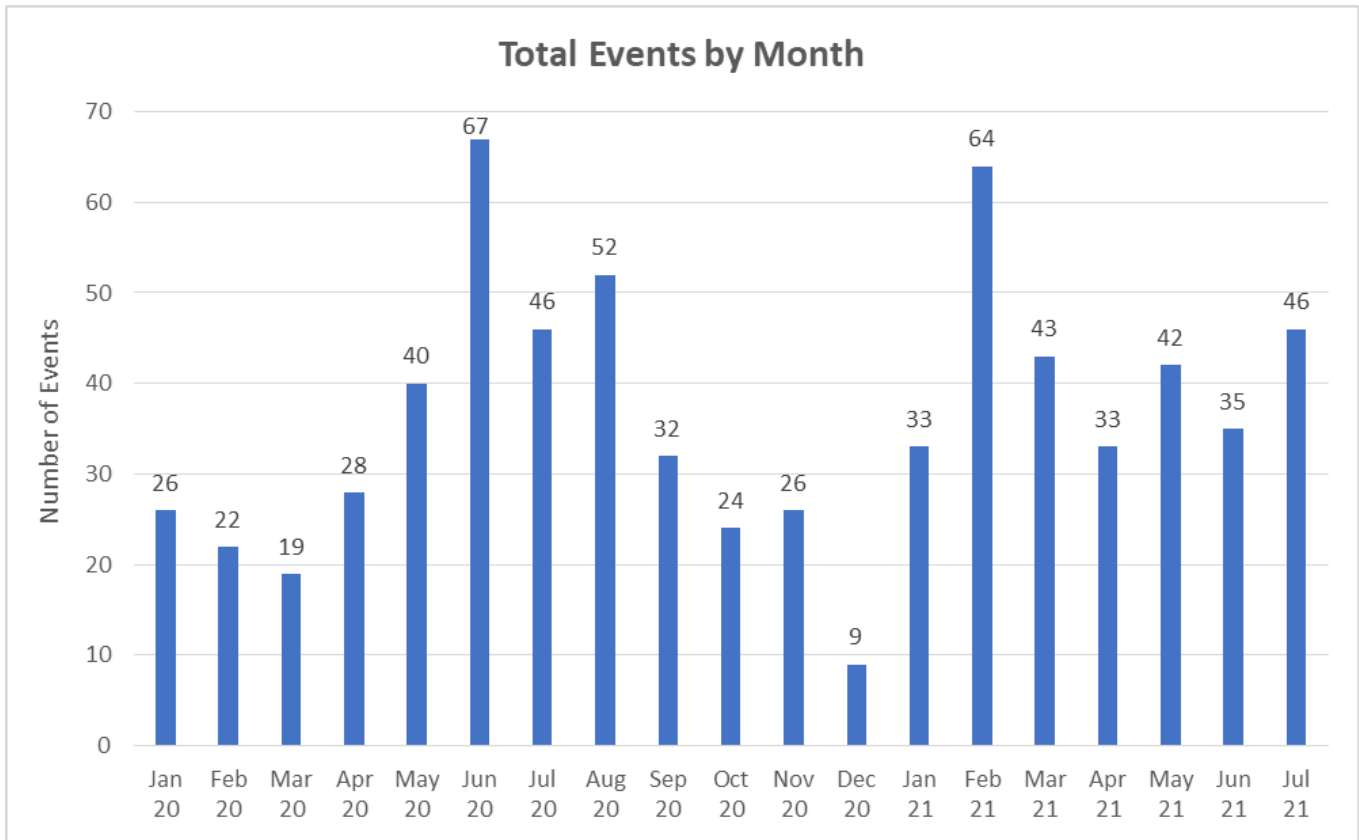
SAFETY Occupational Health COVID+ Staff Cases

As of August 11, 2021, 349 ZSFG employees have tested positive for COVID-19.



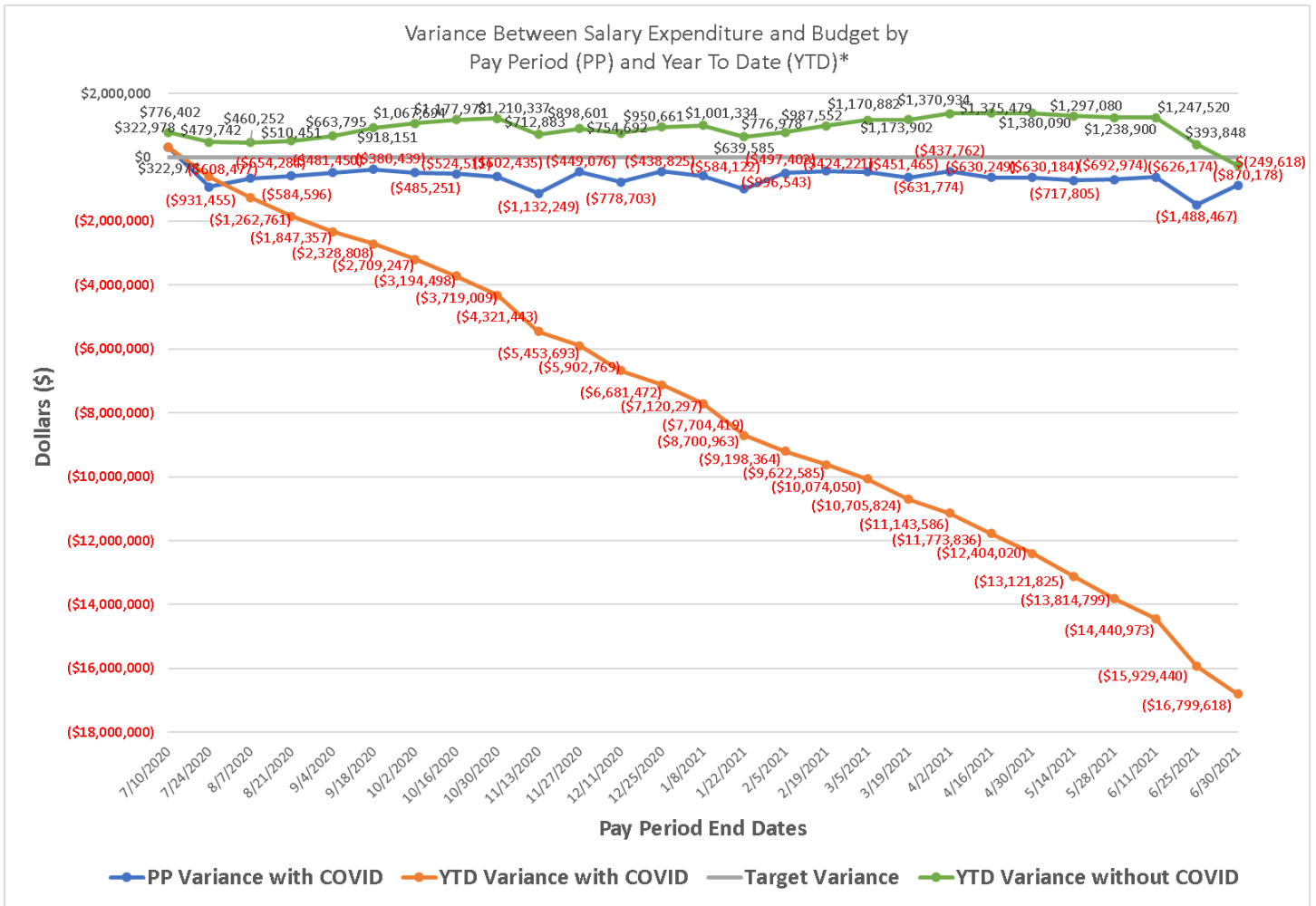
SAFETY

Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that the COVID-19 and other 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. The green line (above) represents what our YTD salary variance would have been without the pandemic.

| No. | Cost | Amount |
|-----|--------------------------------|---------------------|
| 1 | COVID Temp Hires (unbudgeted) | \$3,800,000 |
| 2 | H48 COVID Staffing | \$2,800,000 |
| 3 | H52 | \$350,000 |
| 4 | H58 (Non-COVID Census Project) | \$3,400,000 |
| 5 | COVID Sick Time | \$6,200,000 |
| | TOTAL | \$16,550,000 |