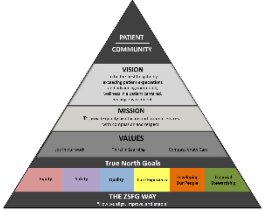


# Hospital Operations & Patient Care Report

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

ZSFG Executive Team Report

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# SAFETY

## 1. COVID-19 - Returning Safely Together

San Francisco, similar to 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 these policies and practices:

### ***Mandatory Staff Vaccinations***

As of Friday, October 1<sup>st</sup>, all ZSFG staff were required to be vaccinated in order to come to work on campus. This decision was made by our San Francisco Health Officer to ensure the safety of our city, especially in high-risk areas such as hospitals. Following implementation of the vaccine mandate, 95% (3,457 of 3,630 total staff) of the DPH ZSFG workforce has completed their vaccination series.

- Of the 3,630 total staff, 3,457 staff have reported completing a vaccination series
  - 3,265 staff (90% of all ZSFG staff) have completed a vaccination series without entry errors
  - 192 staff (5% of all ZSFG staff) have reported completing a vaccination series, but need a correction in their entry (either a document didn't upload, or they entered an invalid date like 12/20/1900)
  - 81 (2%) staff unvaccinated
  - 16 (1%) staff partially vaccinated
  - 77 (2%) staff requested medical and/or religious exemptions, with 66 requests still pending
- 76 (2%) staff with data still unentered

The vaccine mandate sparked a collaborative partnership among ZSFG leadership, UCSF, DPH Human Resources, and the leadership of SEIU Local 1021. On Wednesday, September 29<sup>th</sup>, Local 1021 hosted a forum for its members to hear Dr. Andre Campbell, Dr. Susan Ehrlich, and others speak about the importance of vaccination. Over 100 people attended the forum which covered many themes: why vaccinations protect us, our colleagues, friends and families, and the importance of continuing our work at ZSFG. Mostly importantly it reminded everyone to have respect and compassion for one another during this difficult time.

Our deepest gratitude for all who participated in the forum – representing SEIU, DPH, UCSF Laguna Honda Hospital and ZSFG: Dr. Andre Campbell, Dr. Susan Ehrlich, Andrea Turner, Brent Andrew, Luenna Kim, and Nebyat Negaci. A special thank you to Jason Klum, Kristin Hardy and Theresa Rutherford for organizing and leading an incredible forum!

### ***Vendor COVID-19 Vaccination Requirement***

As of September 30, all suppliers, vendors, and contractors entering ZSFG buildings must be fully vaccinated against COVID-19. On August 24, 2021, San Francisco updated Health Order no. C19-07y to include a vaccination mandate for all personnel, including suppliers and vendors who physically enter ZSFG.

To ensure compliance with this new policy, ZSFG is requiring that vendors enroll in our vendor credentialing system, Vendormate, or have a yellow "Contractor badge" issued by ZSFG. Furthermore, vendors will need to continue following ZSFG's masking guidance and self-screen for COVID-19 symptoms before arriving on campus.

### ***COVID-19 Standards for Students, Instructors and Faculty***

On September 23<sup>rd</sup>, ZSFG adopted additional standards for students, instructors and faculty assigned to ZSFG to mitigate the risk of COVID-19 transmission on campus. These guidelines apply for all schools, other than UCSF, with placements on ZSFG's campus. UCSF and ZSFG are aligned in standards and processes.

Below are some of the key additional standards:

- ZSFG will continue to have decreased availability for student placements and students will not be assigned to patients diagnosed with or suspected to have COVID-19.
- Schools are responsible for implementing symptom screening processes for students, instructors, and faculty.
- Serial testing as well as testing within 24 hours of symptom onset will be implemented.
- Within 24 hours of notification of a positive test result, the school will complete the *ZSFG Academic Partner Preliminary Contact Investigation Worksheet*.
- All students, instructors, and faculty placed at ZSFG must be fully vaccinated.

Many thanks to ZSFG's vendors, suppliers, students, instructors, and faculty for complying with our new requirements to ensure the health and safety of our staff and patients!

### **COVID-19 Booster Vaccines**

As of Wednesday, September 29<sup>th</sup>, COVID-19 booster shots were made available to ZSFG staff based on the CDC and SFDPH Vaccination Branch's guidance. All staff who received the Pfizer vaccine at least six months ago, received emails from SFDPH notifying them that they are eligible to receive the COVID-19 Pfizer booster shot. The COVID-19 vaccine clinic is open Monday-Saturday and has been providing Pfizer booster shots to approximately 160-70 staff/day. From October 4, 2021 to October 15, 2021, OHS has administered 1,773 doses of the Pfizer booster vaccine to employees, and our Urgent Care Clinic has administered 4,863 booster vaccines to patients since August 7<sup>th</sup>, when they were initially approved for immunocompromised individuals. OHS is also prepared to start offering Moderna and Johnson & Johnson booster vaccines to staff once they have been approved.

Many thanks to Lukejohn Day, Chief Medical Officer, for his continued support during the vaccination efforts.

### **2021 Flu Vaccinations**

As of Monday, September 27<sup>th</sup>, ZSFG initiated our flu vaccine campaign. OHS set up a drop-in flu vaccination clinic at the back of the cafeteria Monday through Saturday, 7:30am-4:00pm. Flu champions also floated to different areas throughout the hospital to provide vaccinations to various departments. In addition to ZSG's vaccination efforts, UCSF Occupational Health Services began offering flu shots to their staff as well. Many thanks to our OHS team for leading our flu vaccination 2021 campaign!

***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. Annual Residential Care Facility for the Elderly Survey**

On Wednesday, September 29<sup>th</sup>, Community Care Licensing (CCL), a unit under the California Department of Social Services, arrived on campus to conduct an unannounced annual survey of the Residential Care Facility for the Elderly (RCFE). During their one-day survey, they toured the facility, including medication and storage rooms, and reviewed infection control practices. In review of these protocols, they assessed staff training and policies, personal protective equipment inventory, quarantine and isolation strategies, signage, and social distancing of residents in communal areas.

The surveyors cited zero deficiencies! Following the survey, the RCFE team pulled together final documents and submitted them on Monday, October 4<sup>th</sup>. The survey team was impressed with the implemented COVID-19 protocols and overall preparedness and organization of requested items during the survey. Congratulations to the entire RCFE team and many thanks to Linda Sims and Adela Morales for leading this very successful survey!

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## EQUITY

### 3. Celebrating our Hispanic and Latino/a/x Community

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September 15th to October 15th was National Hispanic and Latino/a/x Heritage Month! This is an important celebration for ZSFG for many reasons – our campus is in the heart of the Mission, a traditionally Hispanic and Latino/a/x community; 35% of our patients and 15% of our DPH staff are Hispanic and Latino/a/x; and during the pandemic we've seen striking inequities beset our Hispanic and Latino/a/x patients and community. Especially early in the pandemic, it was shocking to see 80% of our hospitalized COVID-positive patients were Hispanic and Latino/a/x, even though they represented only 15% of San Francisco's population.

In response, our physician leaders took immediate action. Our Division of HIV, Infectious Diseases and Global Medicine, led by Dr. Diane Havlir and Carmen, quickly mobilized the Unidos en Salud study to work with the community by bringing testing and other resources to the Mission. The pandemic highlighted many challenges in the community, including the lack of access, linguistic-appropriate information, multi-generational home arrangements, high rates of health disparities, underlying health issues, low wages, and food insecurity. Dr Alicia Fernandez, the Director of the UCSF Latinx Center of Excellence, has devoted her research to the study of health inequities and their impact, and used this work to educate the community about the pandemic. Finally, Dr. Antonio Gomez, the first person to be vaccinated in San Francisco and the Medical Director of Critical Care at ZSFG, was on the front lines, caring for the most ill of the 1,100 patients with COVID-19 on campus.

At ZSFG and throughout DPH, our partnership with the Latino Task Force and its constituent group of community-based organizations came together in many ways to support the Mission community. Our efforts over the past year and a half have been a great launching pad for longer-term work: eliminating health disparities and supporting wellness.

ZSFG continues to honor our staff, community leaders and champions who are at the forefront of social change. We see, value, and integrity in each person carrying forward ZSFG's goals to advance equity in our communities. Many thanks to the ZSFG, UCSF and DPH Hispanic and Latino/a/x leaders and staff who are dedicated to serving and advancing health equity in our community!

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## DEVELOPING OUR PEOPLE

### 4. American College of Emergency Medicine - Social Medicine Distinguished Programs Award

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ZSFG's Social Medicine Program was selected to receive the Distinguished Program Award from the Social Emergency Medicine section of the American College of Emergency Physicians! This award recognizes a program that has demonstrated an outstanding commitment to advancing the field of Social Emergency Medicine. Over the past year, even throughout the pandemic, the Social Medicine Team achieved many major accomplishments, including the development of a social medicine website, a partnership with the Epic team to develop a Social Medicine documentation dashboard and the initiation of its integration with Mental Health SF and the SFHN in partnership with the Office of Coordinated Care, Care Coordination and Transitions Management team. Due to our team's many wonderful achievements over the past year and significant community service, they are incredibly deserving of this award.

Congratulations and many thanks to Jenna Bilinski, Hemal Kanzaria, Jack Chase, Sandra Hall, Kenneth Hill and the rest of the Social Medicine team for all that you do!

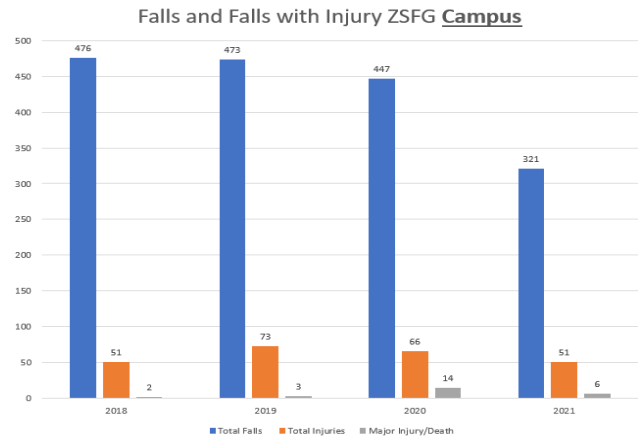
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## DEVELOPING OUR PEOPLE 5. ZSFG Nursing Initiatives

ZSFG Nursing is working on the following initiatives to improve patient safety and support the personal development of our staff.

### ***Decreasing Falls with Injury***

ZSFG Nursing is in the process of reframing falls with injury mitigation strategies. Upon analyzing ZSFG's falls data for 2021 (chart below), the team discovered that over 50% of all falls occurred in five units and over 50% of all injuries, second to falls, occurred in four out of those five units. In response to these findings, Nursing is actively revitalizing the Falls Prevention Program with the introduction of a Falls Leadership Team. This team will include staff from Nursing and Quality Management and will work directly with these five units. More specifically, they plan to actively engage with each unit's frontline staff and leadership through the utilization of A3 Thinking, DMS Huddle Boards and performance improvement methodologies to prevent patient injuries.



### ***Behavioral Emergency Response Team Expansion***

Last month the Behavioral Emergency Response Team (BERT) expanded their services to cover Ambulatory and Specialty Clinics at ZSFG. BERT is a rapid response team of psychiatrically trained healthcare professionals that respond to any perceived or impending behavioral emergencies in various medical settings on campus. By applying their professional expertise and training through the Crisis Prevention Institute (CPI), BERT utilizes de-escalation strategies to prevent and mitigate aggression in patients undergoing a behavioral health crisis. On average there are 13 BERT activations per month. BERT nurses follow-up on patients and staff after each BERT activation to debrief, reevaluate the situation and reassess the patient's condition. Additionally, BERT performs daily rounds on various departments throughout ZSFG to identify patients who may benefit from adjunctive support and minimize patients' behavioral crises through early detection and intervention. During these rounds, BERT conducts an average of 26 consultations per month to support our patients in crisis.

### ***Nurse Leader Mentorship Program***

Nursing Administration is launching the Nurse Leader Mentorship Program later this year. This mentorship program will partner nurses who are transitioning into leadership roles with other experienced nurse leaders throughout the organization. This program aims to provide a robust and comprehensive orientation for new Nurse Managers and Supervisors through collegiality, teamwork, education and training, socialization, and role modeling. Nursing Administration and Workforce Development are creating this program using nursing professional development best practices. A pilot program is set to begin later this Fall.

### ***The Joint Nursing-Pharmacy Committee***

Joint Nursing-Pharmacy (JNP) is an interdisciplinary committee with representatives from Nursing, Pharmacy, and Quality Management that collaboratively develops countermeasures to mitigate potential and identified risks related to medication dispensing, administration, and safety. Co-chaired by a Nurse Manager and a Pharmacy Supervisor, JNP provides oversight for several organizational programs, including controlled substance management, controlled substance diversion investigations, bar code medication administration (BCMA) standards, and automated medication dispensing system workflows. Through their performance improvement work, BCMA compliance at ZSFG has increased

from 81% to 87% since its inception and monthly unreconciled controlled substances have decreased by 96% since January 2021.

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## DEVELOPING OUR PEOPLE 6. ZSFG Healthcare Recognitions

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This past month, ZSFG celebrated many healthcare recognitions in honor of our staff and the incredible work they do every single day!

### ***Food and Nutrition Services Week***

October 4-10 was Healthcare Foodservice Workers' Week; a great time to honor our incredible Food and Nutrition Services (FNS) team! FNS is a department of 130 employees made up of food service workers, diet office staff, cooks, supervisors, managers, support staff, dietitians, and dietetic technicians. This well-integrated interdisciplinary team works together to make delicious and nutritious food for our community, serving approximately 1,200 patient meals and 1,500 cafe meals every day, operating out of two kitchens in Buildings 5 and 25 with approximately 26,000 square feet of space.

Over the years, FNS has developed focus and goals around sustainable purchasing, prioritizing food that's produced locally and grown in an environmentally friendly way. FNS sources food that raises animals humanely, chooses vendors that value their workforce, and selects food that is nutritious. For example, 75% of the meat FNS purchases is raised with no antibiotics, and all its eggs are cage-free.

FNS also consistently promotes cultural events in the cafeteria so thoughtfully and beautifully, including the Hispanic Heritage celebration, Juneteenth, Pride, Filipino American History Month, and Lunar New Year.

Finally, the team is looking forward to a cafe renovation project that will create a seating and serving space that is modern and truly honors the community it serves.

### ***National Supply Chains Week***

Since the beginning of the pandemic, the value of frontline workers has become abundantly clear. Our less recognized but incredibly essential partners, Materials Management (MM) and Central Processing (CPD), work tirelessly 24 hours a day, 7 days a week, 365 days a year, to ensure supplies and materials are ordered, stocked and available for our clinical partners and patients. October 3-9 was National Supply Chain Week and the perfect way to honor and celebrate our fantastic staff!

With COVID-19 came sudden supply disruptions, unprecedented demand for supplies, and staffing challenges. Over the past 18 months Materials Management has stepped into new roles to support the citywide pandemic response. It was, and continues to be, an incredibly stressful and demanding environment, but nevertheless, Materials Management/CPD steps up in laudable ways.

Supply Chain/Materials Management Week is time to recognize the critical role that MM/CPD plays in the daily operations in a healthcare setting. While day-to-day materials & supplies are purchased, received, and delivered throughout the campus, the team also demonstrates their exceptional commitment to providing our colleagues and patients with a level of service above and beyond expectations.

### ***Sterile Processing Department Week***

October 10-16 is International Sterile Processing Week! This week recognizes the committed specialists that fill our Sterile Processing Department (SPD) and make a difference in patient care. Held annually, Sterile Processing Week is a time to show appreciation and respect to our essential SPD staff and their contributor to patient safety and quality care.

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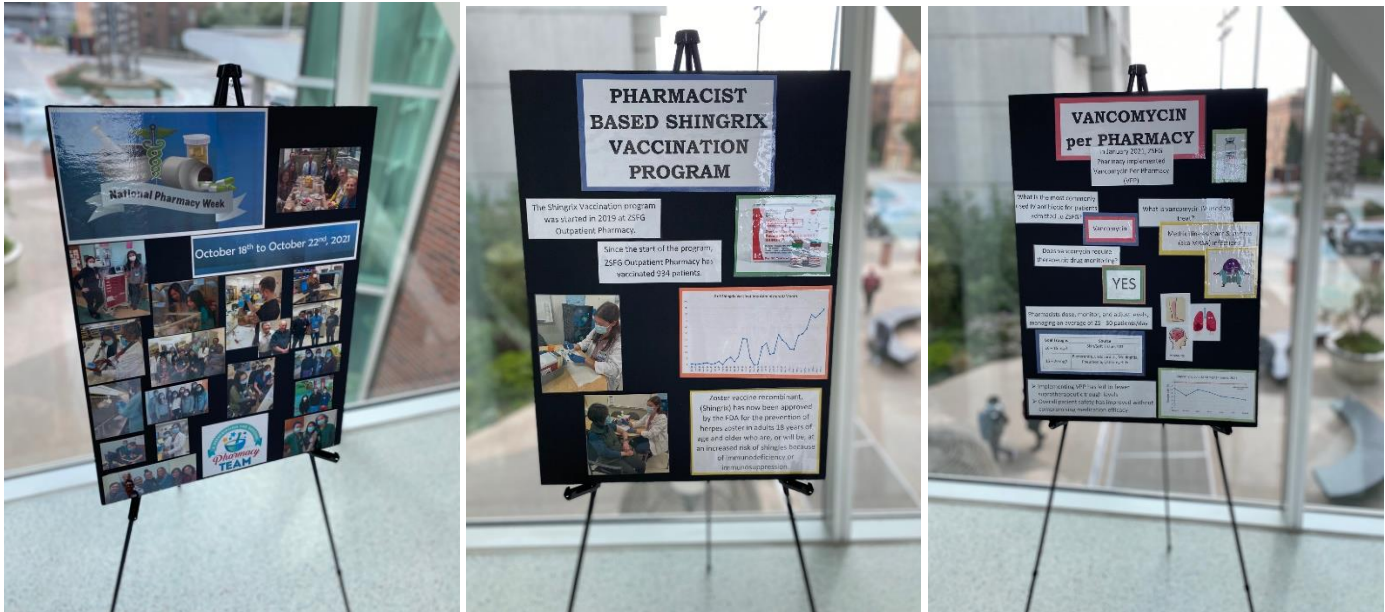
### **Physical Therapy month**

October is National Physical Therapy Month! This is a time to celebrate the profession and all the ways physical therapists (PT), physical therapist assistants (PTA), and PT and PTA students help improve lives of our patients. It is also a great time to raise awareness about the benefits of physical therapy.

### **Pharmacists Month**

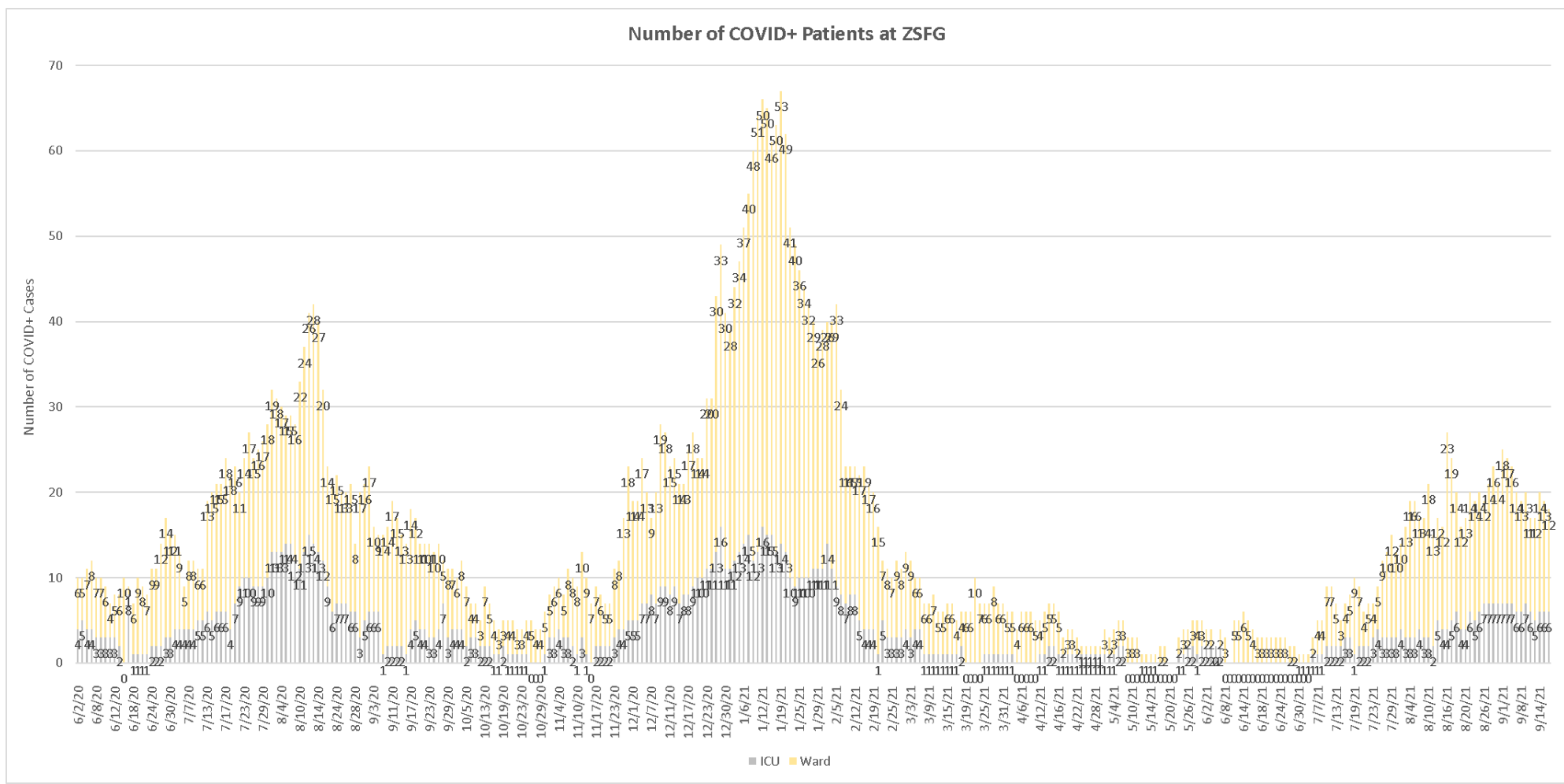
October is also American Pharmacist Month! This is a time to recognize pharmacists' contributions to health care and share the positive impact of Pharmacists' work on the front lines in our communities. During the celebration, there was a display on the Building 25 bridge raising awareness to the many roles our pharmacy plays in ensuring medication use at ZSFG is safe and that patients are achieving optimal outcomes.

ZSFG's pandemic response and vaccination administration would not have been possible without the amazing work of our Pharmacy staff!



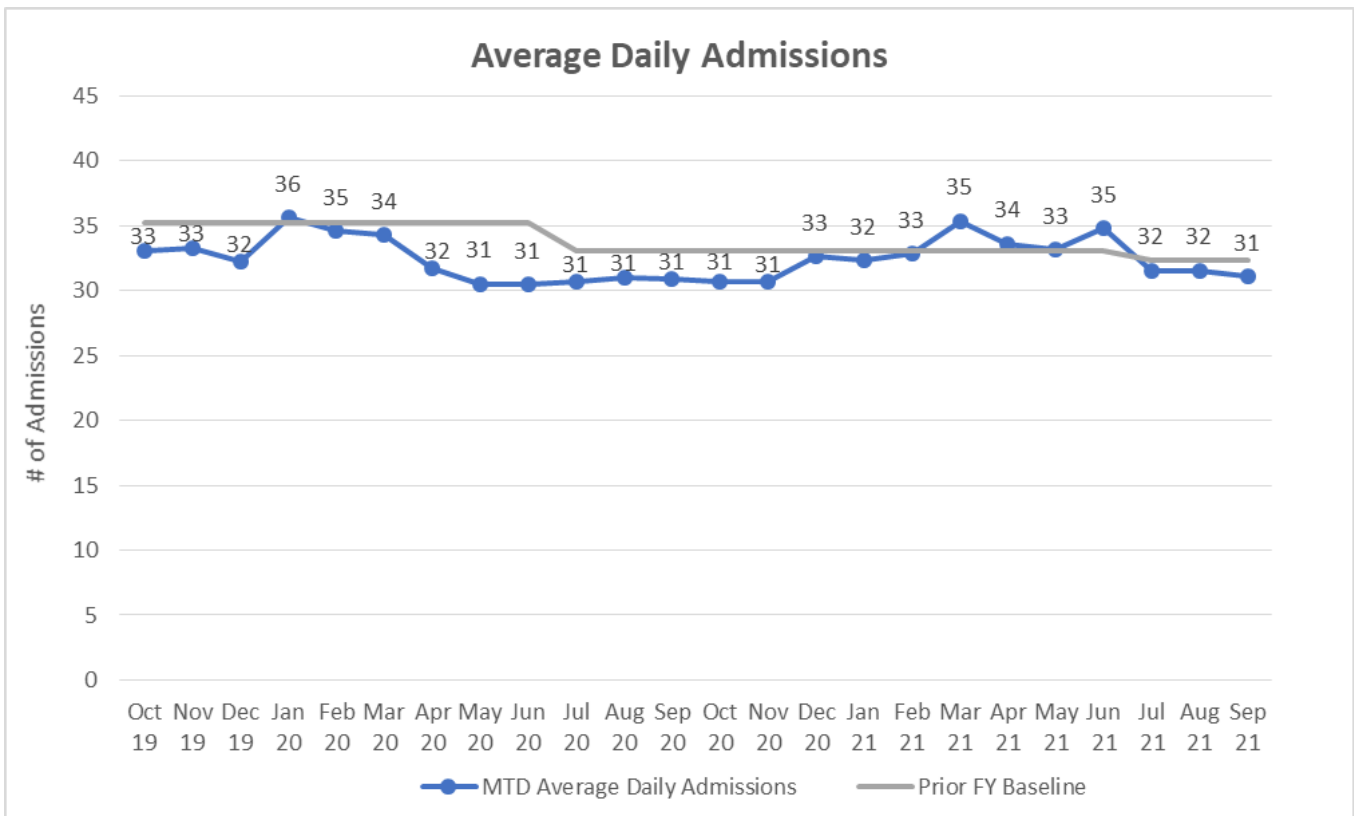
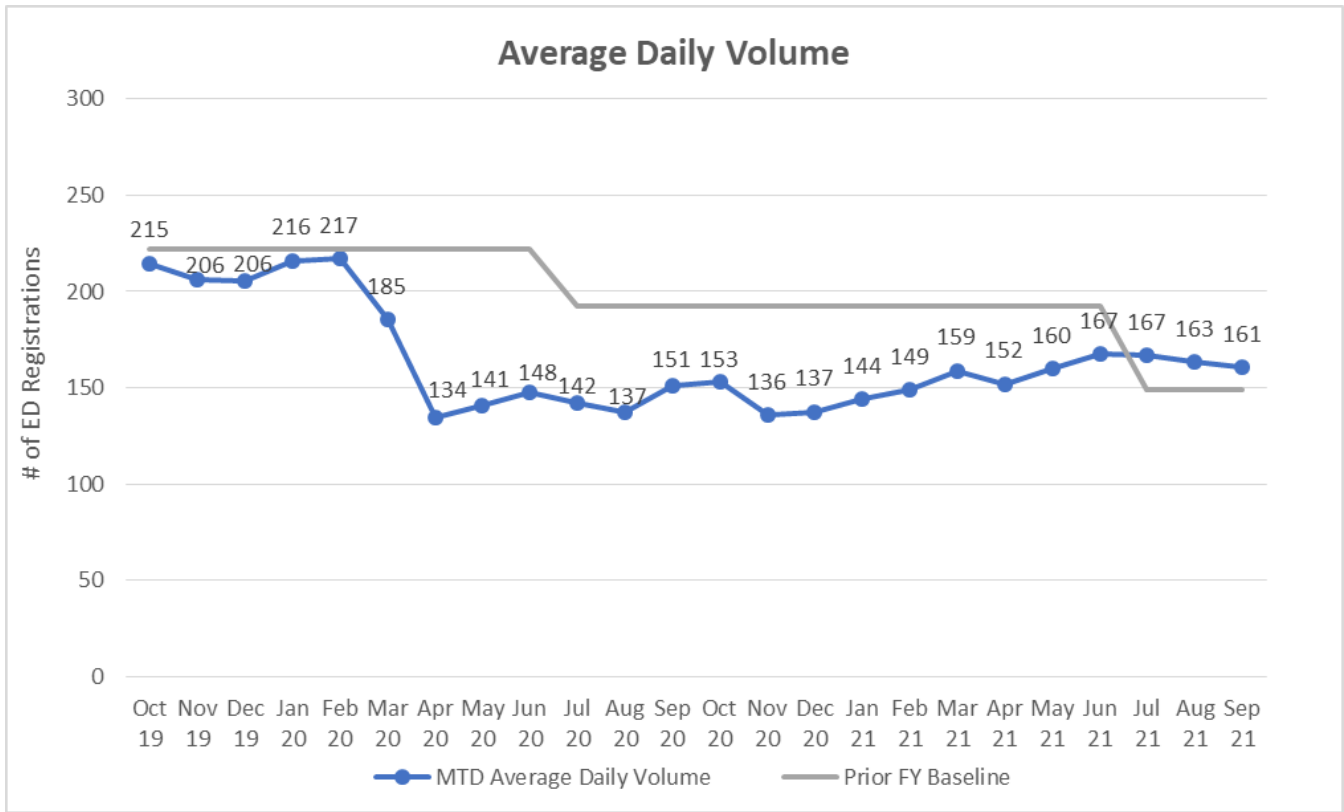
***Many thanks to all our wonderful staff in all departments that go above and beyond to provide the highest level of care to our patients and community!***

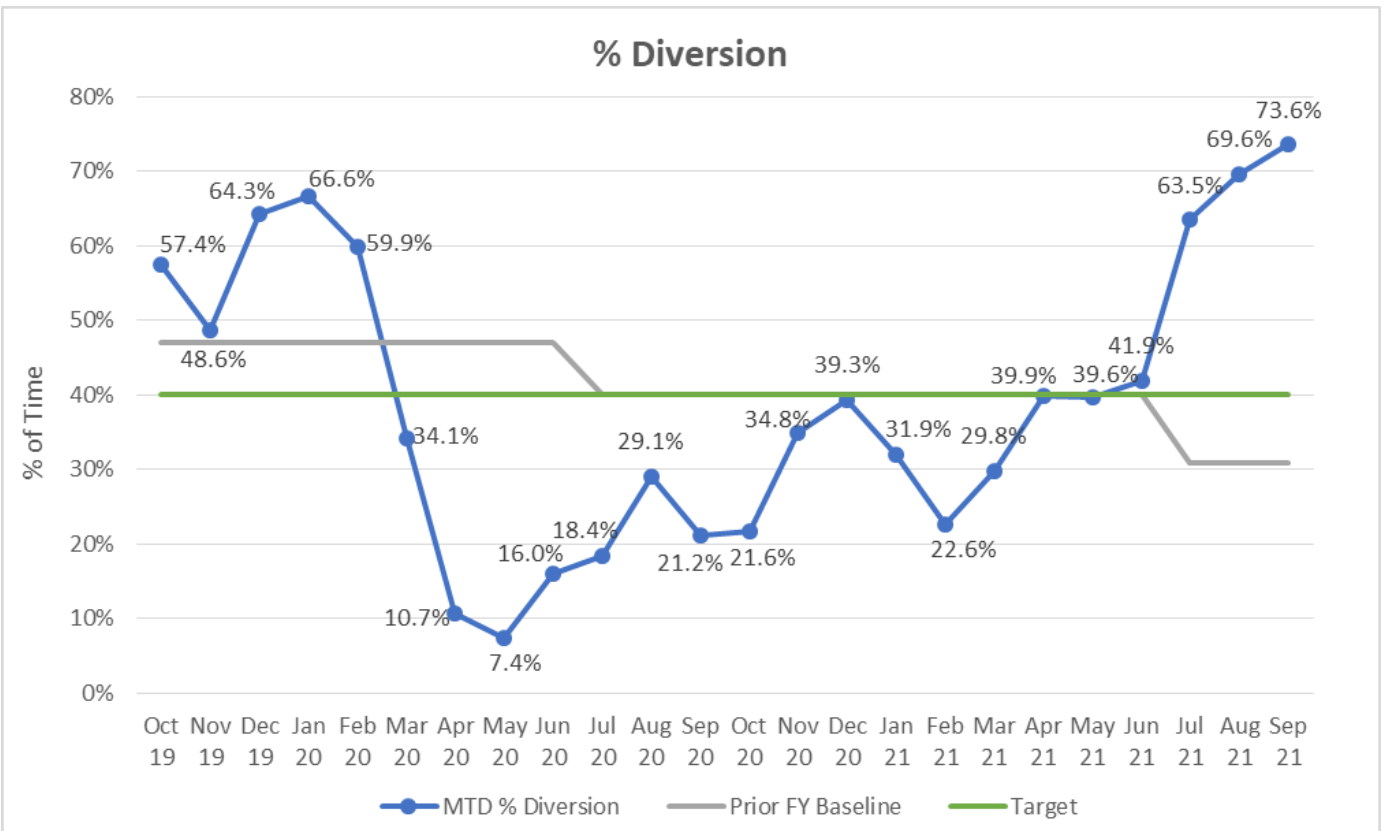
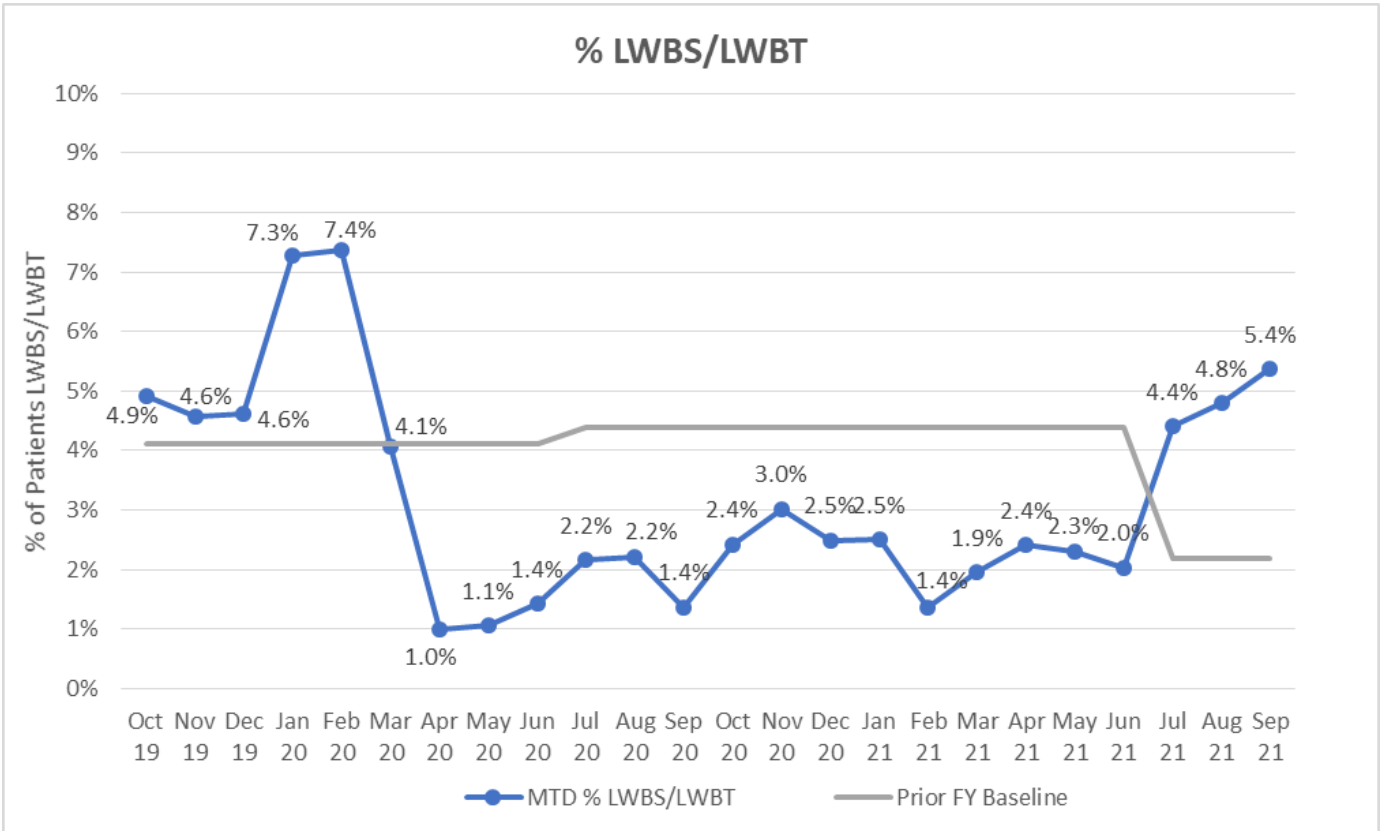
# QUALITY ZSFG COVID+ Patients



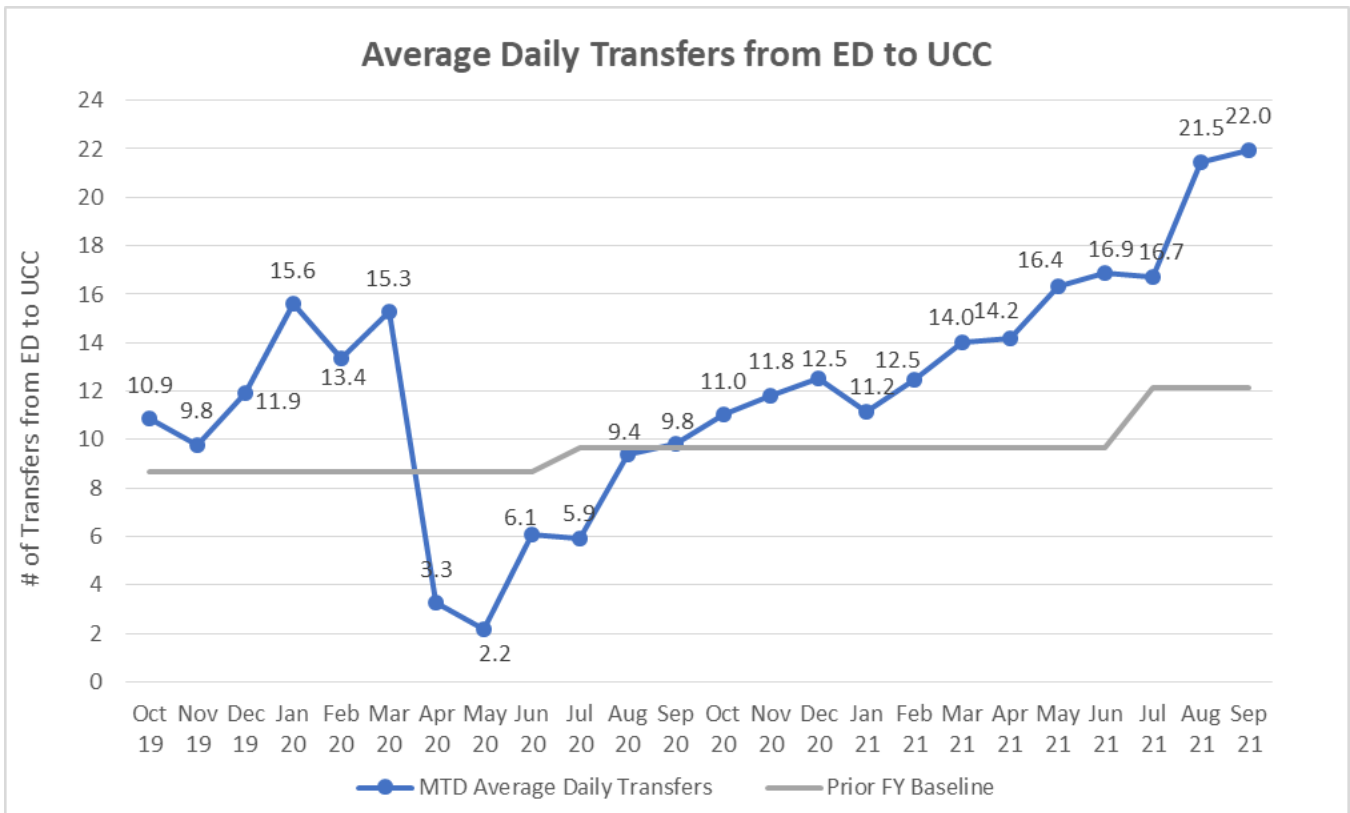
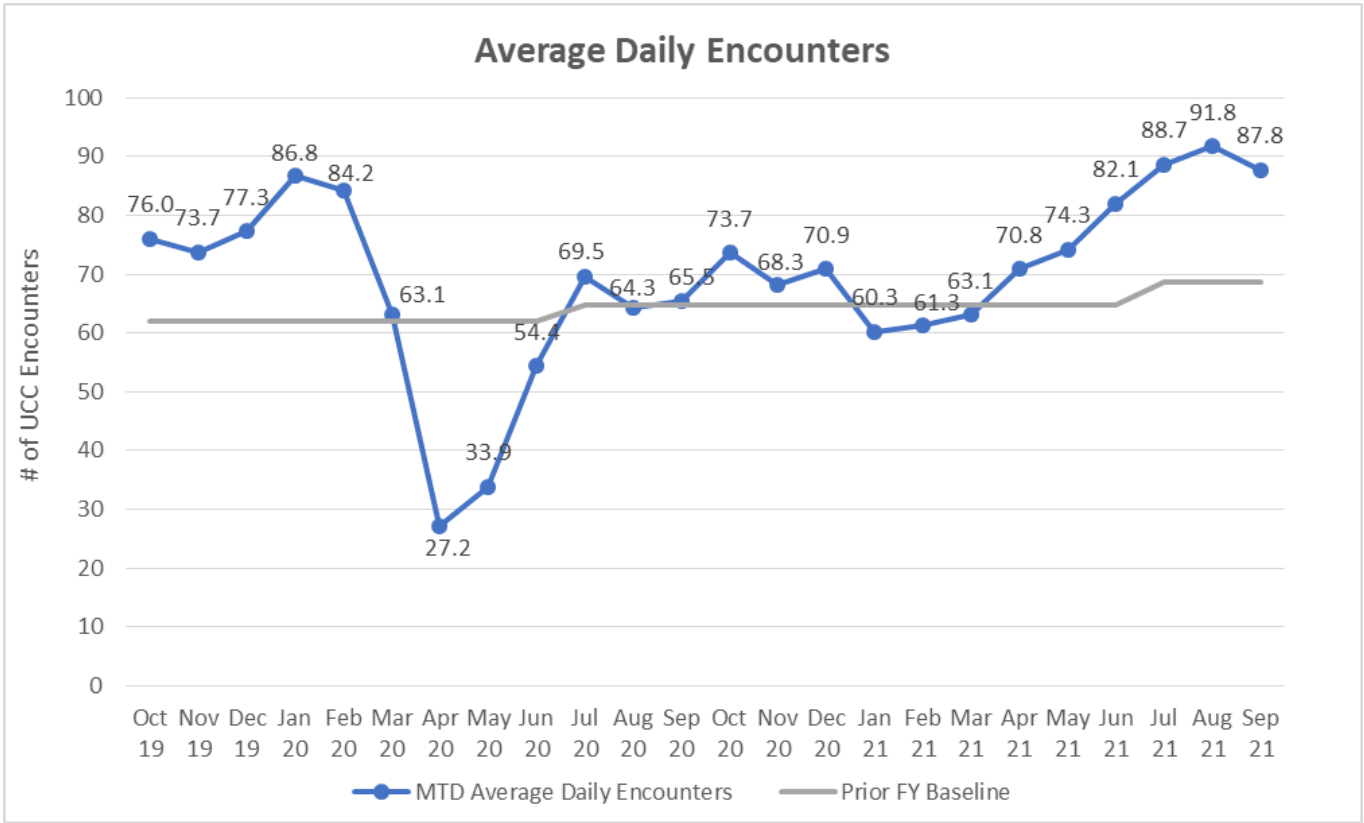


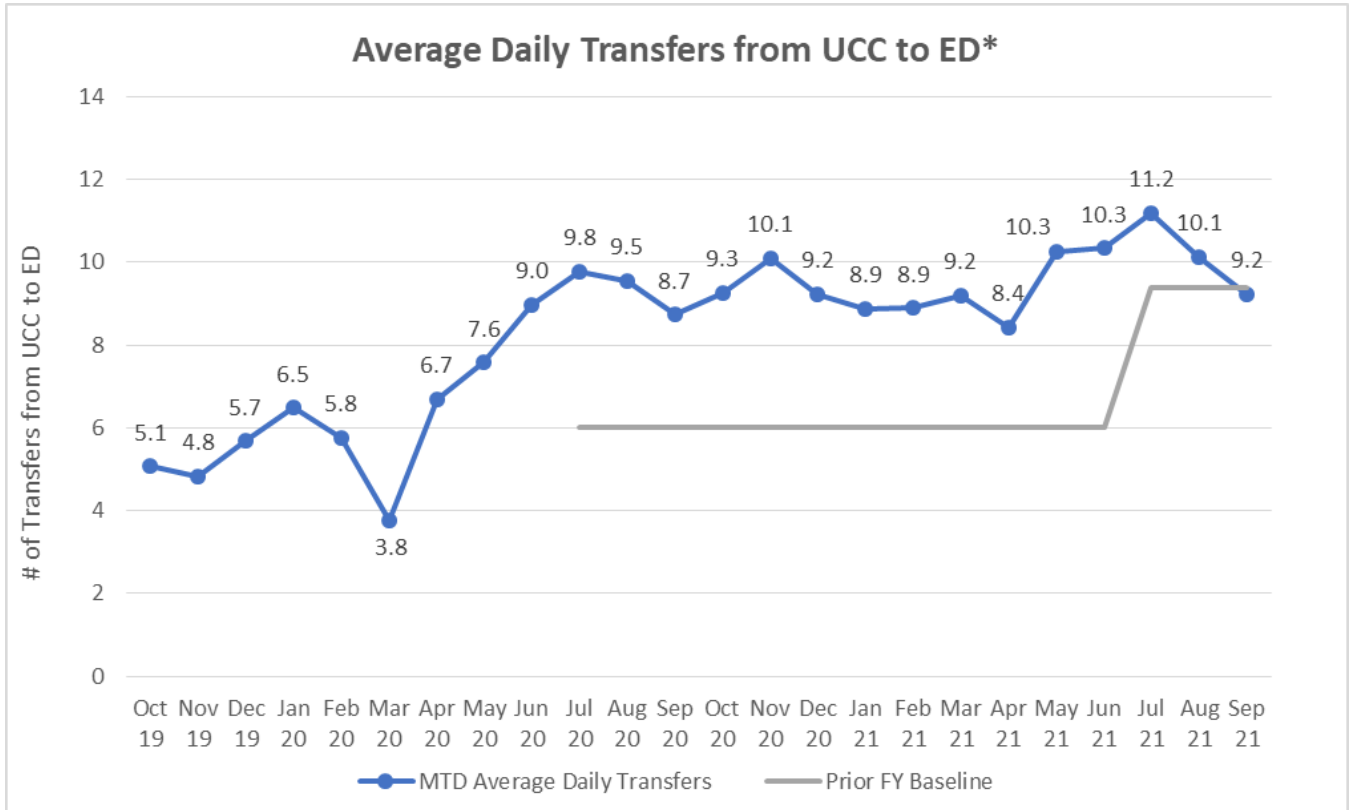
# QUALITY      Emergency Department Activities





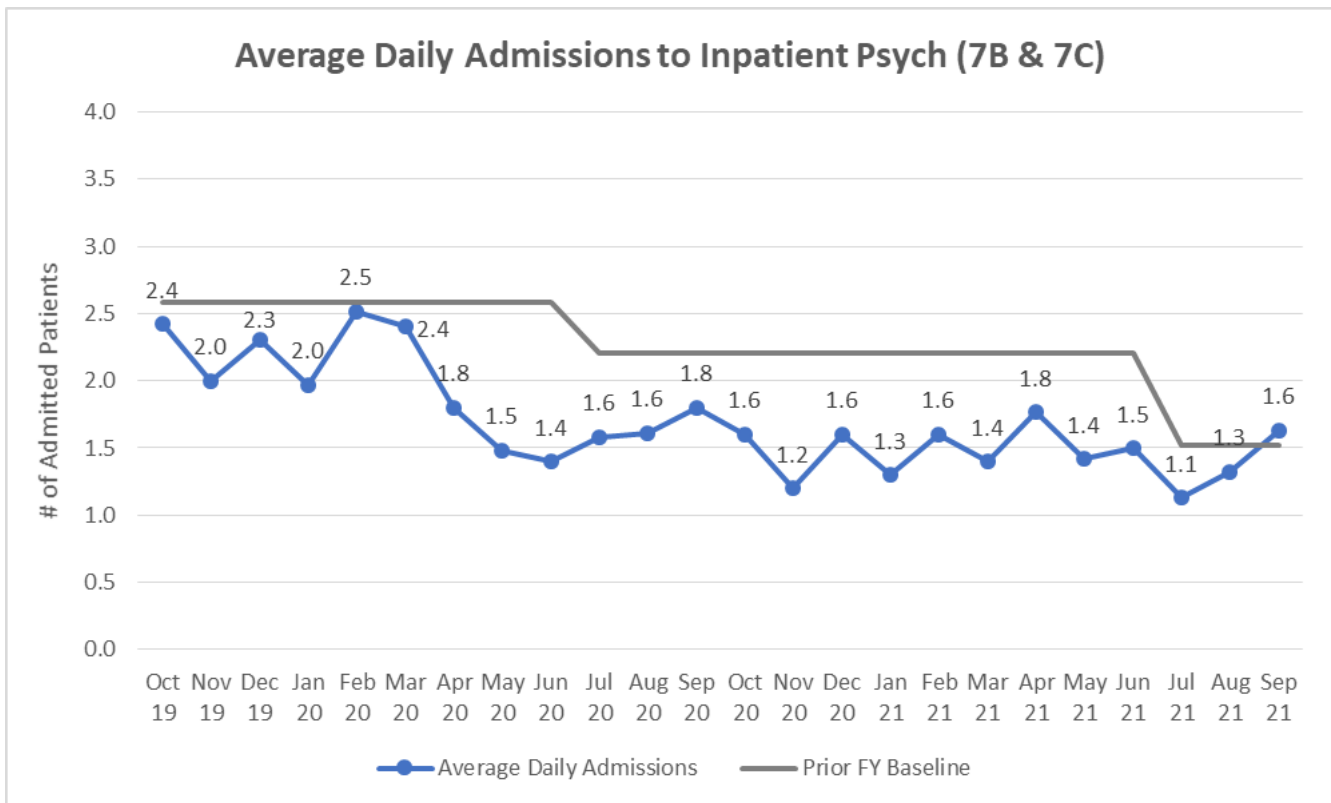
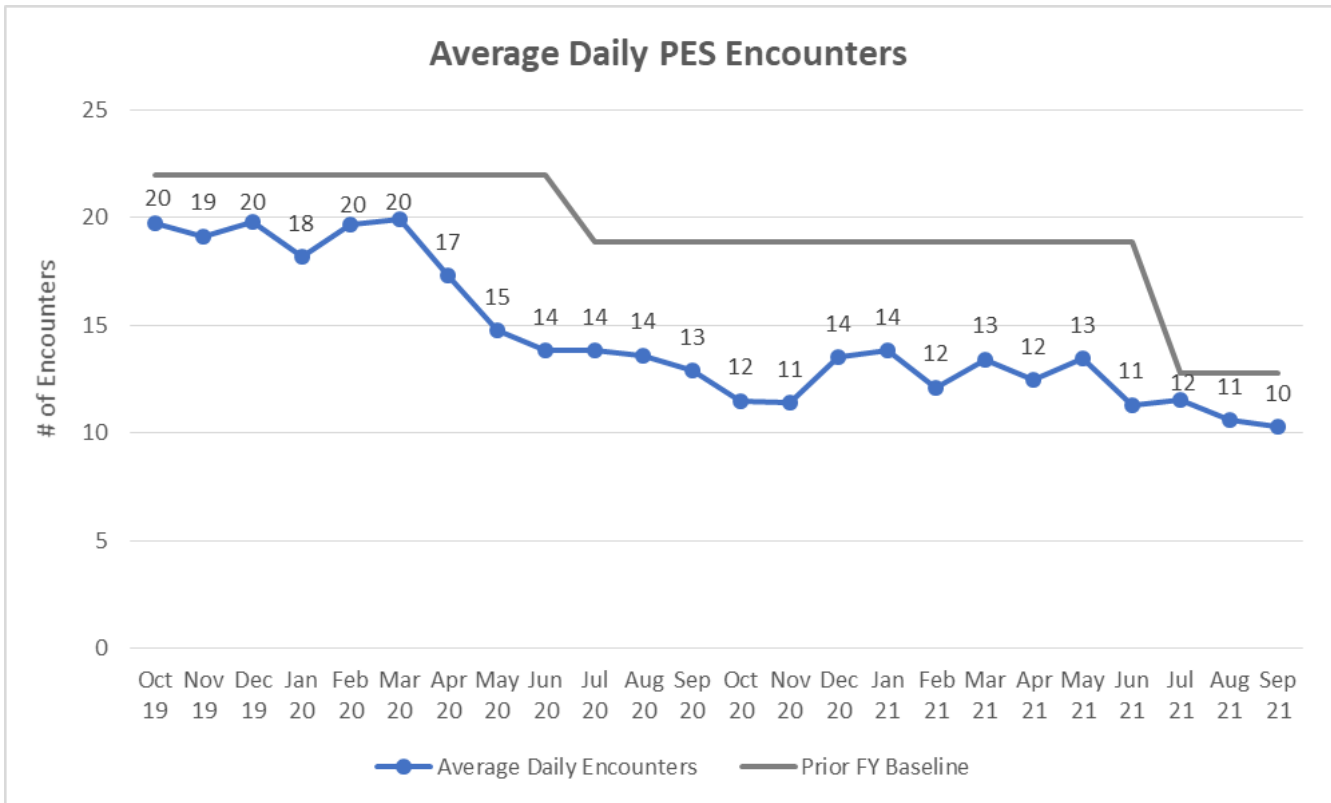
# QUALITY Urgent Care Clinic Activities

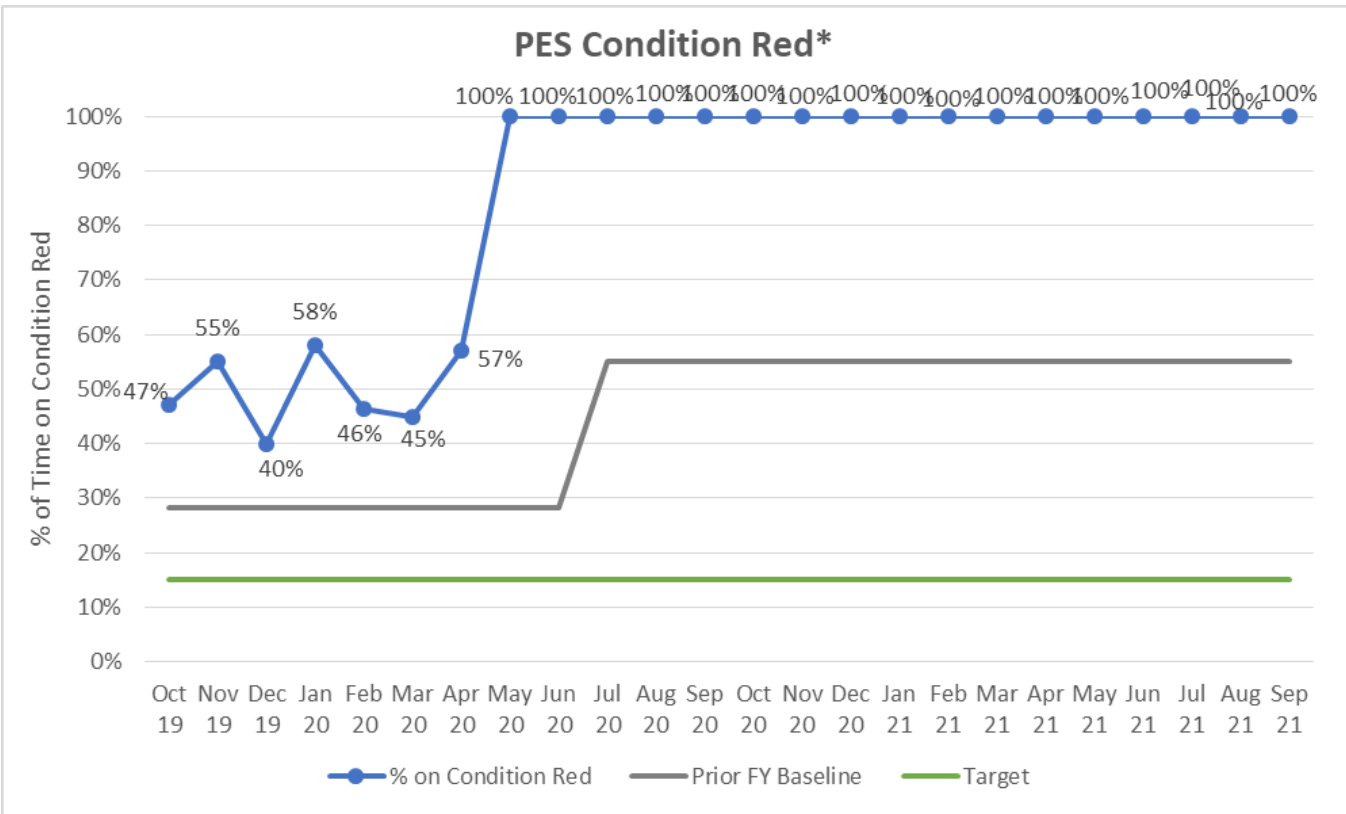
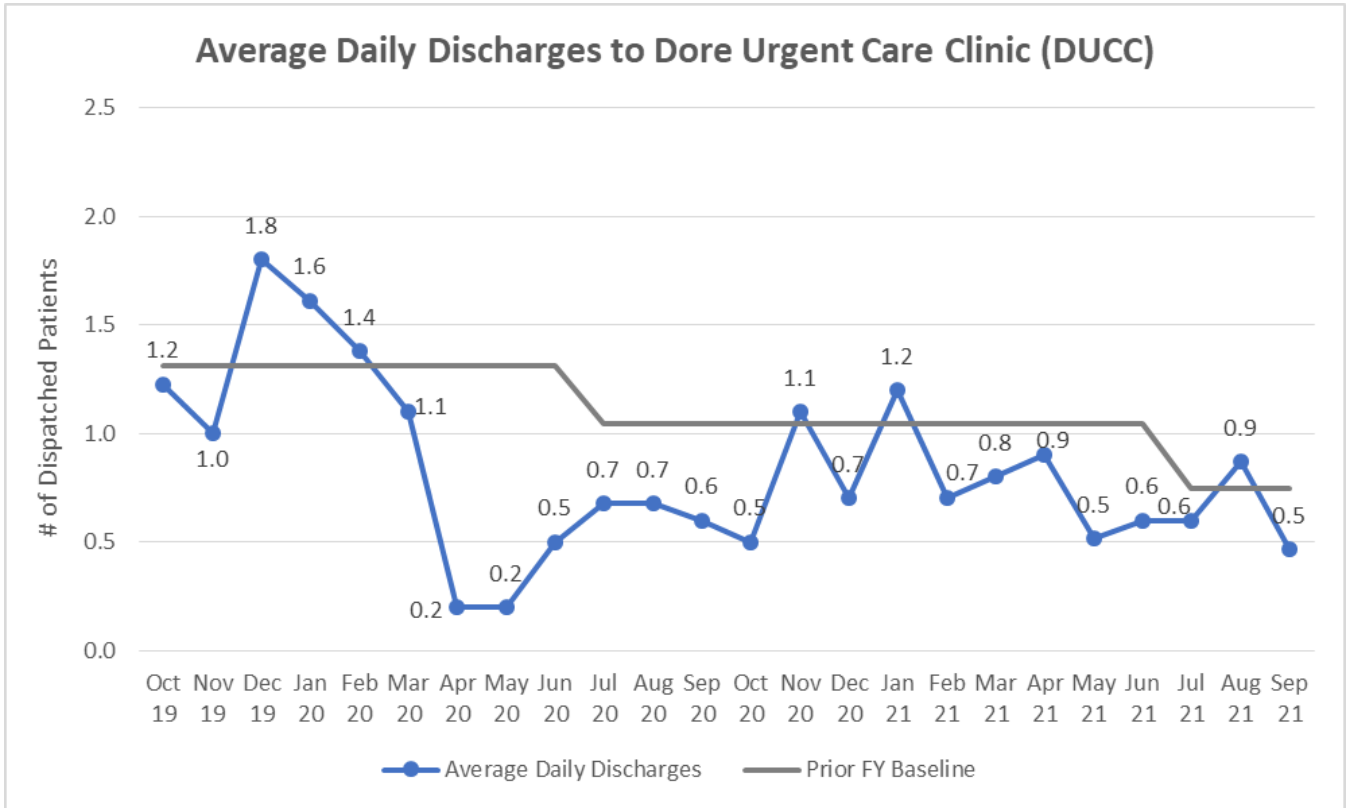




**\*As this is a new metric that ZSFG is tracking, data prior to Epic Implementation in August 2019 is not available.**

# 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.**

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# QUALITY    Average Daily Census

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## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 167.97 which is 107.67% of budgeted staffed beds and 93.84% of physical capacity. 20.22% of the Medical/Surgical days were lower level of care days: 7.78% administrative and 12.44% decertified/non-reimbursed days.

## **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 28.70 which is 102.50% of budgeted staffed beds and 49.48% of physical capacity of the hospital.

## **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 25.20 which is 84.00% of budgeted staffed beds and 60.00% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

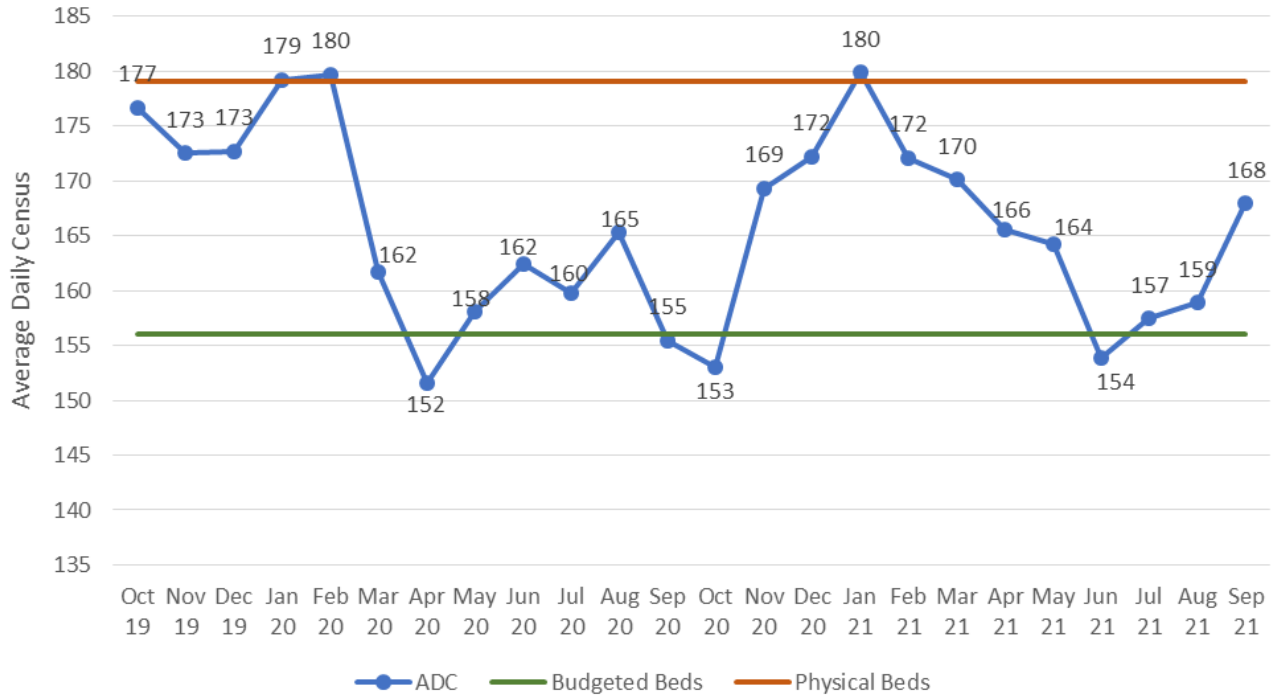
Average Daily Census for Psychiatry beds, excluding 7L, was 40.30, which is 91.59% of budgeted staffed beds and 60.15% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.87, which is 83.81% of budgeted staffed beds (n=7) and 48.89% of physical capacity (n=12). Utilization Review data shows 94.62% non-acute days (33.75% administrative and 60.88% non-reimbursed).

## **4A SKILLED NURSING UNIT**

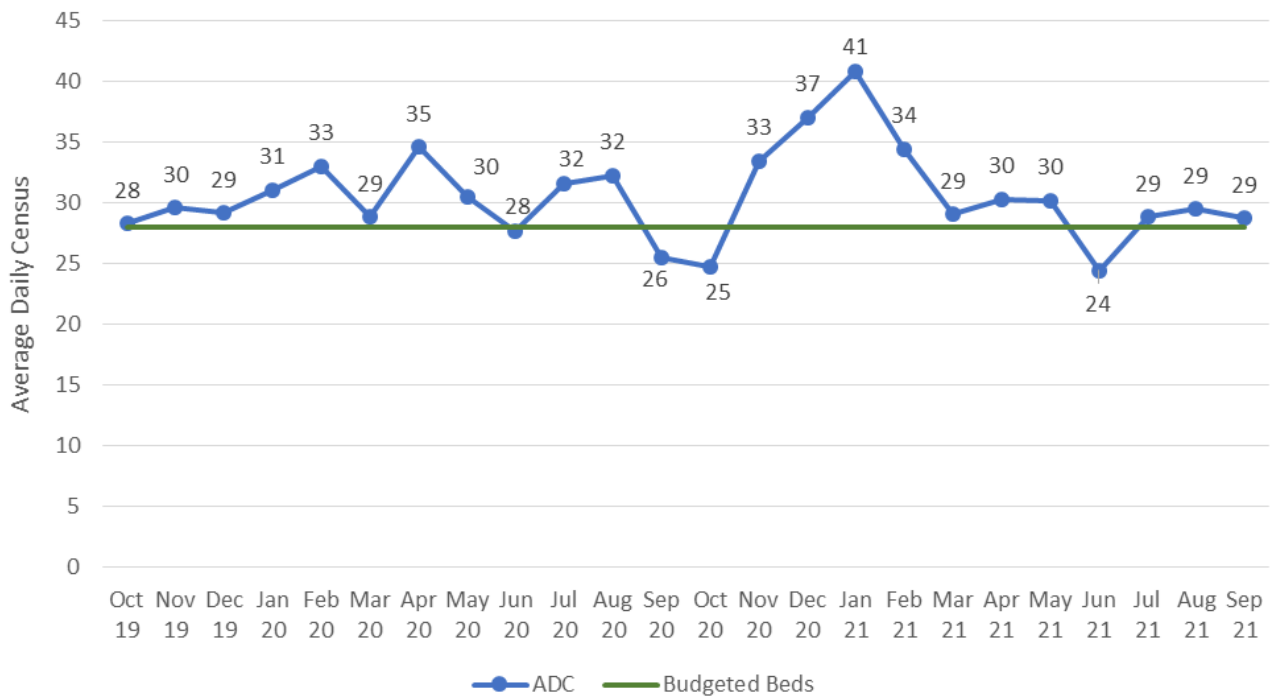
Average Daily Census for our skilled nursing unit was 288.33, which is 101.19% of our budgeted staffed beds and 94.44% of physical capacity.

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

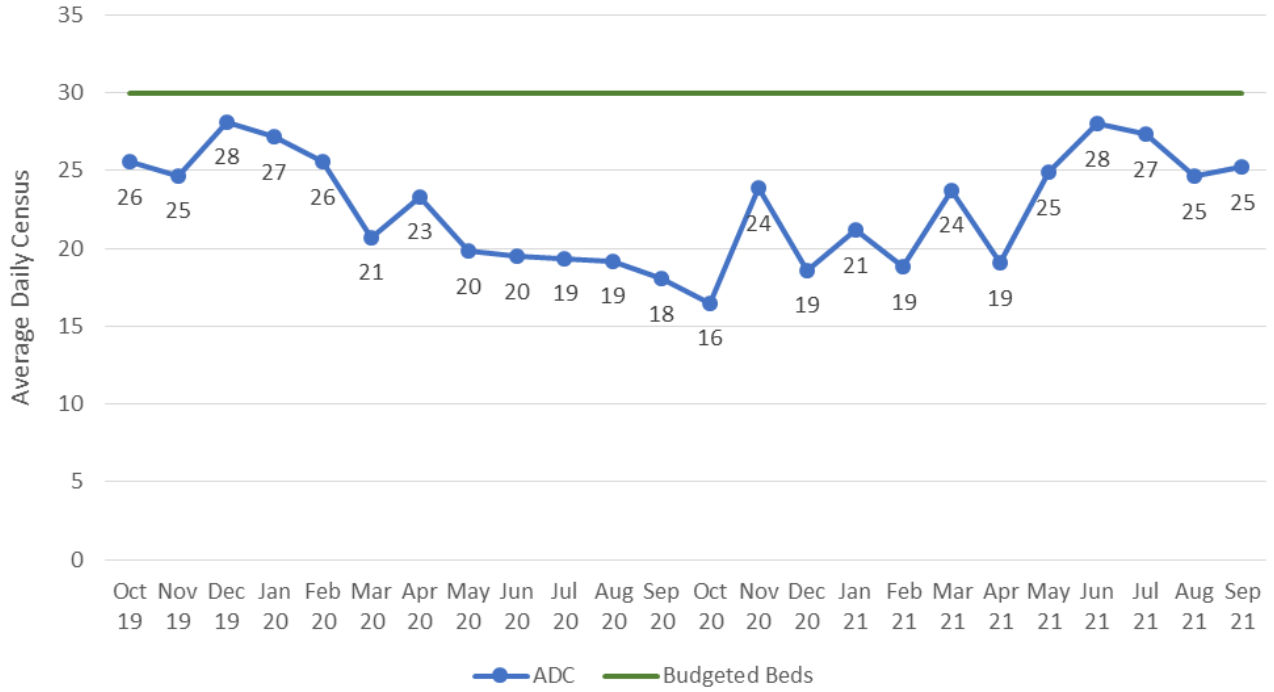


### Intensive Care Unit Average Daily Census

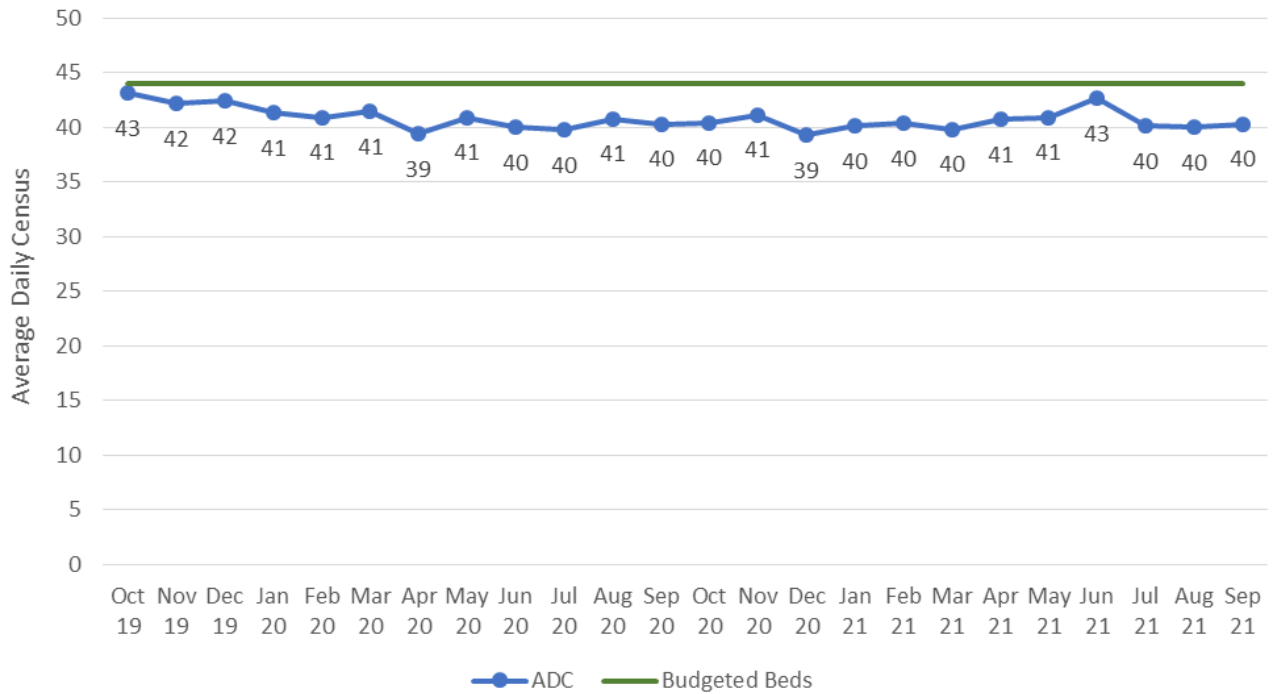




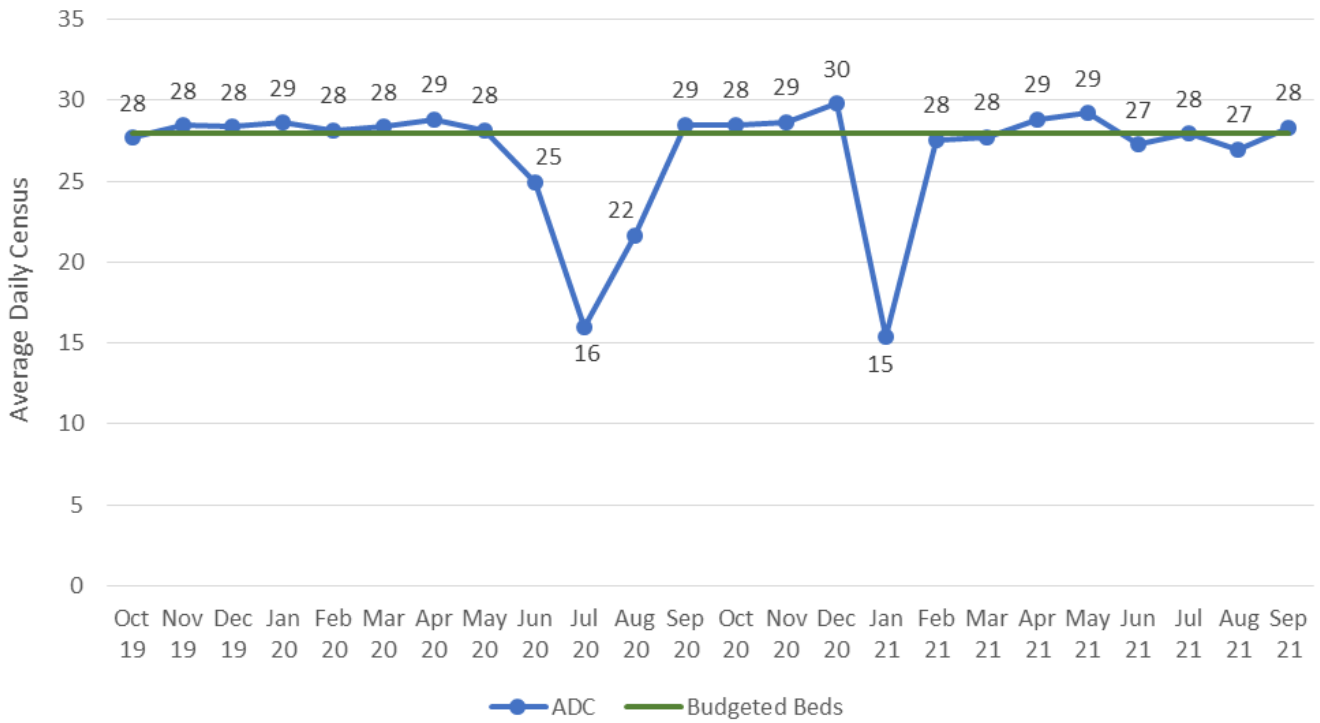
### Maternal Child Health Average Daily Census



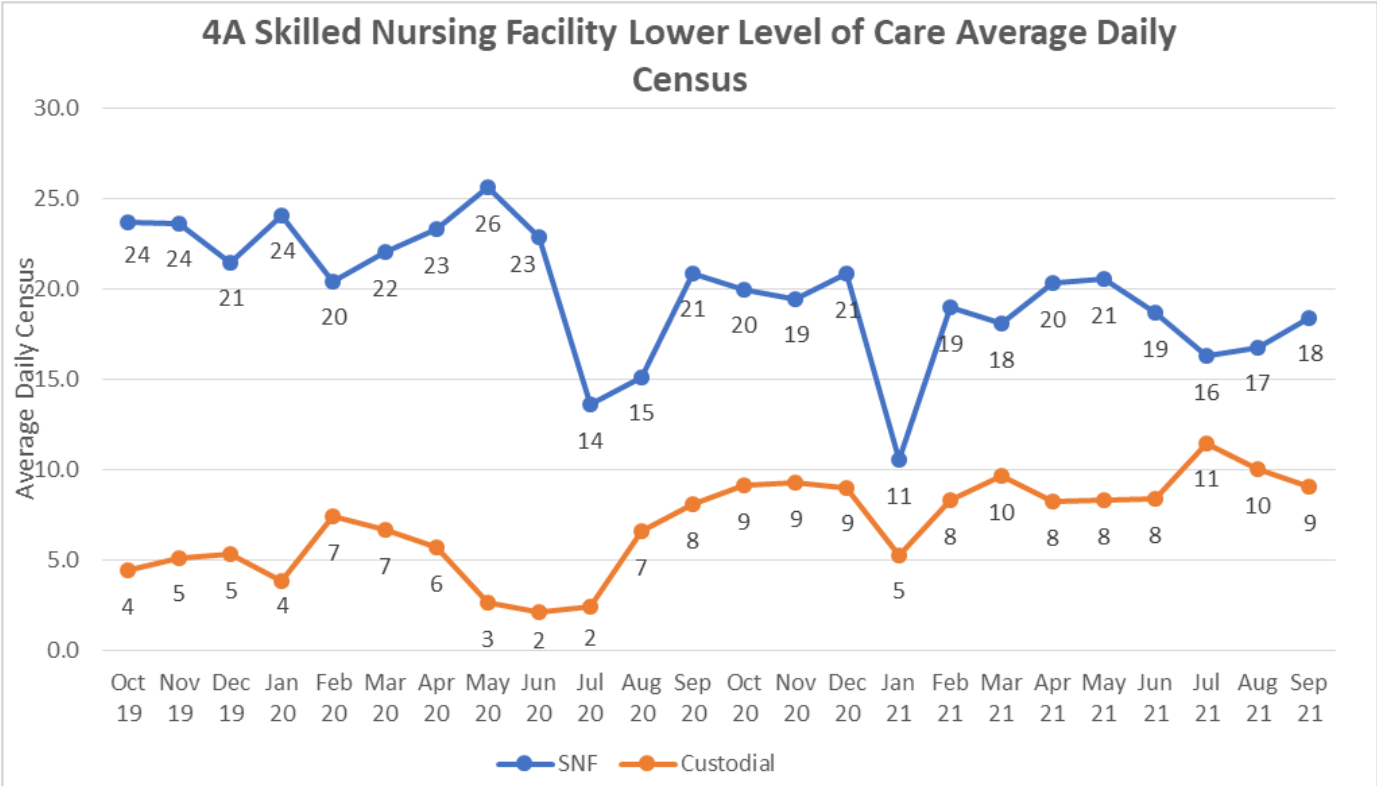
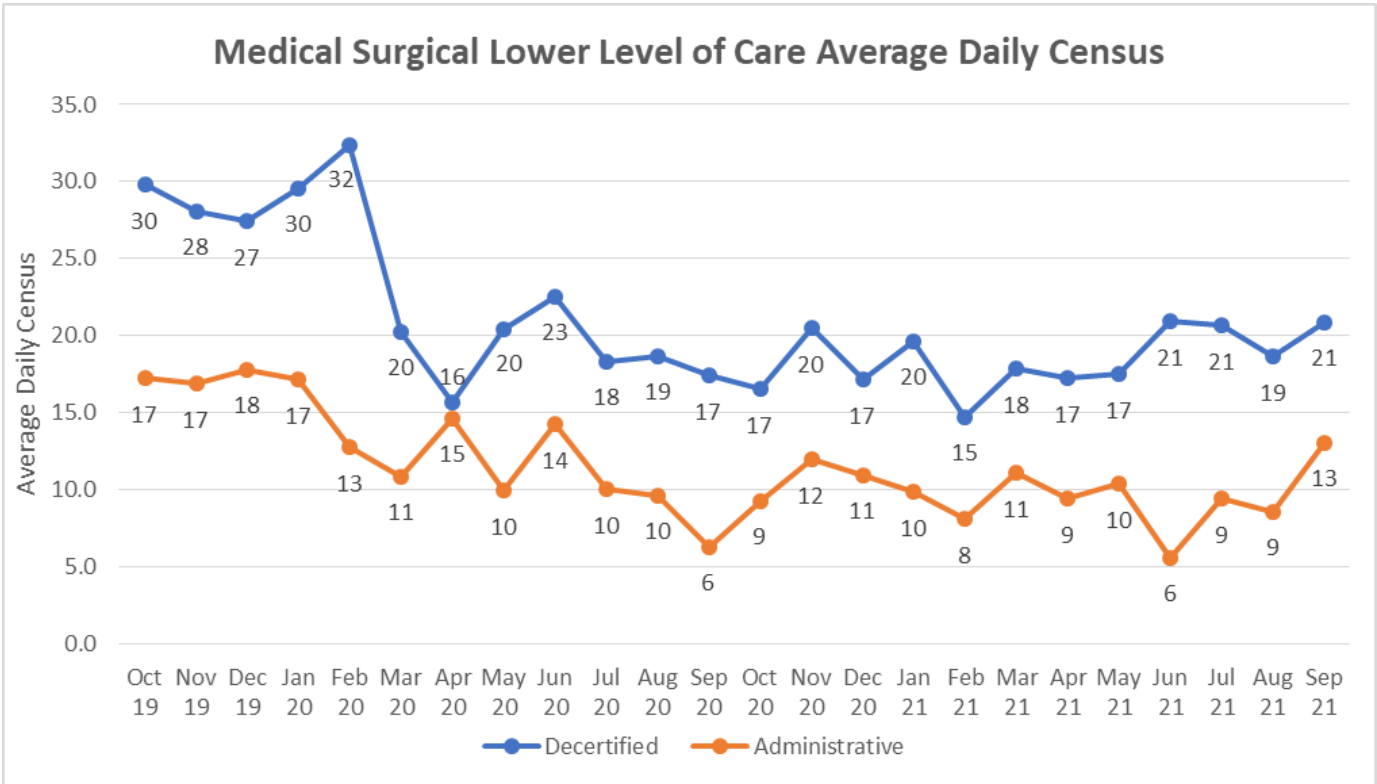
### Acute Psychiatry (7B & 7C) Average Daily Census

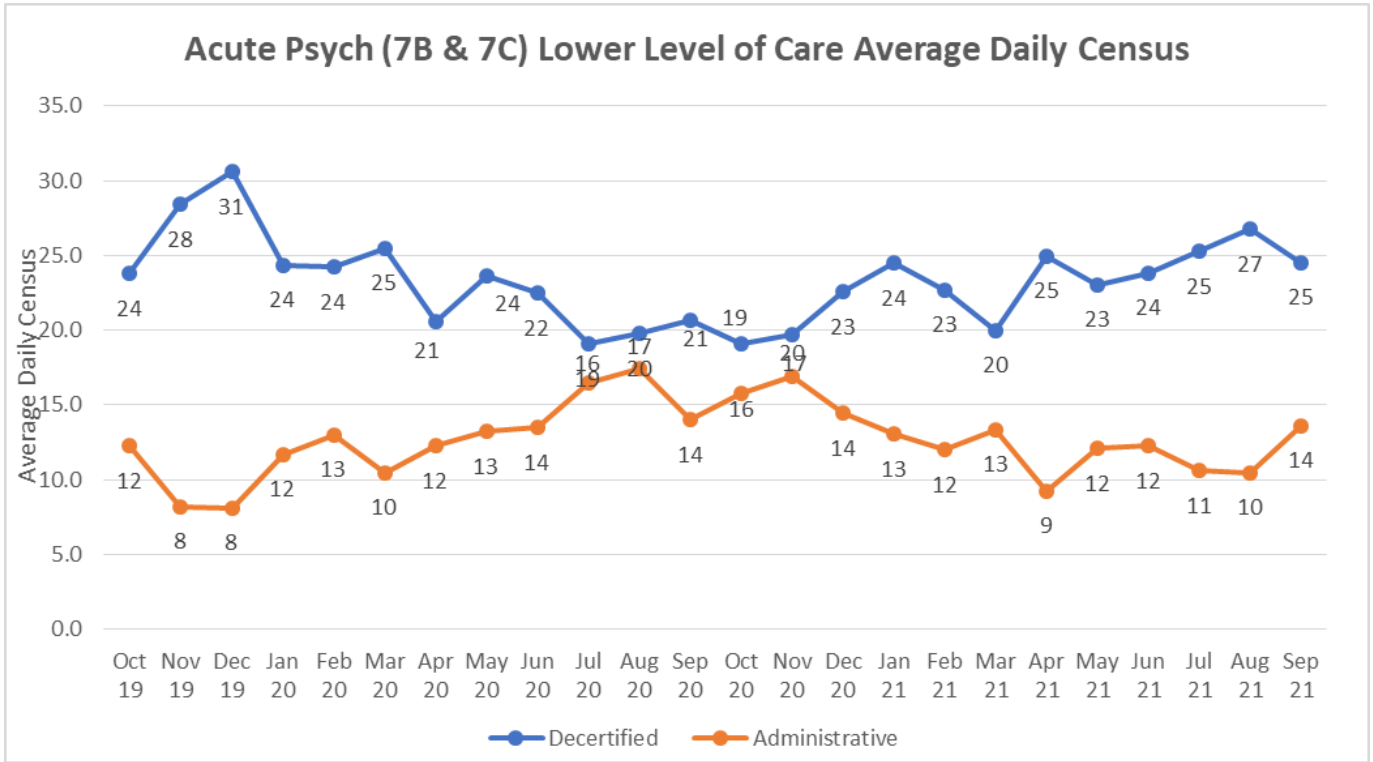


### 4A Skilled Nursing Facility Average Daily Census



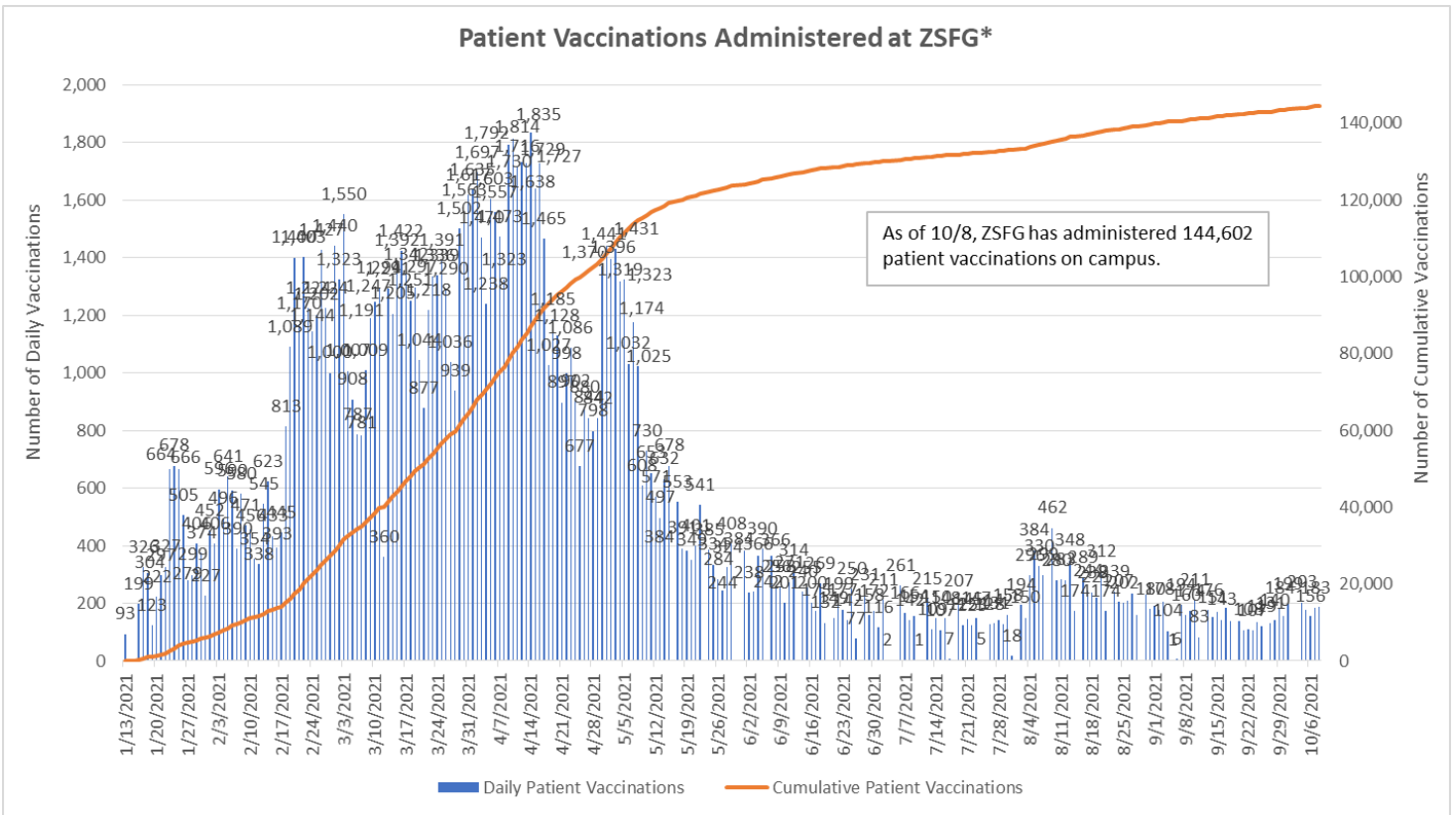
# QUALITY Lower Level of Care Average Daily Census



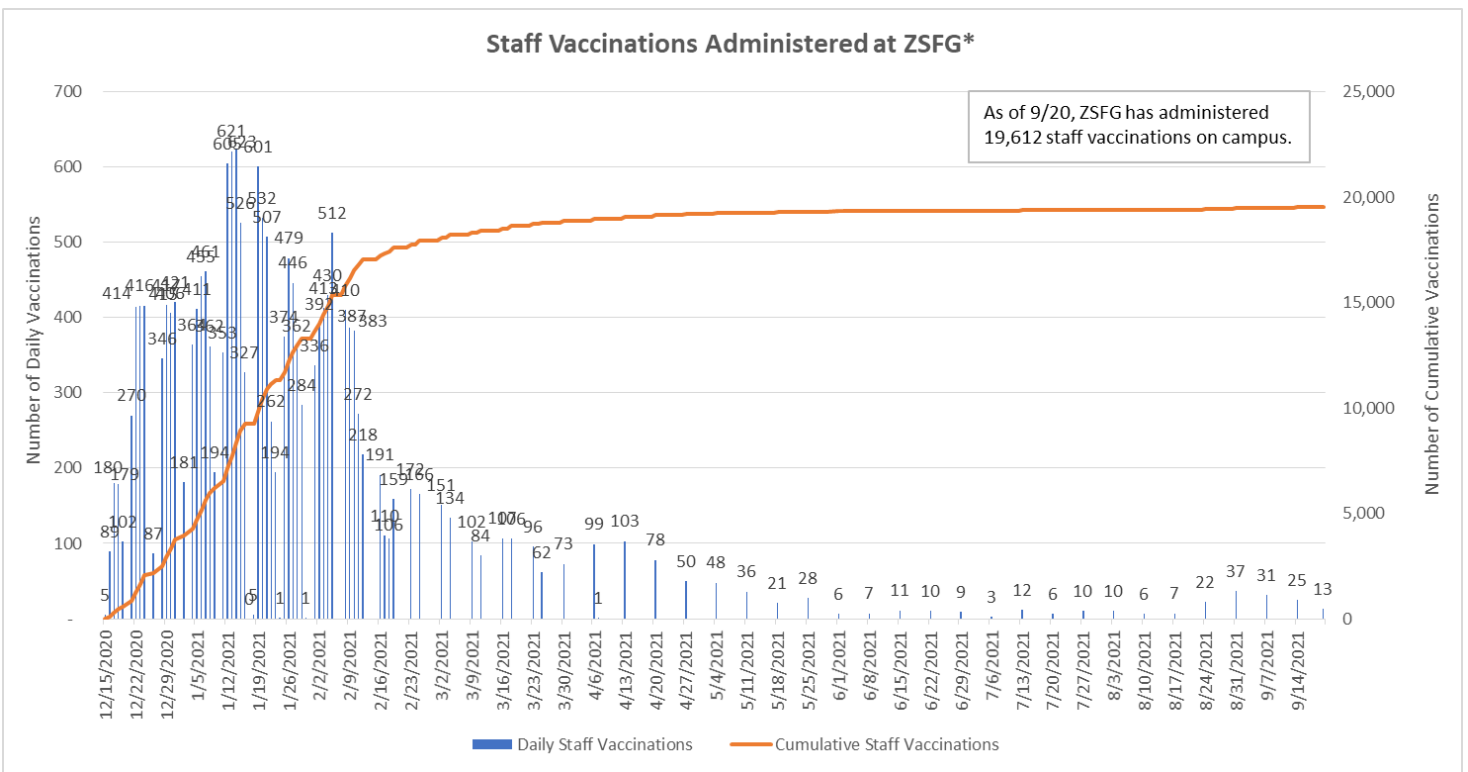


# SAFETY

## COVID-19 Vaccinations Administered at ZSFG



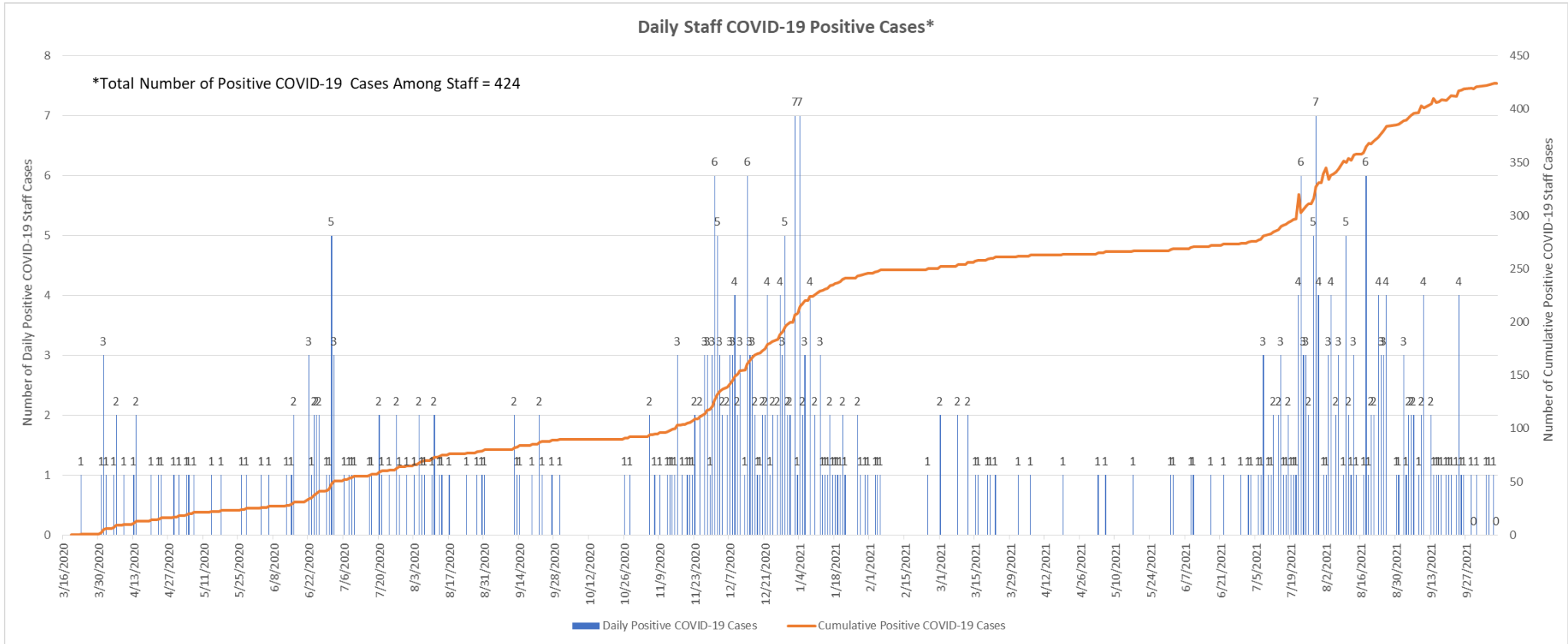
\*Includes network-wide patients and members of the community.



\*Includes network-wide staff.

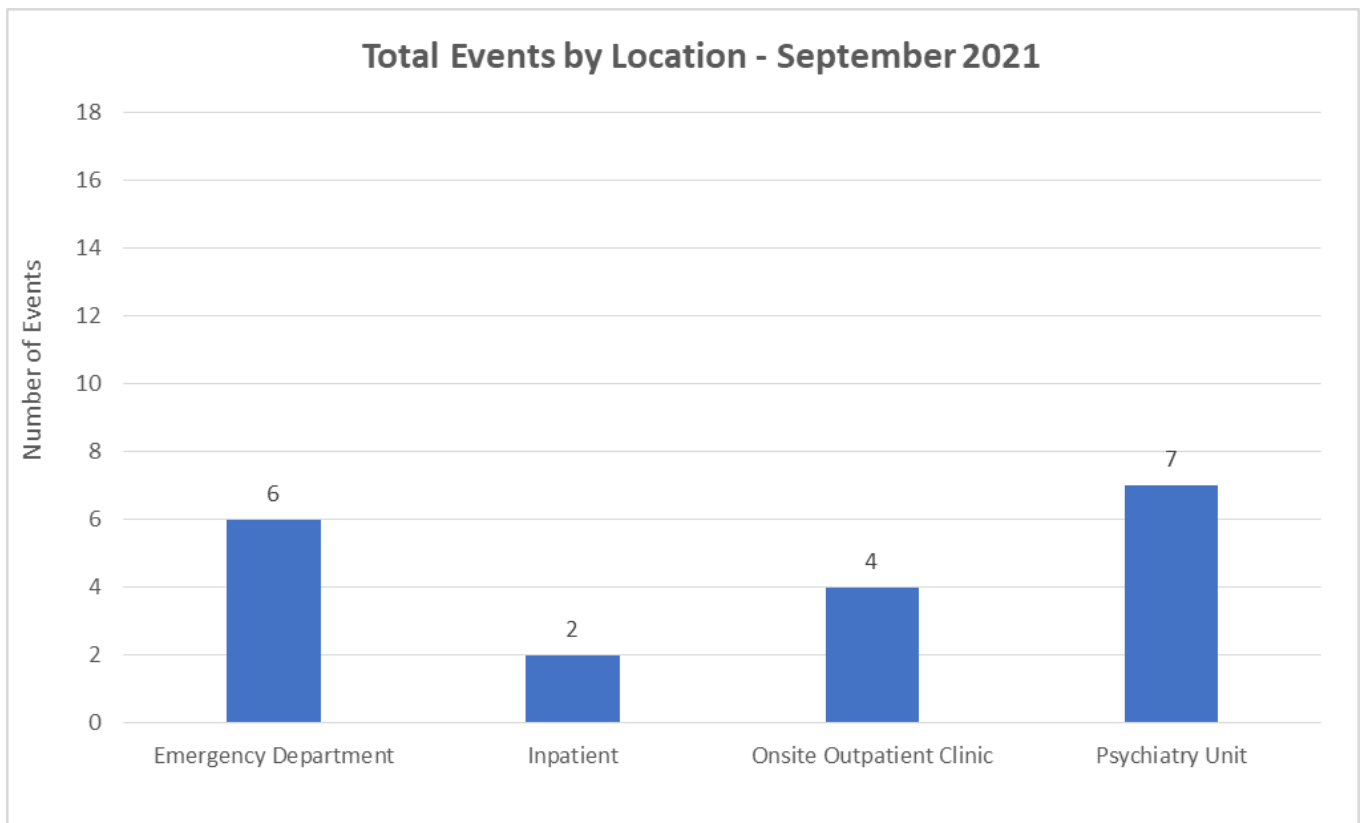
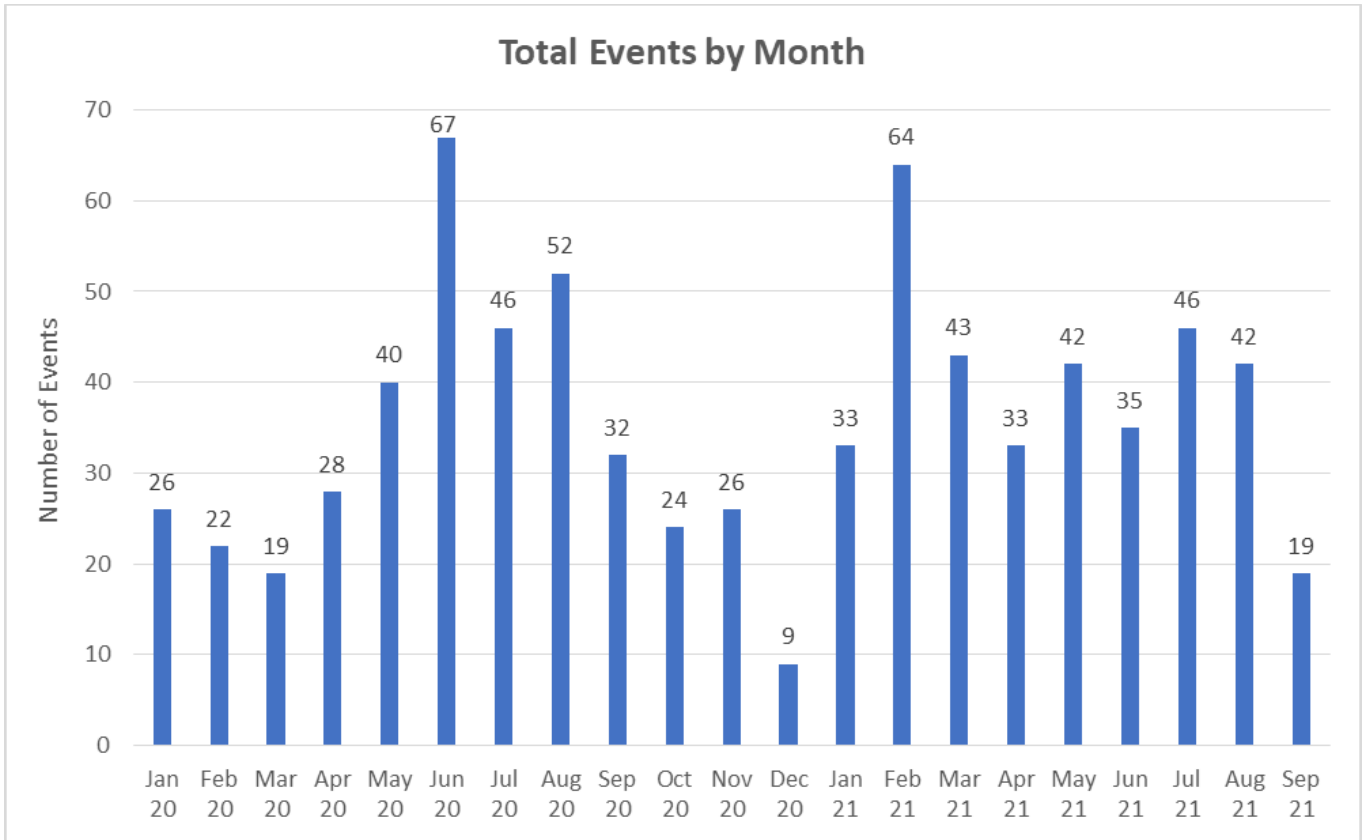
# SAFETY Occupational Health COVID+ Staff Cases

As of October 10, 2021, 424 ZSFG employees have tested positive for COVID-19.

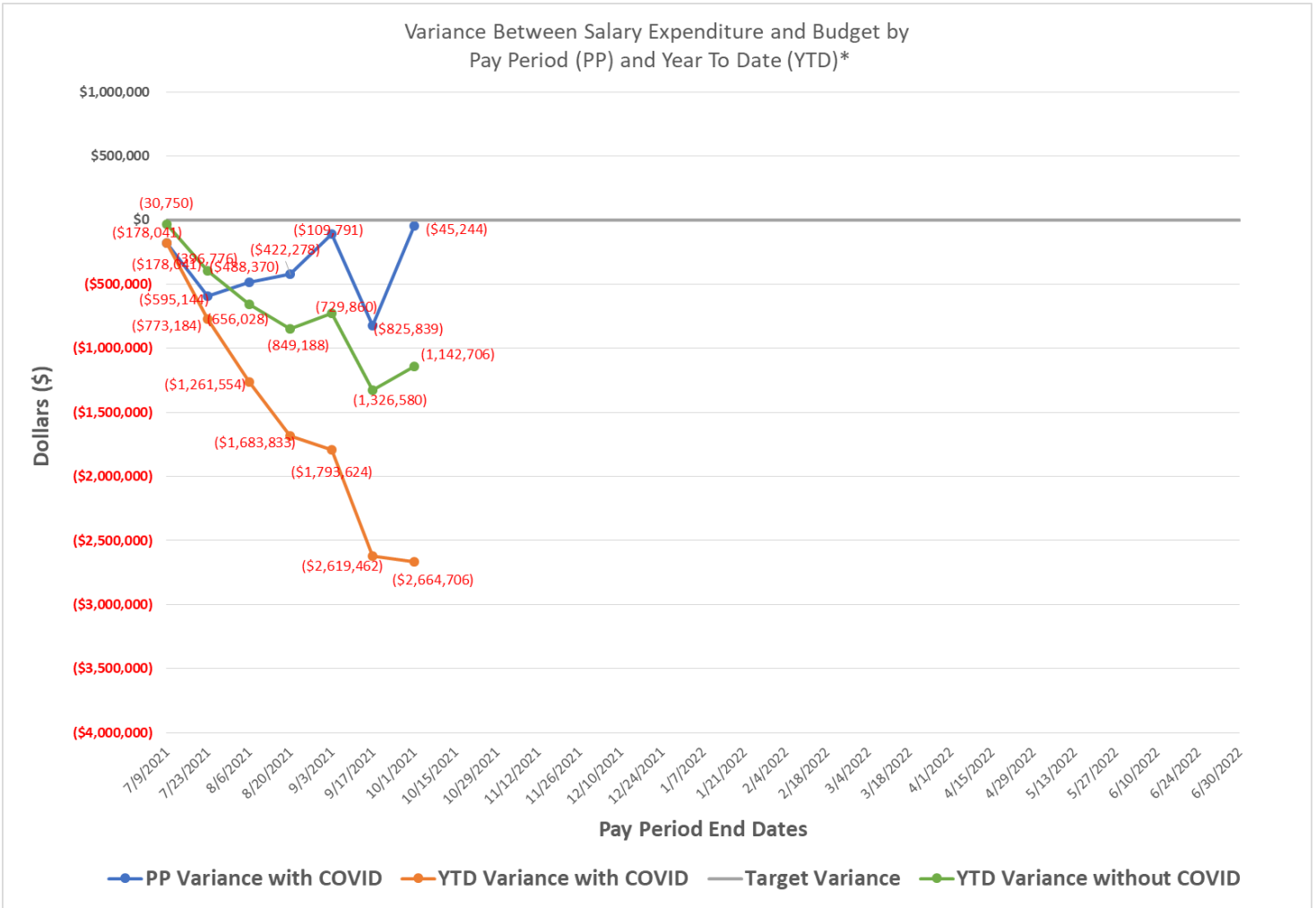


# SAFETY

## Workplace Violence Activity



# 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)	\$665,000
2	H48 COVID Staffing	\$51,000
3	H52	\$38,000
4	H58 (Non-COVID Census Project)	\$0
5	COVID Sick Time	\$768,000
	<b>TOTAL</b>	<b>\$1,522,000</b>