



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# ZSFG FY 20-21 ANNUAL REPORT

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November 16, 2021



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

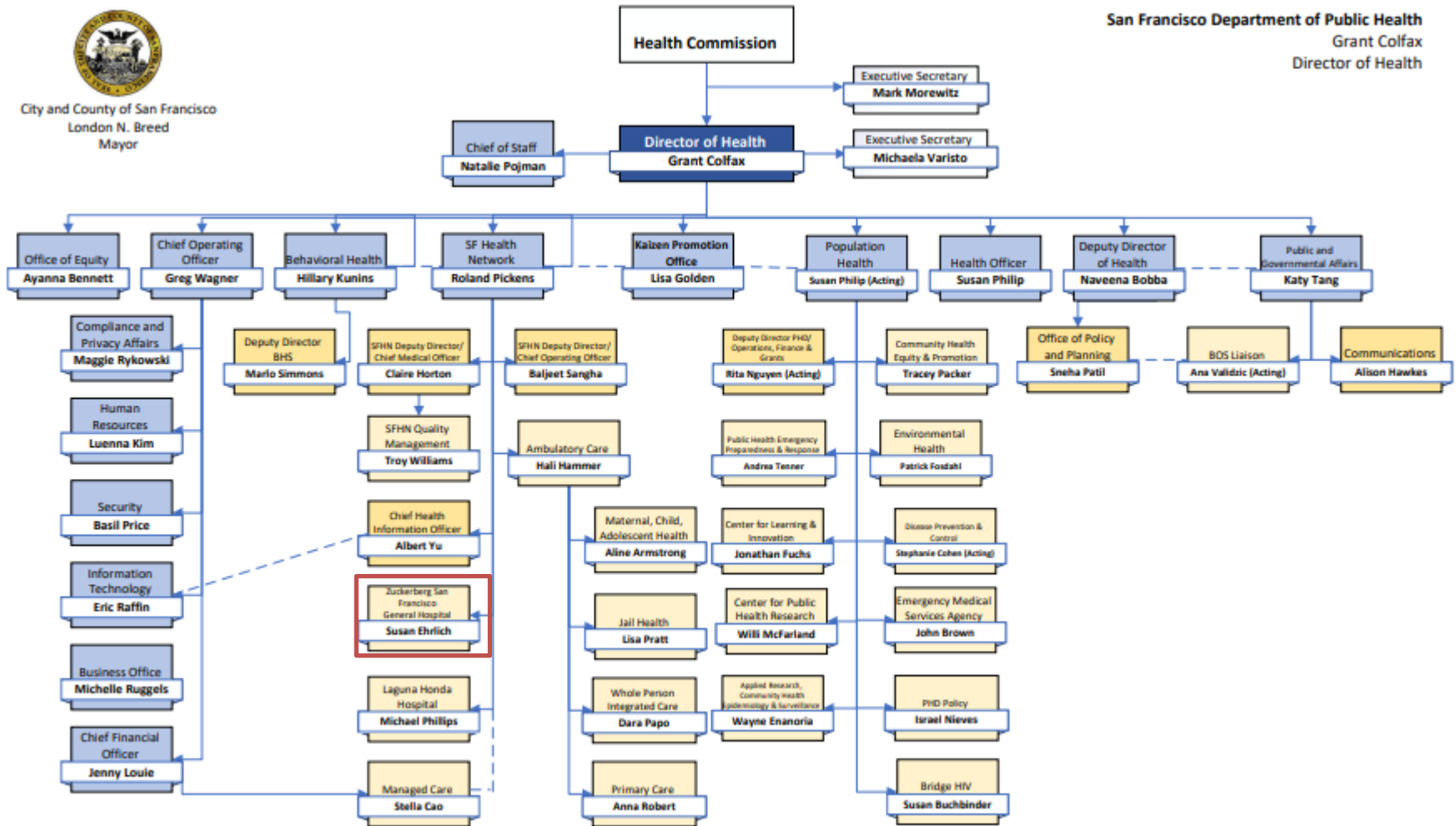


San Francisco Department  
of Public Health

# About ZSFG: Organizational Chart



San Francisco Department of Public Health  
Grant Colfax  
Director of Health



# About ZSFG



## OUR MISSION

The mission of Zuckerberg San Francisco General Hospital & Trauma Center is to provide quality health care and trauma services with compassion and respect.



## OUR VISION

Our vision is to be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment.



## OUR VALUES

### Joy in our Work

Staff satisfaction is related to higher quality of care and outcomes for our patients.

### Compassionate Care

Our deep social justice mission is how we distinguish ourselves.

### Thirst in Learning

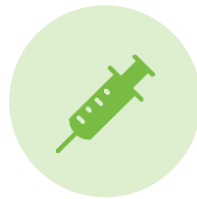
A learning organization allows for transformation and continuous improvement.



# ZSFG By the Numbers



PATIENTS SERVED  
**89,936**



PUBLIC COVID-19  
VACCINATIONS  
**130,478**



STAFF COVID-19  
VACCINATIONS  
**19,421**



OUTPATIENT VISITS  
**334,603**



MEDICAL & PSYCHIATRIC  
EMERGENCY VISITS  
**58,074**



URGENT CARE VISITS  
**30,211**



BABIES BORN  
**986**



TRAUMA ACTIVATIONS  
**2,540**



LICENSED BEDS  
**397**



UCSF FACULTY & STAFF  
**2,400**



DEPARTMENT OF  
PUBLIC HEALTH STAFF  
**3,500**



VOLUNTEERS  
**400**

# ZSFG Financials



## Financials

	FY 19-20	FY 20-21
Total Operating Revenues	\$1,137,363,376	\$1,048,688,450
Total Operating Expenses	\$1,143,475,761	\$1,137,390,783
General Fund	\$6,112,385*	\$88,702,333**
Salaries and Fringe Benefits (included in total operating expenses)	\$579,920,734	\$594,837,437
Total ZSFG COVID-19 Expenditures (not incl. in Operating Exp)	N/A	\$47,766,315



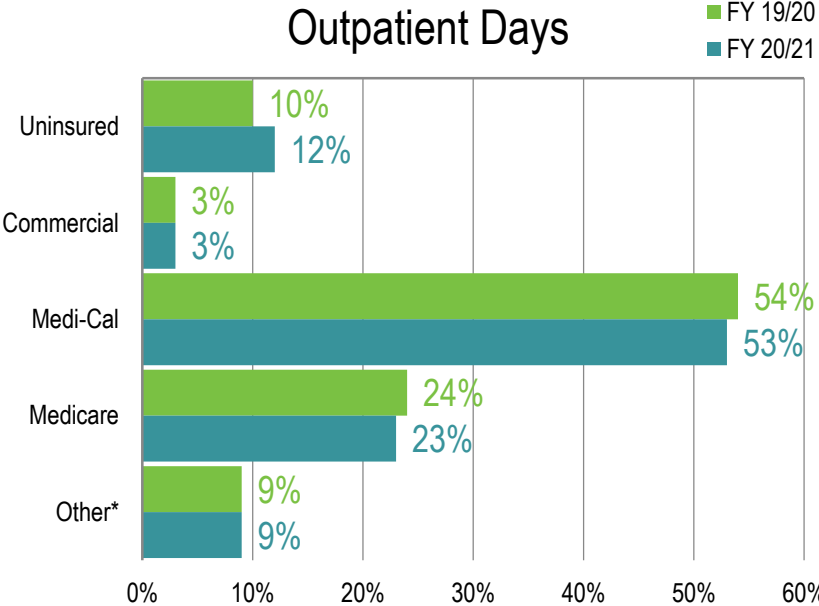
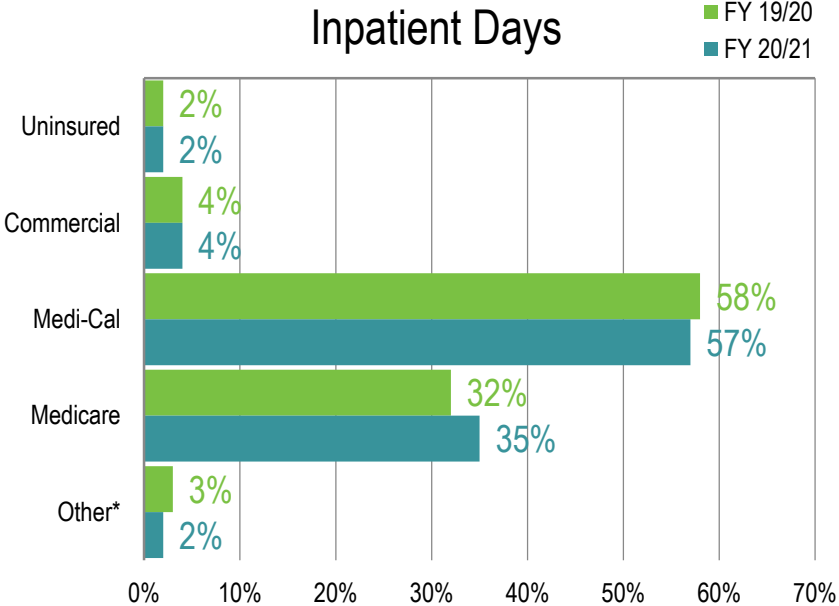
\* One-time revenue resulted in reduction of General Fund Support in FY19-20

\*\* The data is unaudited and subject to change

# ZSFG Payor Sources



## Payor Sources

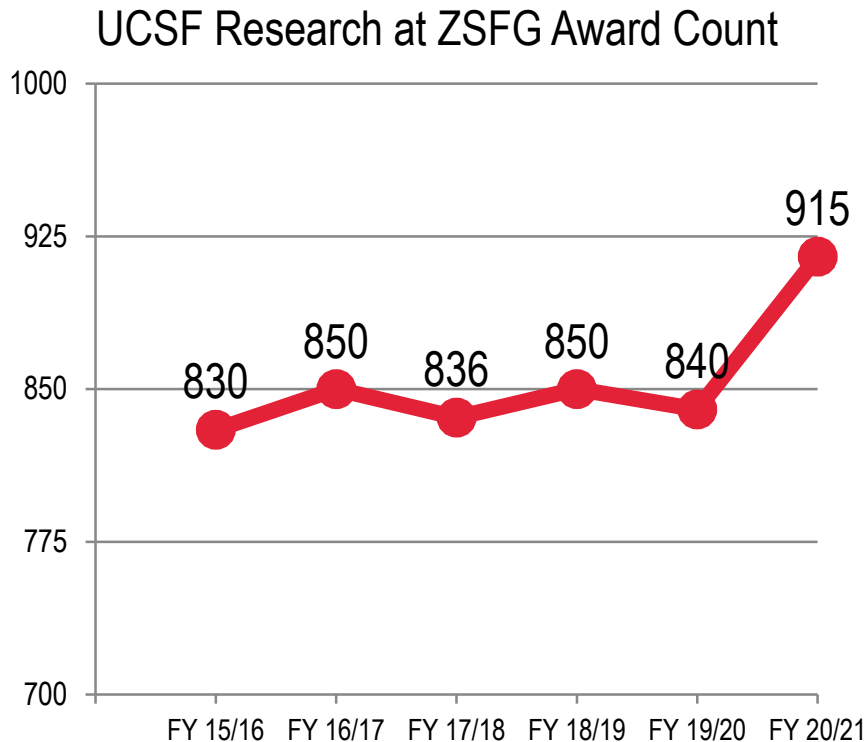


\*\*\*Medi-Medi patients are included in Medicare

# Partnership with UCSF



## State of UCSF Research at ZSFG



## Behavioral Health Initiatives

### HOUDINI LINK:

The Division of Substance Abuse and Addiction Medicine's (DSAAM) HOUDINI LINK (Hospital Opioid Use Disorder treatment INitiation and LINKage to care) successfully improved post-hospitalization linkage to community-based medication-assisted treatment, decreased substance use and improved quality of life for patients.

### The Division of Trauma Recovery Services

The Division of Trauma Recovery Services is working with the State of California and other states to replicate the Trauma Recovery Center (TRC) model and provide technical assistance to new TRCs.

# Partnership with SFGHF



The San Francisco General Hospital Foundation was founded in 1993 to aid ZSFG in raising critical funds to support our patients and community.

- Foundation Raised over **\$220 million** in support
- Raised **\$5 million** for Covid-19 Support
- Supported **27 Hearts Grants** grants with **\$500K**

## 2021 Hearts in SF Event

**Thursday, February 11th, the San Francisco General Hospital Foundation (SFGHF) hosted the first-ever virtual Hearts in SF event**

Over 300 bidders on the Hearts in San Francisco sculptures, nearly all of which sold and together raised almost \$100,000.

## 2021 Hearts Grants

**Many thanks to the Foundation for their continued support over the past thirty years!**

Since 2004, these grants support equity and innovation projects throughout the hospital to supplement patient care. ZSFG would not be able to provide the high-quality patient care that they do without the support of SFGHF.



# COVID-19 Response



## Hospital Innovation

### Urgent Care Clinic

- Eliminated barriers to the Emergency Department transferring patients to the UCC;
- Reduced the percentage of all respiratory patients seen in the UCC to 59% (now 41% are seen in the Building 5 lobby); and
- Saved at least 21 exam room hours per day (about 5 clinic hours per day from patient triage and navigation alone).

### Occupational Health

- Our Occupational Health and Safety (OHS) COVID-19 Team was created to address the pandemic
- The scope of what this relatively small team does is enormous, all in the service of keeping staff safe from COVID-19.

## COVID-19 Vaccinations

- On Tuesday, December 15th, five of our ZSFG staff received the first doses of the COVID-19 vaccine at ZSFG and in San Francisco.
- At our peak, ZSFG was vaccinating 2,000 patients and community members per day.
- On May 19th, San Francisco celebrated one million COVID-19 vaccines! Of those 1 million doses, ZSFG contributed to over 120,000 of them.
- On August 19th, ZSFG began administering the 3rd dose of the COVID-19 mRNA vaccine dose to patients and staff with moderate to severe immune compromise



# COVID-19 Recovery



## Resilience Garden

Our facilities and groundskeeping team created a Resilience Garden tucked in near Buildings 30, 40 and 9, which is dedicated to all ZSFG staff during the COVID-19 pandemic.

## A Moment to Pause

For the one-year anniversary of COVID-19, our Care Experience team gathered anniversary photos that captured moments throughout the past year to honor the sacrifices and commitment our staff have made in service of this city. To further commemorate this milestone – on March 17th, Mayor Breed and a team of city leaders expressed sincere gratitude and inspiration, invoking the image of San Francisco as a phoenix, rising from the ashes.



## Mandatory Staff Vaccinations

On July 8th, the San Francisco Health Order mandated that any city employee working in a high risk setting, such as ZSFG, is required to be vaccinated, with limited exceptions, in order to protect the health and safety of our patients and staff. ZSFG continues to work with Human Resources to ensure that staff have entered their vaccination status into the City portal and our OHS and Clinical labs are operationalizing the testing protocols accordingly.

# Highlights in FY 2020-2021



## 10th Anniversary of the Wellness Center

On June 15, 2021, ZSFG's Wellness Program celebrated their 10-year anniversary! ZSFG Community Wellness has provided innovative, culturally, and linguistically accessible wellness programs and services for our staff, patients, their families, and all San Franciscans since 2011.

## Zero Catheter Associated Urinary Tract Infections

Preliminary results reported from May 2021 highlight that the Critical Care units had zero catheter associated urinary tract infections (CAUTI)!



## Countdown to 2021 – Staff Appreciation Event

The Care Experience team created a countdown to 2021 Staff Appreciation Event through ten activities, opportunities for self reflection and small tokens of gratitude for all staff.

# Building our Future



## B5 Rehabilitation Services Relocation

- 97% of construction is complete
- While some early scope has already started the official start of this project will follow OSHPD occupancy sign-off of the Rehabilitation Project



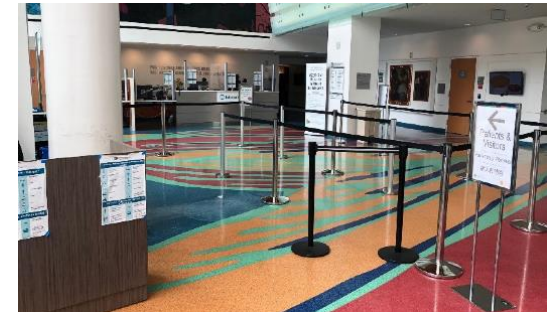
## B5 Cafeteria Refresh

- Patching & Painting of the cafeteria is complete
- Southside flooring complete – the staff alternate break site has been moved to this side of the cafeteria
- The Northside flooring is expected to be complete by the end of July



## Security Projects

- **B25 Security Improvement Project** - Creates a secure elevator lobby and entry vestibule. Includes a new transaction window at service desk.
- **Mezzanine Patient Safety Project** - Creates a 7-foot-tall glass barrier between the mezzanine pathway and balcony.
- **Campus Access Restrictions** - Secures entrances to maintain 3 main points of entry (B5 South, B25, and B80/90)



# True North Strategies



FY2021 was a year of rebuilding for our strategic work.

- True North is ZSFG's unwavering commitment to our mission, vision, values, strategies and metrics.
- In July 2020, the KPO restarted strategic planning with tools and processes designed for increased flexibility, prioritization, and rapid cycle implementation for the uncertain future.



True North Goal	Measure	CY2021 Actuals	Target
Equity	Departments Driving Equity	57%	50%
Safety	Patient Safety Composite Score	50%	75%
Quality	Access & Flow During COVID-19	57.1%	80%
Care Experience	Real-time Survey Implementation	23.8%	33% by 9/30
Developing our People	Operationalizing Thriving at Work Strategy Composite	33.3%	33% by 7/31
Financial Stewardship	Salary Variance**	-\$16.799	\$0.00

\*\* The COVID-19-related 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, but once these costs are removed, ZSFG is projected to have a salary variance of \$0.00.



# True North Strategies



## Equity

- The pandemic has underscored the urgency and importance of our equity work.
- Journey to equity requires a multifaceted approach that addresses the negative outcomes which stem from institutional racism and patterns of unequal and inequitable practices.
- Over the next year, the team aims to achieve the following targets in order to reach this equity goal.



Selected Metrics	Baseline	Target	Due Date
% of departments that have equity drivers with countermeasures.	30%	50%	Q4 2021
% of surveyed employees that respond affirmatively that their department is actively improving racial equity.	45%	55%	Q4 2021
% of surveyed Black/African American employees that respond affirmatively that their department is actively improving racial equity.	28%	33%	Q4 2021



# True North Strategies

## Safety

- With changes in executive safety focus, a transition to the Epic system, and the COVID-19 pandemic, there has been an increase in harm events.
- To monitor patient harm data, the team has identified the following four metrics:

Selected Metrics	Baseline <sup>[[[]]]</sup> <sub>[[SEP]]</sub> (FY 19-20)	Target (FY20-21)
Catheter Associated Urinary Tract Infection <sup>[[[]]]</sup> <sub>[[SEP]]</sub> (rate/1,000 urinary catheter days)	2.82 (38 total)	2.26 (~30 total, ~2/month)
Central Line Associated Bloodstream Infection <sup>[[[]]]</sup> <sub>[[SEP]]</sub> (rate/1,000 central line days)	0.97 (10 total)	0.77(~8 total, ~1/month)
Colon Surgical Site infection <sup>[[[]]]</sup> <sub>[[SEP]]</sub> (infections/procedure count)	.16(13 total)	.13(~10 total, ~1/month)
Falls with injury <sup>[[[]]]</sup> <sub>[[SEP]]</sub> (med surg, 4A, ED, inpatient psych) (rate/1,000 Midnight Census)	0.28 (51total)	0.22(~40 total, ~3.5/month)

# True North Strategies



## Quality

- Healthcare quality falls into multiple domains that span effectiveness, efficiency, equity, patient centeredness, safety, and timeliness.
- The next steps for this strategy are to ensure the consistent tracking of the following indicators across operational areas, improve any that are off-target and develop a plan to communicate our progress to frontline staff.

Operational Area (Metric)	Baseline	Target (Dec 2021)
Emergency Department (ambulance diversion rate)	58.3%	< 40%
Medical-Surgical/Critical Care units (bed cleaning request turnaround time)	86.5 minutes	< 60 minutes
Department of Care Coordination (LLOC patient days)	1,192 days	< 950 days
Perioperative and procedural areas (clinics with OR block utilization > 80%)	60%	80%
Outpatient specialty care clinics (clinics with TNAA < 21 days)	84.8%	90%



# True North Strategies



## Care Experience

- ZSFG has gained some insight on what the organization does well and what can be improved through the required CAHPS/patient experience survey.
- CEX will work to better quantify the patient experience at ZSFG by:

Operational Area (Metric)	Target	Target Date
By June 2021 implement real time survey at ZSFG in seven (7) clinical areas		
Operationalize Care Experience Survey Strategy Composite	33%	8/31
	66%	9/30
	100%	10/31
Complete data portal training	100%	8/31
Implement service alert workflow	100%	9/30
Develop data communication standard work	100%	10/31

By January 2022, develop an operational A3 aligned with data results

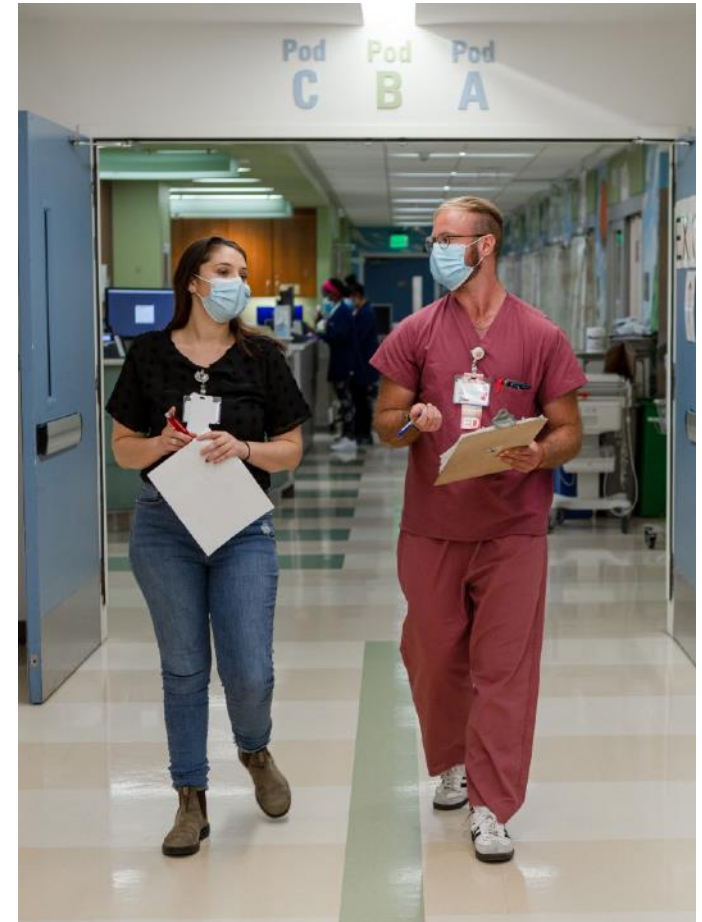
# True North Strategies



## Developing our People

- ZSFG's most valuable resource are the approximately 6,000 [DPH and UCSF] resilient staff and providers.
- COVID-19 has grounded us in four human experience principles that are important to our staff and providers: communication, wellness, safety and recognition.
- With this focus, the team strives to develop a framework that sustains the changes that have been implemented throughout the pandemic and foster a thriving work environment.

Operational Area (Metric)	Baseline	Target Date
Thriving at Work Composite (recognition, wellness & communication)	2 out of 3 metrics on target	12/31
Operationalizing Thriving at Work Strategy Composite	33%	7/31
	66%	8/31
	100%	12/31



# True North Strategies



## Financial Stewardship

- With the shutdown of San Francisco in March 2020 due to COVID-19, came economic difficulties such as the initial projected loss of \$1.7B.
- Finance is now working to balance the shortfall while maintaining critical city functions, prioritizing vulnerable populations, and responding to COVID-19.

Selected Metrics	Baseline	Target
By June 2021 decrease salary variance	-\$2.4M	\$0.00



# Staff Celebrations



## Annual Medical Staff Meeting

In June 2021, UCSF held their annual Medical Staff Meeting in which Doctors Grant Colfax, Edward Chow and Talmadge King expressed their deep gratitude for our medical staff, the Community Primary Care and Krevans awards were presented to our accomplished resident physicians, and the Rapaport Award was presented to Dr. Diane Havlir, Chief of the HIV, Infectious Diseases and Global Health Division here at ZSFG.



## Mary Mercer Day

Dr. Grant Colfax, Director of Health for San Francisco's Department of Public Health, officially honored June 23rd as Mary Mercer Day in San Francisco for her incredible contributions to the City's pandemic response!



## Annual Employee Celebration

Each year, ZSFG celebrates our staff's many years of service, via the Annual Employee Dinner. 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. Additionally, this year Mr. Isaac Gaston and Dr. Alan Gelb were honored for their 35 and 40 years of service, respectively.

## Jim Marks Day

Mayor London Breed officially proclaimed July 20, 2021 as Jim Marks Day for his remarkable leadership since the beginning of the pandemic in both DPH's COVID-19 Command Center and the Citywide Unified Command!



# Patient Love Letters



- “Dear Doctors and Nurses, thank you for saving people’s lives and giving people checkups to make sure they are healthy!! Also, you guys are the best!! Also stay healthy!!”
- “To the Health Care Team – Thank you for getting up each day, for the long hours, for being in harms way, for protecting us, for the dedication in isolation, for your commitment, for you.”
- “To: the SF General Staff & Emergency Personnel, thank you for relieving the suffering of others. Thank you for being a positive addition to humanity, your work is appreciated. I’m grateful.”
- “Thank you! You are doing brave and important work that is truly making a difference in our world. From the bottom of our hearts, we are so grateful, sending love and strength.”
- “We appreciate all your hard work and dedication to help others in these turbulent times. Thank you for your efforts as you are doing God’s work. You are all in our thoughts and prayers. We will get through together.”
- “Wow, thank you so much for ALL you do! I’m not even sure where to begin with all of my appreciation for you and everything you are doing in this great time of need. Know I am staying home and thinking about you and your family every day. We wouldn’t get through this without you! Thank you!”
- “Dear Zuckerberg Frontliners, thank you so much for your work in the community, especially during these hard times. Thank you for your courage and strength – your love and care you give. Please be safe and well as we all pull through together.”
- “Dear frontline workers, medical staff, nurses, support and janitors, all, all of you at the General! Thank you! This is an extraordinary time for us all and you all are our heroes!”
- “Dear Heroes, you are amazing! We are forever grateful for all that you do. You keep showing up and we promise to keep staying home and social distancing. Thank you from the bottom of our hearts for all of your continued dedication and devotion to the patients and families impacted by this pandemic. Because of you we will get through this. Stay safe. Stay well.”

# In Summary



## Year of Recovery

This year was marked by our continued perseverance and resilience through the second year of the pandemic.



## Returning Safely Together

ZSFG rose to the challenge this year by ensuring our patients, community and staff return together as safely as possible.



## Gratitude

ZSFG would like to express deepest gratitude to our patients and community of San Francisco. We will continue to improve in FY2021-2022.







THANK YOU