

SF Health Network Update

Health Commission | March 15, 2022



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

SF Health Network Update

Presentation Outline:

- FY 20/21 SFHN Strategic Initiatives & True North Status Update
- FY 21/22 Areas of Focus
- FY 20/21 & FY 21/22 SFHN Operations, Challenges and Covid-19 Response Review



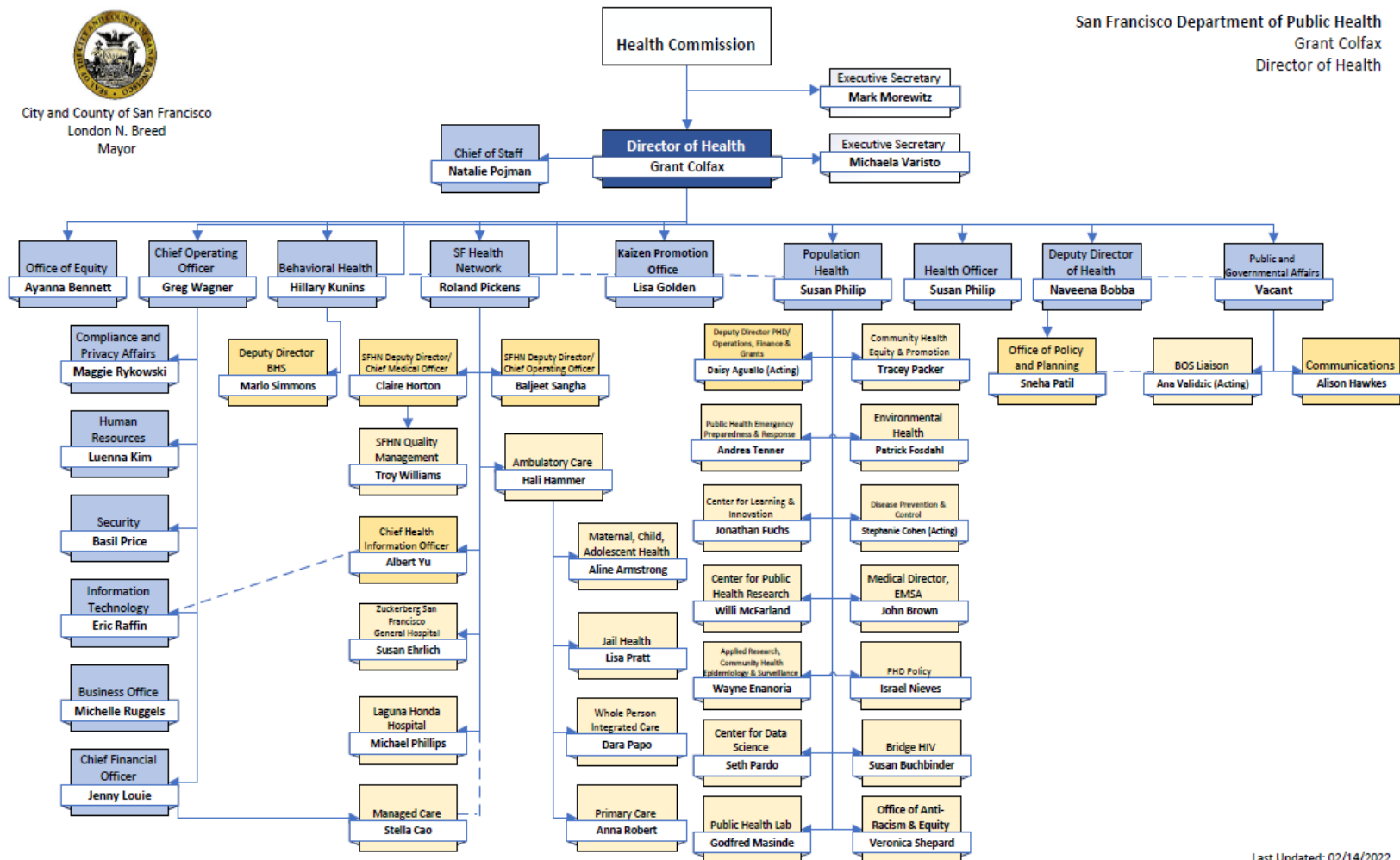
San Francisco
Health Network

DPH Leadership



City and County of San Francisco
London N. Breed
Mayor

San Francisco Department of Public Health
Grant Colfax
Director of Health



Last Updated: 02/14/2022



True North and the X-Matrix – Our Roadmap for Strategic Planning & Deployment

True North

- Our set of universal ideals that describe DPH's future state



X-Matrix

- The product of our discussions and decisions can be summarized in this Strategic Plan document, also known as an X-Matrix.
- The X-Matrix is designed to provide a visual description of our high level strategic initiatives, our accountability mechanisms, anticipated outcomes and how it all ties into our True North.



FY16-17

FY17-18

FY18-19

FY19-20, 20-21 & 21-22



Quality



Workforce



Safety



Financial Stewardship



Care Experience



Equity

Alignment & Focus

Standardization

Synergy

Individualization

Financial Stewardship
Workforce
Safety

Equity

Quality
Care Experience

FOCUS:
 Workforce

FY19/20-
FY20/21
Epic
stabilization
year/Covid
Response

FY 16-17

49 metrics
20% on target

FY 17/18

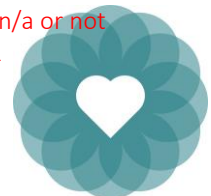
47 metrics
27% on target
A3 report outs

FY 18/19







transition year
33 metrics
39% on target
A3 report outs

49 metrics-19-20
43 metrics-20-21

23%(11 of 49) on target-19-20
14%(6 of 43) on target-20-21
51%(22 of 43) Covid Defer-19/20
56%(24 of 43) Covid Defer-20/21
32%(16 of 49) Data n/a or not met-19/20
30%(13 of 43) Data n/a or not met-20/21



True North: FY 20/21 Green = met, Red = not met, purple = covid deferred

	 QUALITY Division/Section Metrics	 SAFETY	 CARE EXPERIENCE	 WORKFORCE	 FINANCIAL STEWARDSHIP	 EQUITY
ZSFG	Improve Access & Flow During COVID-19	Catheter Associated Urinary Tract Infections (CAUTI)		Operationalizing Thriving at Work Strategy Composite	Decrease salary variance	Departments Driving Equity
	ED - Diversion Rate	Central Line Associated Bloodstream Infections (CLABSI)				
	Lower Level of Care Days	Colon Surgical Site Infections (COLON SSI)	Real-time Survey Implementation			
	OR Block Time Utilization	Falls with injury (med surg, 4A, ED, inpatient psych)				
	EVS – Bed Turn Around Time					
	Specialty Clinics Third Next Avail. Appointment					
LHH	Reduce resident harm Events	Increase barcode administration compliance	Likelihood to recommend Care	Likelihood to recommend working at LHH	Spending rate of growth not to exceed growth in General Fund	Reduce number of Unusual Occurrences(UO's) in 9 discrete disparity categories for Black/African American residents
PC	Increase Behavioral Health screenings Increase adolescent Immunizations	Increase 7-day post discharge follow up	Improve patient satisfaction ratings Improve timely access to Primary care services	Improve Gallup Questions: In last 6 months someone at work has talked to me About my progress	Decrease the time for unlocked notes	Improve BP control among African American patients with hypertension
JHS	Increase treatment & linkages for patients with substance abuse disorders	Improve the rate of time of charting	Increase overall patient satisfaction score	Increase patient satisfaction	Decrease mandated overtime	Increase gonorrhea and chlamydia screening in African American pop.

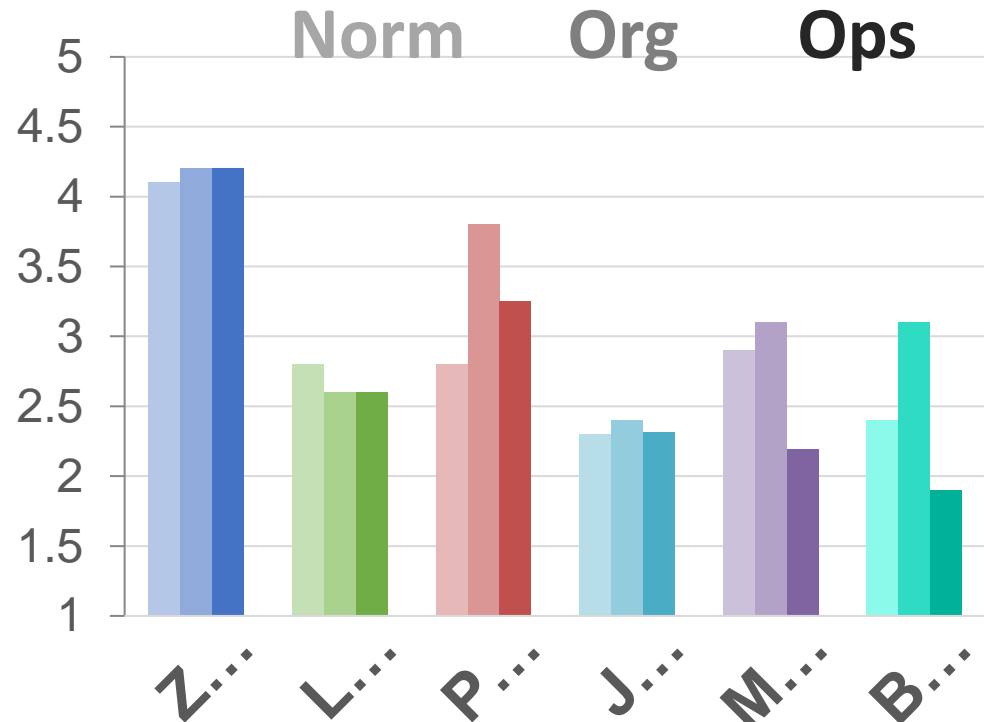
SFHN Equity Activities in Covid Times

2021 AREA SELF-ASSESSMENTS



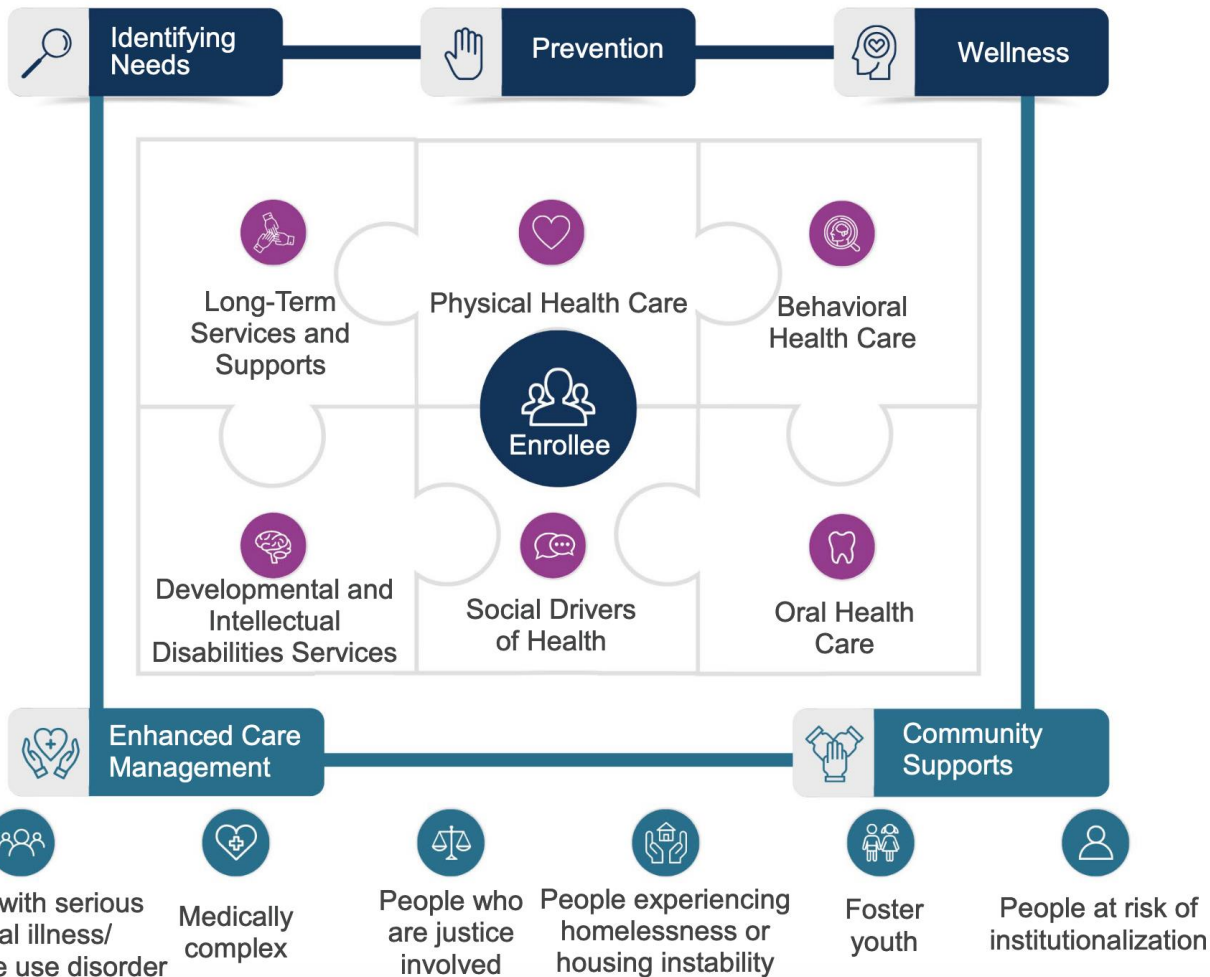
Highlights

- ZSFG incorporated equity in QI for all areas
- Laguna Honda's Equity Council represents all areas of the hospital
- Primary Care added an MD as Equity Lead
- JHS incorporated equity in their COVID work
- MCAH hosted an innovative Reproductive Health Summit
- BHS launched culturally congruent care project at 4 sites



SFHN Clinical Operations FY 21-22 Focus California Advancing Innovations in MediCal (CaAIM)

- Multi-year initiative to improve the health outcomes, quality of life and consumer experience for Medi-Cal beneficiaries.



Primary Program

elements:

- Enhanced Care Management
- Community Supports
- Justice-Involved populations (launch 2023)
- Long-term care populations (2023)
- Children's Health (2023)



SFHN Clinical Operations FY 21-22 Focus

Value-Based Care / QIP

Changing Metrics, Changing Challenges



New Medical Director of Value-Based Care, Dr. Kathleen Chung, hired 10/21

Competing demands on IT and data teams have made data validation deadlines difficult to achieve.

A February – March 2022 push will get us to goal

Example of metrics under validation:

- Colorectal Cancer screen
- Readmissions to hospital
- Adolescent immunizations
- Chronic disease control measures



2021 "Covid Mitigation Metrics" should allow systems with robust Covid public health responses to capture a high % of P4P QIP dollars



ZSFG FY20-21 Hospital Operations & COVID-19 Response



Hospital Operations & Innovation

True North – 3 of 14 Metrics on Target despite Covid impact on operations

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 Response/Vaccination

- 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



ZSFG FY 20-21 Hospital Operations & COVID-19 Response



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.

LHH FY20-21 Hospital Operations & COVID-19 Response

Operational Goals During the COVID-19 Pandemic:

- Life safety of residents and staff
- Resident wellbeing and essential operations during the initial lockdown
- Effective response through multiple surge events
- Regulatory compliance and readiness

Staffing Impacts

- Total Laguna Honda staff deployments
 - 58 to citywide COVID response

Service Impacts

- Resident Out on Pass program curtailed
- Family visitation curtailed
- Outpatient clinics
 - Closed 19 of 21 clinics in March 2020 due to covid-19

Patient Flow Impacts

- Reduction in new admissions
 - 376 in FY 18-19
 - 354 in FY 19-20
 - 164 in FY 20-21



LHH FY20-21 Hospital Operations & COVID-19 Response

Operational Successes During the COVID-19 Pandemic

True North 3 of 6 Metrics on target despite Covid Impacts on Operations

- Minimal on-campus virus transmission
- Received recognition as leader in SNF pandemic response
- Maintained 5-star rating for staffing throughout pandemic
- Maintained 4-star CASPER quality measures

Keys to Successes During the COVID-19 Pandemic

- Early, aggressive, and decisive action by SFDPH
- Solid partnerships at the local, state, and federal levels
- Outstanding staff, resident, and resident family collaboration

Non-Pandemic Successes

- Excellent performance during 2021 Life Safety Survey
- Maintained an effective recruiting and hiring plan; Filled four key leadership positions (CEO, CNO, CMO, and CQO)



SFHN Ambulatory Care FY20-21 Operations & COVID-19 Response

Non-COVID routine operations

- All 24 True North Metrics moved from active to passive monitoring and/or deferred due to numerous staff deployments to COVID priority areas.
- Two years of overall reduced Primary Care access due to COVID deployments, staff vacancies, and leaves.
- Shift of many visits to telehealth, especially in MCAH and Primary Care, with intense scramble to recover (see more patients in person) between surges.
- Most critical number of vacancies in PC and WPIC, including Medical Director, front line physicians, and Medical Assistants. Working with HR now to expedite hiring into critical frontline positions.
- Huge accomplishment to have kept all clinics and services open and seeing patients throughout the pandemic, even as our clinics and individual staff were at the front lines as leaders in the COVID response.
- SFHN achieved all 2021 Medi-Cal 1115 Waiver QIP goals and received additional incentive funds for being among the highest scoring systems in the state.
- Focus in 2022-2023 will be on rebuilding Primary Care and right-sizing Whole Person Integrated Care so that it can continue to shift and grow to meet the health needs of people experiencing homelessness.



SFHN Ambulatory Care FY20-21 Operations & COVID-19 Response

COVID Emergency Activation

- Massive deployment of staff from across Ambulatory Care, starting early in the COVID activation. Many AC routine clinical services were scaled way back or paused.
- Primary Care spearheaded standing up of novel low barrier clinical services targeting SFHN patients and community members who otherwise faced barriers to access: Field Care Clinic, Alternate Testing Sites, vaccine sites.
- WPIC supported new residential and outreach programs designed to mitigate the impact of COVID on people experiencing homelessness.
- Jail Health's focus was on setting up new workflows within the jails to prevent transmission of COVID among the population.



SFHN Admin. Operations and Covid-19 Response - Supply Chain FY 20-21



Non-Covid Routine Operations	Tenderloin Emergency Activation	Covid Emergency Activation
Updated Supply Chain Policies Procedures - Standardize efforts across SFHN	Successfully stocked medical supplies to the Linkage Center for their grand opening	collaborated with internal and external departments to develop a 213rr process for scarce and non scarce replenishment
Cost Savings opportunity: Partnered with ZSFG OR staff to identify and implement lowered Implant cost.		Created a PPE fulfillment process to support a manual process due to global PPE shortage
DPH - Capital Equipment submission completed and submitted to DPH Finance.		collaborated with the Controller's office to create a pandemic inventory business unit within Peoplesoft
Successful award of Prime Vendor Contract		20% of supply chain staff activated as DSW to support Command Center - Moscone
		Maintain state mandate inventory of 90-day PPE supplies at ZSFG
		Collaborated with Prime Vendor to establish supply shortage projection plan

SFHN Admin. Operations and Covid-19 Response

Pharmacy FY 20-21



- Non-Covid Routine Operations

 - City-wide Naloxone distribution (28,000 doses)
 - Successful Epic go-live for Willow Ambulatory
 - MHSF pharmacy expansion
 - Delivery of SUD medications to SIP/I&Q sites to reduce overdose deaths
 - Clinical pharmacists preserved clinic visits both in-person (>60%) and telehealth, despite numerous deployments (50% staffing).
 - Successful implementation of an in-house Specialty Pharmacy at ZSFG Outpatient
- Covid Emergency Activation
 - Established the COVID vaccination hub in August 2021 preparing pre-drawn syringes and whole vial vaccines to various COVID vaccination teams. Effectively onboarded, maintained inventory, and developed new workflows for the following COVID medications: remdesivir et.al.
 - Provided Covid Vax drop-in clinic for BHS clients at 1380 Howard
 - LHH Pharmacy
 - Supported getting 89% of LHH residents up to date on Covid Booster

SFHN Admin. Operations and Covid-19 Response – Interpreter Services, Rehab & Home Health FY 20-21



Non-Covid Routine Operations

- Developed new telehealth clinical pathways allowing patients to access Rehab services remotely.

Covid Emergency Activation

- Developed and implemented a mobile rehab team assigned to the SIP Hotels
- Developed and implemented a mobile vaccination team that focused on providing vaccinations, flu shots and covid tests for mobility impaired SFHN patients in their homes.
- Interpreter Services spiked over the course of the pandemic. Much of the COVID testing and vaccination efforts went deep into communities with high interpreter needs. Between FY 19/20 and FY 20/21, interpretations increased by 22%.