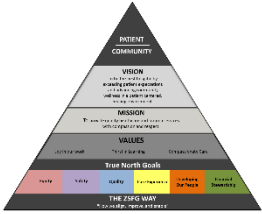


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on June 25, 2024

ZSFG Executive Team Report

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EQUITY

1. Equity Awards Ceremony



The Diversity, Equity & Inclusion team hosted the first Annual Equity Awards to honor those who have gone above and beyond to build a culture of belonging, eliminate health disparities, ensure workforce equity and ensuring everyone receives the care they need and deserve. Staff from across the campus were recognized by hospital leaders as everyone cheered on with support, encouragement, and excitement. Individuals and teams were recognized for their tireless and important work in paving the way for health equity for all.

Clinical staff awardees: Ana Delgado, RN, MS, CNM, Midwife, Family Birth Center, Ursula Griffiths-Randolph and Dannielle McBride, Residents, Pediatrics, Liseli Mualla, BPharm, MPH, PhD, CDCES, BCMTMS, Transition of Care Pharmacist, Pharmacy

Non-Clinical staff awardees: Brenda Barros, Chief Clerk, Patient Access/Specialty Clinics Department, Bilal Chaney, Intern/Volunteer Coordinator, Radiology

Leader awardees: Anthony Anies, Ops. Manager, Food & Nutrition Services, Karen Napitan, RN-BC, PHN, Nurse Manager, Inpatient Psychiatry

Department awardees: Sojourn Chaplaincy, Trauma Surgery Nurse Practitioners, The Wraparound Project

Dr. Andre Campbell Career Achievement awardee: Andrea Turner, former ZSFG COO, for her commitment to equity during her tenure and for co-founding the Equity Council with ZSFG's Director of DE&I, Sophia Lai.

EQUITY

2. Dr. Neil Powe Fighting Transplant Bias



Dr. Neil Powe, Chief of Medicine at ZSFG, was recently recognized by TIME100 as one of the most influential people in Health of 2024 for his work on fighting transplant bias.

In 2020, the National Kidney Foundation and the American Society of Nephrology formed a task force to re-evaluate the formula and determine if race should continue to be a factor. Dr. Cynthia Delgado, a nephrologist at the San Francisco VA Medical Center and the University of California, San Francisco, and Dr. Neil Powe, chief of medicine at Zuckerberg San Francisco General Hospital and a professor at the University of California, San Francisco, co-chaired the group and evaluated 23 options proposed by kidney experts. They decided on an algorithm that includes data from a more diverse population, so thresholds for measurements like creatinine are more of an average and not based solely on race.

Since 1998 it has been noted that kidney function as measured by creatinine tended to be higher in Black patients than in those who were White and that higher creatinine levels overall were associated with poorer kidney function, but in Black patients, the higher levels didn't necessarily correlate with worse function. A year later, researchers published the first formula for calculating a person's eligibility for kidney transplants, and, using the creatinine finding, decided to factor in race as part of the criteria. Due to the way creatinine levels were included in the formula, many Black candidates were placed lower on the list simply because of their race.



Last year, the United Network for Organ Sharing began using the revised formula to modify the wait times of Black patients already on the list. Other groups, including the U.S. Preventive Services Task Force, which evaluates and makes health-related recommendations, is reassessing screening for kidney disease with it in mind.

EQUITY

3. ZSFG Receives Prestigious Baby-Friendly Designation



ZSFG is proud to announce that it has achieved the prestigious international Baby-Friendly designation! This distinguished honor demonstrates that ZSFG is adhering to the highest standards of care for breastfeeding parents, ensuring that all babies get the healthiest start in life. ZSFG is committed to providing world-class care to all birthing people, regardless of their insurance or ability to pay.

Congratulations to the Family Birth Center, Neo-Natal Intensive Care Unit (NICU), Women's Health Center and the Pediatrics Clinic – Thank you to each person and every team who was a part of the process to make this a reality! The care, compassion, and patience you share everyday with our patients every day is amazing. From working with the parents to the newborns, you bring hope to families and the future of San Francisco.

EQUITY

4. Social Medicine Article in SF Examiner

On May 20, 2024, the SF Examiner featured the Social Medicine program in an interview with Dr. Riham Alwan, pediatric emergency-care physician, and Dr. Hemal Kanzaria, professor of emergency medicine and Chief of Performance Excellence.

Dr. Kanzaria co-founded the ZSFG Social Medicine program in 2017 to offer team-based collaborative care with linkage to community social and medical services for patients with complex needs such as homelessness, food insecurity and mental illness. The program, which is now a fully funded program with the San Francisco Department of Public Health, has a medical team, a substance-use counselor, an intensive case manager and a patient-care coordinator. Team members provide daily consultations to patients who come into the emergency department.



Since August 2017, the Social Medicine team has cared for over 6,000 patients preventing over 800 admissions and readmissions. Individual patient outcomes have been transformative, helping patients surmount homelessness, connect with community-based services, and live with dignity.

“Being in health care, you can’t help but recognize that our patients have these underlying social, environmental and economic factors that influence their health,” Kanzaria said. “It’s really acknowledging that our patients come in with their whole life story.”

DEVELOPING OUR PEOPLE

5. Departures: Elena Fuentes-Afflick, MD, MPH



Elena Fuentes-Afflick, MD, MPH will be stepping down as Vice Dean of the UCSF School of Medicine at ZSFG to assume the role of Chief Scientific Officer of the Association of American Medical Colleges in July 2024.

Dr. Fuentes-Afflick has served as Vice Dean of ZSFG since 2022 – managing the ZSFG Dean’s Office enterprise to successfully collaborate with a wide array of individuals and organizations throughout UCSF and the City and County of San Francisco, including the 2023 opening of the new research and academic building, UCSF Pride Hall. The project highlighted the 150-year partnership of the two institutions, UCSF and the San Francisco Department of Public Health, of which ZSFG hospital and clinics are a part.

Prior to that time, Dr. Fuentes-Afflick served as Vice Dean for Academic Affairs for the UCSF School of Medicine for 10 years and oversaw the recruitment, development, and advancement of a diversified academic workforce, as well as innovative programs for faculty orientation, career development, and leadership training.

ZSFG thanks Elena for her extensive work supporting, advocating for, and mentoring leaders, faculty, learners, and staff, and for her unwavering commitment to enhancing diversity, equity, belonging, and anti-oppression.

DEVELOPING OUR PEOPLE

6. Retirement: Terry Saltz, ZSFG Capital Projects and Facilities Services Administrator

After more than three decades of dedicated service to ZSFG and DPH, Terry Saltz will retire at the end of June. Since joining in 1989 as a stationary engineer at ZSFG’s steam power plant, Mr. Saltz has played a pivotal role in every facet of facility management and construction at the hospital.

Throughout his illustrious career, Mr. Saltz advanced from his initial role to assume increasingly significant supervisory and leadership positions, culminating in his appointment as Director of Capital and Facilities in 2016. His tenure was marked by transformative achievements. Most notably Mr. Saltz oversaw the successful construction of Building 25, a 284-bed hospital providing critical and trauma care to San Francisco and Northern San Mateo counties. Under his stewardship, this project was completed on schedule and within budget.



Additionally, Mr. Saltz provided strategic oversight for the hospital's \$222 million Seismic Retrofit and Renovation Program, which included seismic retrofitting, a new Rehabilitation Center, Urgent Care Clinic, and modernized Electrical, Mechanical, and Life Safety systems.

Mr. Saltz's tenure has exemplified professionalism, collaboration, and collegiality, enhancing ZSFG's relationships with key stakeholders throughout the City including DPH, DPW, the Zuckerberg San Francisco General Hospital Foundation, and various state regulatory agencies. His contributions have left an indelible impact on ZSFG and the wider community, earning him admiration from colleagues and leaders alike.

As Terry Saltz embarks on his well-earned retirement, we extend our heartfelt appreciation for his exceptional leadership and lasting contributions. He leaves behind a legacy that will benefit our community for decades to come.

ZSFG wishes Terry the very best in this new chapter of his life.

DEVELOPING OUR PEOPLE 7. New ZSFG Leadership: Dr. Jeffrey Critchfield, Interim Vice Dean



Talmadge E. King, Jr., MD, Dean, UCSF School of Medicine announced Jeffrey Critchfield, MD will assume the role of Interim Vice Dean of the UCSF School of Medicine at ZSFG, effective July 1, 2024.

Dr. Critchfield is a Professor of Medicine at UCSF in the Division of Hospital Medicine at ZSFG, where he serves as Chief Medical Experience Officer and Medical Director of Risk Management. After an early focus on basic science at NIH and UCSF, Dr. Critchfield's diverse roles with trainees, faculty, and SFDPH staff have centered on improving the care of hospitalized patients across the care continuum and into the community. In addition to his faculty roles, Dr. Critchfield's prior leadership roles include ZSFG Chief of Staff (2006-2008),

founding Chief of the Division of Hospital Medicine at the General (2008), and Chair of the UCSF Committee on Academic Personnel (2018-2019). Additionally, he served as a SFDPH Hospital Incident Command System Commander at the COVID Command Center and collaborated with city department heads to coordinate San Francisco's pandemic response (2020).

DEVELOPING OUR PEOPLE 8. 43rd Annual Employee Celebration



The Years of Service awards honors staff who have dedicated their careers to ZSFG spanning anywhere from 10 to 50 or more years. This year's celebration honored 526 staff members who completed milestone years in calendar year 2023. In total, there were over 9,000 years of service among those honored by the Executive Team at a special presentation.

From those who have served 30 years or more, two members received a very special recognition from the Executive Team for their extremely high quality of service and care. They were chosen from a very distinguished pool of colleagues.



Jennie Trinh from the Patient Access Unit has served the SFDPH for 35 years. Over that span she supported multiple clinics and has touched many different parts of our organization. She was highlighted for her work ethic, her dedication, and her teamwork and collaborative spirit.



Teresa Villela, Service Chief for Family and Community Medicine was highlighted as simply an exemplary physician leader who demonstrates thoughtfulness, integrity, inclusivity, and a deep commitment to community health and eliminating health disparities.

Developing Our People

9. Annual Medical Staff Meeting Award Winners

On May 29th, UCSF and ZSFG hosted the Annual Medical Staff Meeting where the accomplishments of the last year were celebrated. The culture of excellence and collaboration along with our dedication to making a difference across all aspects of our mission were called out as the sources of strength that will help us overcome any future obstacles. In addition to celebrating the groups work, the below individual staff members were also recognized.

- **Primary Care Excellence award winners:** Vanessa Aspericueta, NP, and Lenny Chan, PharmD
- **Krevans Awards winners (for excellence in patient care):** Natalia Gabriela Sanchez (Anatomic Pathology), Krystal Lee Karunugan (Anesthesia and Peri-Op Care), Katrin Jaradeh (Emergency Medicine), Indigo Gill (Family and Community Medicine), Emily Anderson Kelly (Laboratory Medicine), Lou Xie (Internal Medicine), Sravani Kondapavular (Neurological Surgery), Schyler Edwards (Obstetrics, Gynecology and Reproductive Sciences), John Neseemann (Ophthalmology), Wyatt David (Orthopedic Surgery), Rex Lee (Otolaryngology, Head and Neck Surgery), Isabel Lillian Sunshine (Pediatrics), Jacqueline León (Psychiatry), Justin Yoon (Radiology and Biomedical Imaging), Maria Fernanda Romero Hernandez (Surgery), and Peace Orji (Urology).
- **Exceptional Advance Practice Provider awards:** Twyila Lay, NP and Kara Myers, CNM, MS;
- **Interprofessional Collaboration award:** Division of Trauma Recovery Services Sexual Assault Response Team
- **Exceptional Physician Award:** Antonio Gomez
- **Rapaport Award:** Mark Leary

Developing Our People

10. EMS Hospital Provider Award Winner: Theresa Sandholdt

On Tuesday, May 21st, Mayor London N. Breed joined Mary Ellen Carroll, Executive Director of the Department of Emergency Management, Dr. Grant Colfax, Dr. Susan Ehrlich and other City leaders to honor San Francisco Emergency Medical Services (EMS) providers during the 2024 San Francisco EMS Awards. The annual EMS Awards honor outstanding achievement and contribution to the San Francisco EMS System in eight different categories

Theresa Sandholdt, Nurse, EMS Liaison, and Base Hospital Coordinator at ZSFG is the recipient of the EMS Hospital Provider award this year! The SF EMS Hospital Provider Award goes to a nurse, physician, or other staff member in an emergency department who exhibits exemplary performance in quality of patient care, or who has performed an extraordinary act in attempting to save a life.



Theresa has been an Emergency Nurse with ZSFG for the past 22 years and the EMS coordinator for the hospital for the past seven. With her decades of experience providing critical care to patients in need, she was recognized for her pivotal role as the liaison between the Emergency Medical Services and the hospital's emergency department staff. She is a reliable, experienced, and knowledgeable leader in her field. Congratulations to Nurse Theresa Sandholt for embodying ZSFG's values and for delivering outstanding care!

Developing Our People 11. AJ Singh Receives Values in Action Award



During May's Expanded Executive Committee Meeting, a new Values in Action award winner was announced. Last month's winner, Adrian Smith, bestowed the award to AJ Singh, ZSFG's acting Director of Facilities Services. Adrian explained the many ways AJ exemplifies ZSFG values and the very best of us:

- Demonstrates Joy in Work through his upbeat demeanor while managing repairs critical to hospital operations.
- Shows Thirst in Learning through his enthusiasm to share knowledge with his team.
- Exhibits Compassionate Care through the respect he gives to his team and hospital staff.

Developing Our People 12. ZSFG Healthcare Recognitions

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

Nurses Week

Interim Chief Nursing Officer, Gillian Otway, Justin Dauterman, Jennifer Berke and Erika Kiefer — fellow nurses organized the various events throughout Nurses week.

The ZSFG nurses work tirelessly to deliver the best possible care. No matter where patients are on their journey to better health – from the Emergency Department, Urgent Care, Psychiatric Emergency Services and Primary Care to

Critical Care, Psychiatry, Medical-Surgical and specialty clinics – a nurse is there with our patients every step of the way, expertly caring for them with compassion and respect. Congratulations to the recipients of the DAISY Awards, BEE Awards, O'Connell Society, Friends of Nursing Awards and the Primary and Specialty Care Awards who were recognized at the Annual Award Ceremony.



National Infrastructure Week

During National Infrastructure Week, ZSFG celebrates the Capital Projects team, who are building the future of ZSFG in close collaboration with our Facilities team, Department of Public Works engineers, and their subcontractors. This work wouldn't be possible without the thoughtful oversight and attention to detail carried out by DPH project managers. Sandy Liang is managing the temporary cafeteria during the ongoing Dialysis center relocation. The Clinical Lab optimization and track replacement is being managed by Brian Hirsch. Pierre Andrade has managed past projects such as the Building 25 Rebuild, Building 5 Urgent Care and UCSF Pride Hall. The Building 5 – Seismic Retrofit Project is led by Ranferi Cruz.



Trauma Awareness Month

As the only Level 1 Trauma Center in San Francisco and northern San Mateo and the hub of the city's disaster response in an earthquake or major crisis – we pride ourselves on the critical care we provide when the community needs us the most.

This Trauma Awareness Month, we celebrate our ZSFG Trauma Registrars. We acknowledge their incredible dedication and expertise – playing a crucial role in trauma care. Registrars are the data backbone of any successful trauma program, providing the trauma data necessary to support daily functions of the trauma program, accreditation/verification, performance improvement and research activities which contribute significantly to improving patient care and outcomes here at ZSFG.

Speech Language Pathology Awareness Month

In the last year, the Speech Language Pathology team had over 12,600 appointments and visits between ZSFG inpatient and outpatient, Laguna Honda and Health at Home.



Speech-language pathologists evaluate, diagnose, and treat speech, language, communication, and swallowing disorders. These highly trained clinicians work as part of a collaborative, interdisciplinary team of professionals, which includes physical therapists, occupational therapists, nursing, social workers, physicians, audiologists, and psychologists, among others.

Healthcare Technology Management Week

Healthcare Technology Management Week is a time to acknowledge the Biomedical Engineering team. This team plays a critical role in the health and safety of our patients – maintaining equipment ranging from the smallest thermometer to the largest, which is the anesthesia machine devices essential to our clinical operations and function dependably.



Led by Elkin Lara-Mejia and Eunice Santiago, this amazing team is responsible for 15,000 medical devices throughout our campus. This 10-person team recently completed preventative maintenance of over 700 infusion pumps in one month in addition to other service calls. This team is reliable, responsive and creative, and collaborative. The unwavering commitment of this entire group of Biomed professionals ensures that our patients have access to safe and functional technology crucial for their care.

National Interpreter Appreciation Day

National Interpreter Appreciation Day is a day dedicated to recognizing and honoring the important role that interpreters play in facilitating communication between people who speak different languages or use different modes of communication, such as sign language.

At ZSFG, we have 25 in-house interpreters for Spanish, Cantonese, Mandarin, Toishanese, Vietnamese and Russian. Some interpreters are trilingual! As Interpreters, they are often present in almost every stage of a patient's life. They are the cultural link in between the providers and patients.

Some of our interpreters are doctors, nurses, audiologists, computer engineers, or chefs in their home countries, but unable to work in their professions here in the States for different reasons. Many people will agree that the interpreters are accurate (and empathetic) than Google translate and AI.

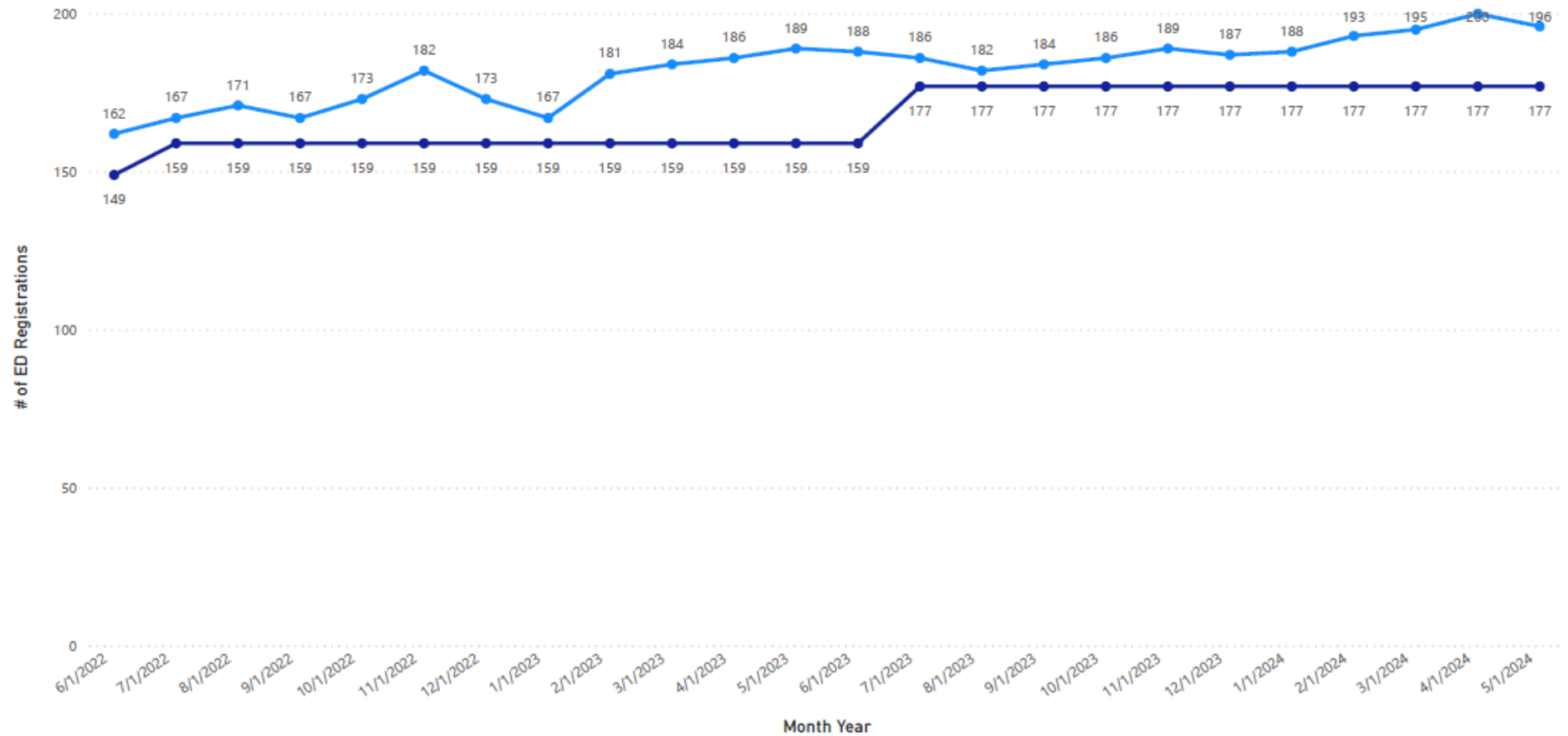


QUALITY

Emergency Department Activities

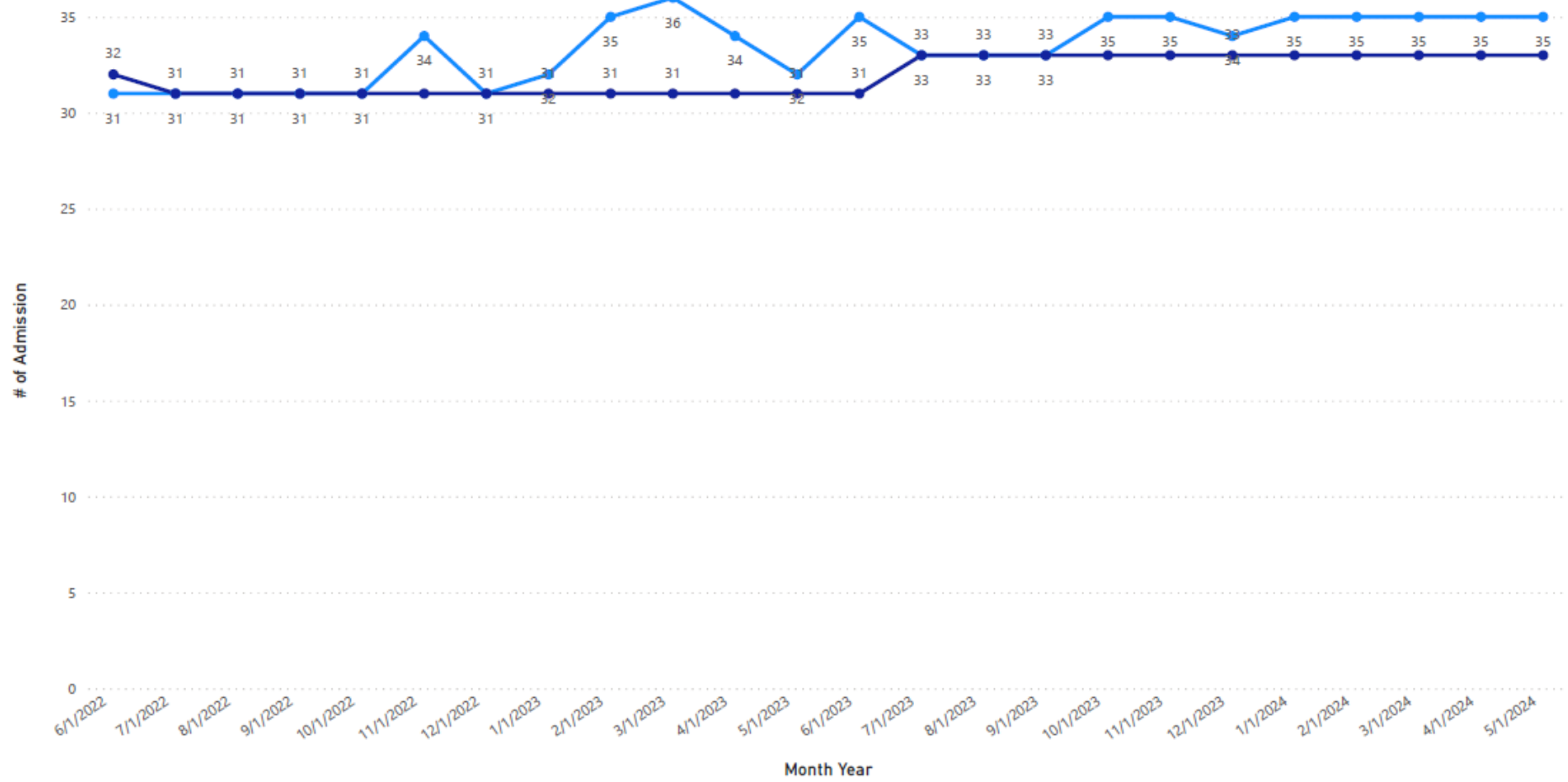
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



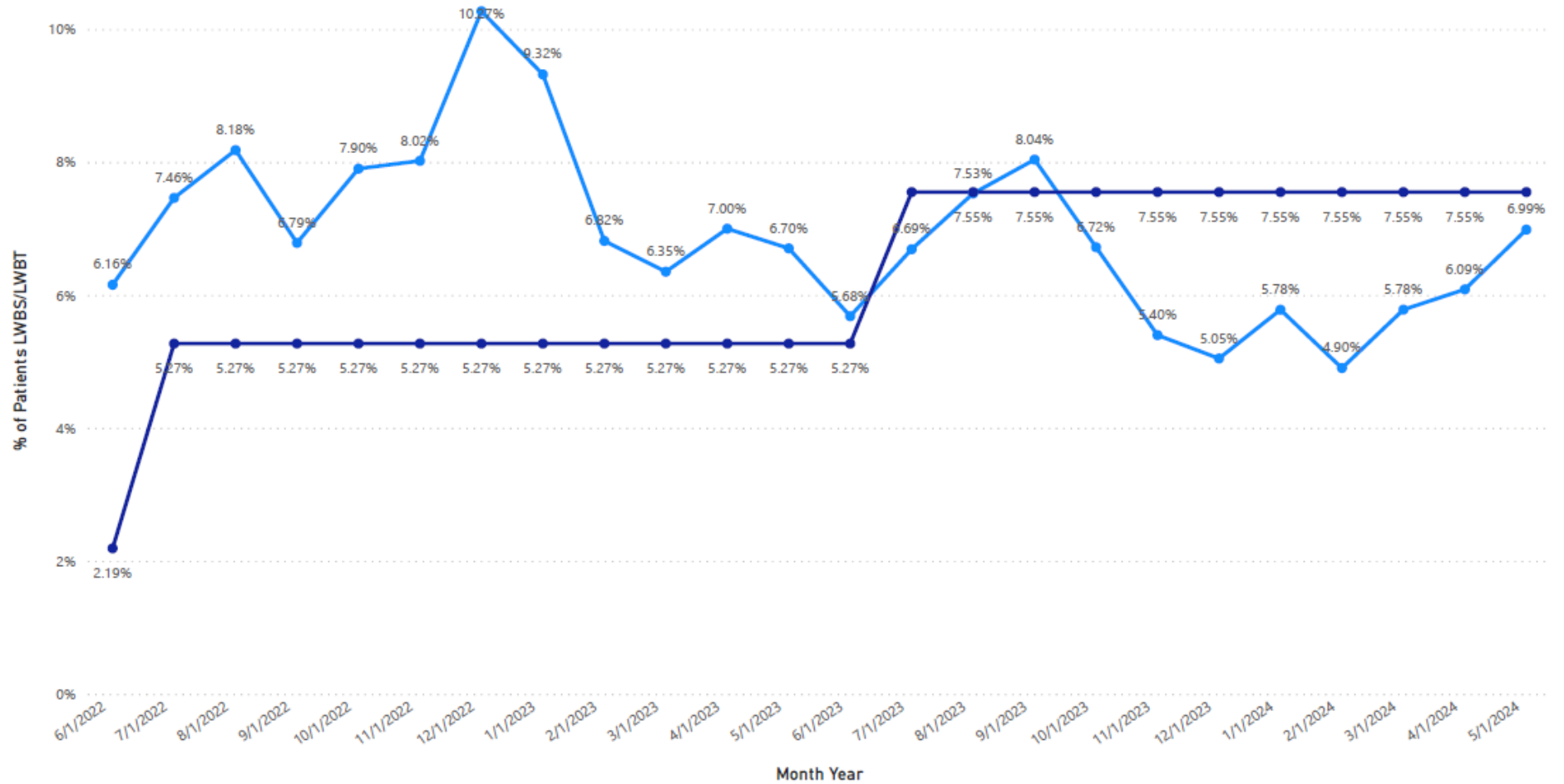
Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline



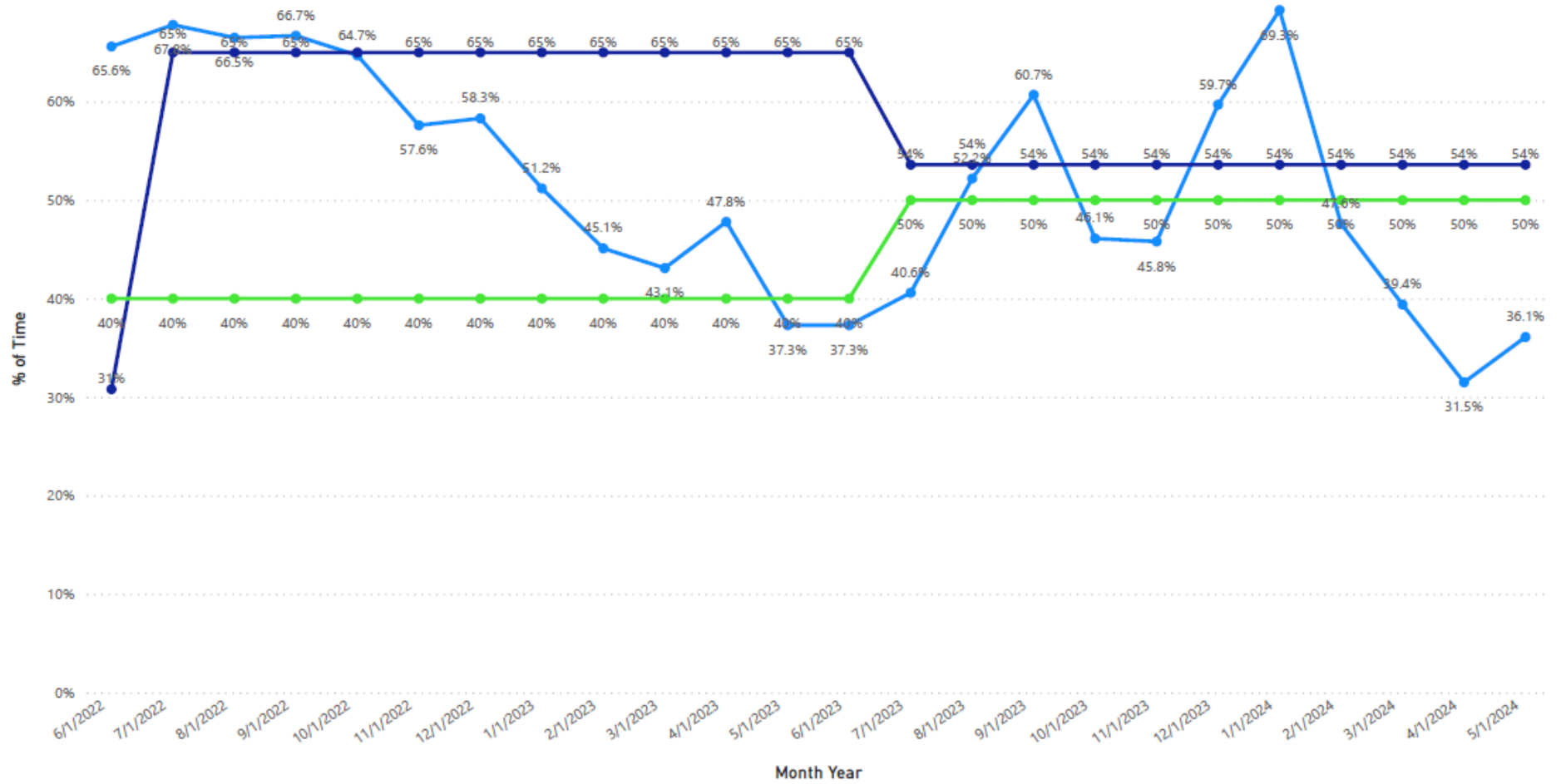
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



% Diversion

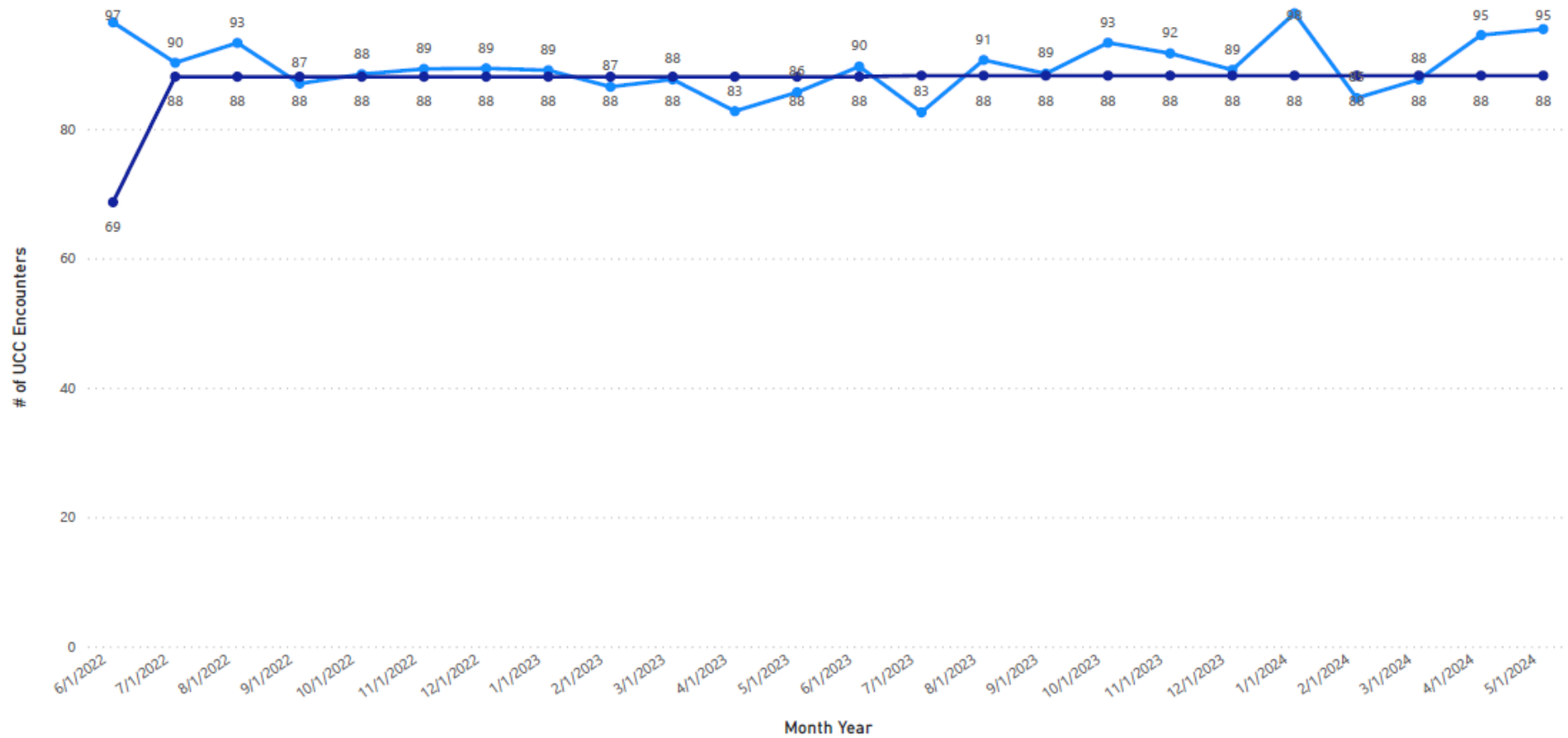
● MTD % Diversion ● Prior FY Baseline ● Target



QUALITY Urgent Care Clinic Activities

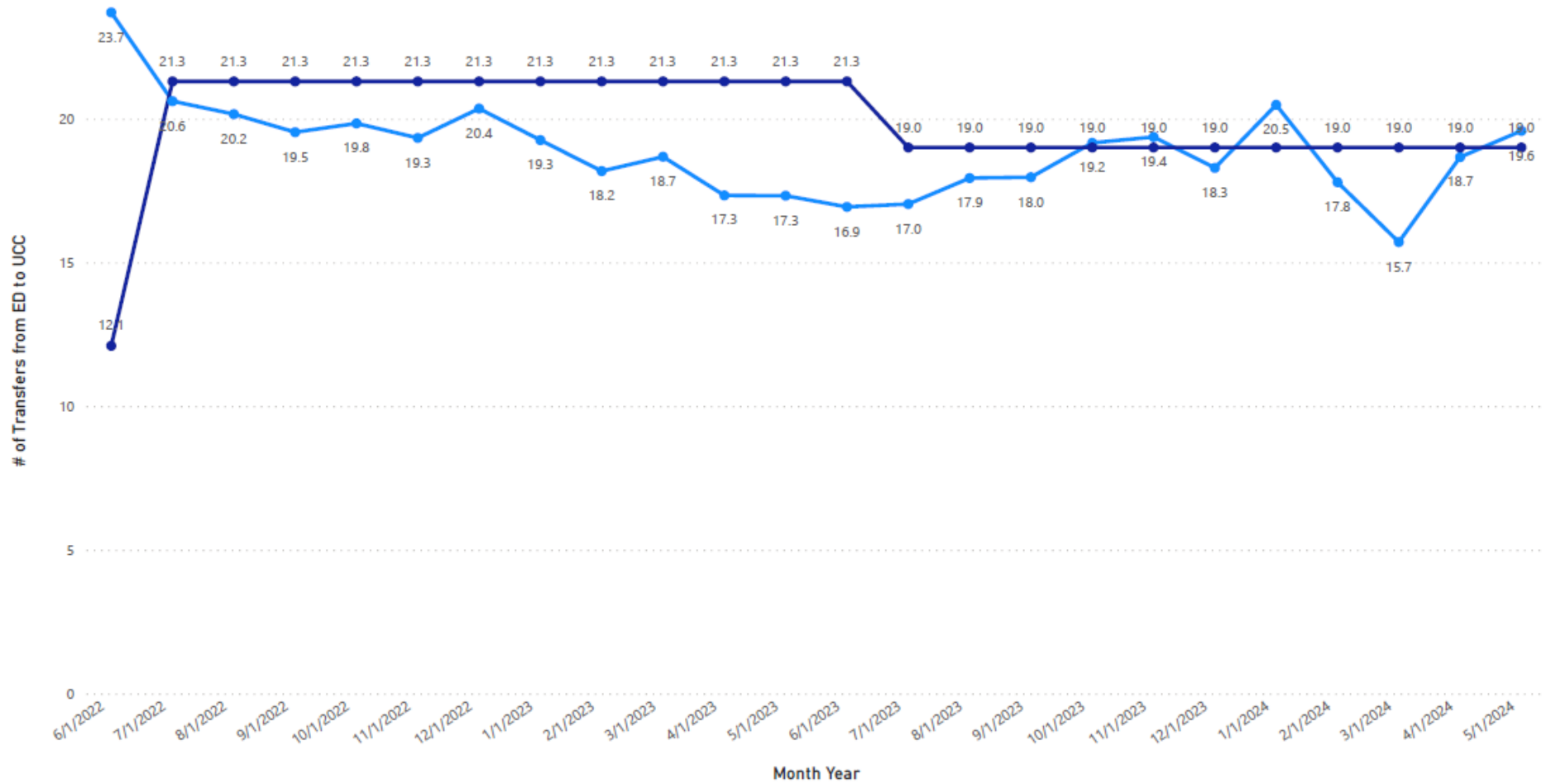
Average Daily UCC Encounters

● MTD Daily UCC Encounters ● Prior FY Baseline



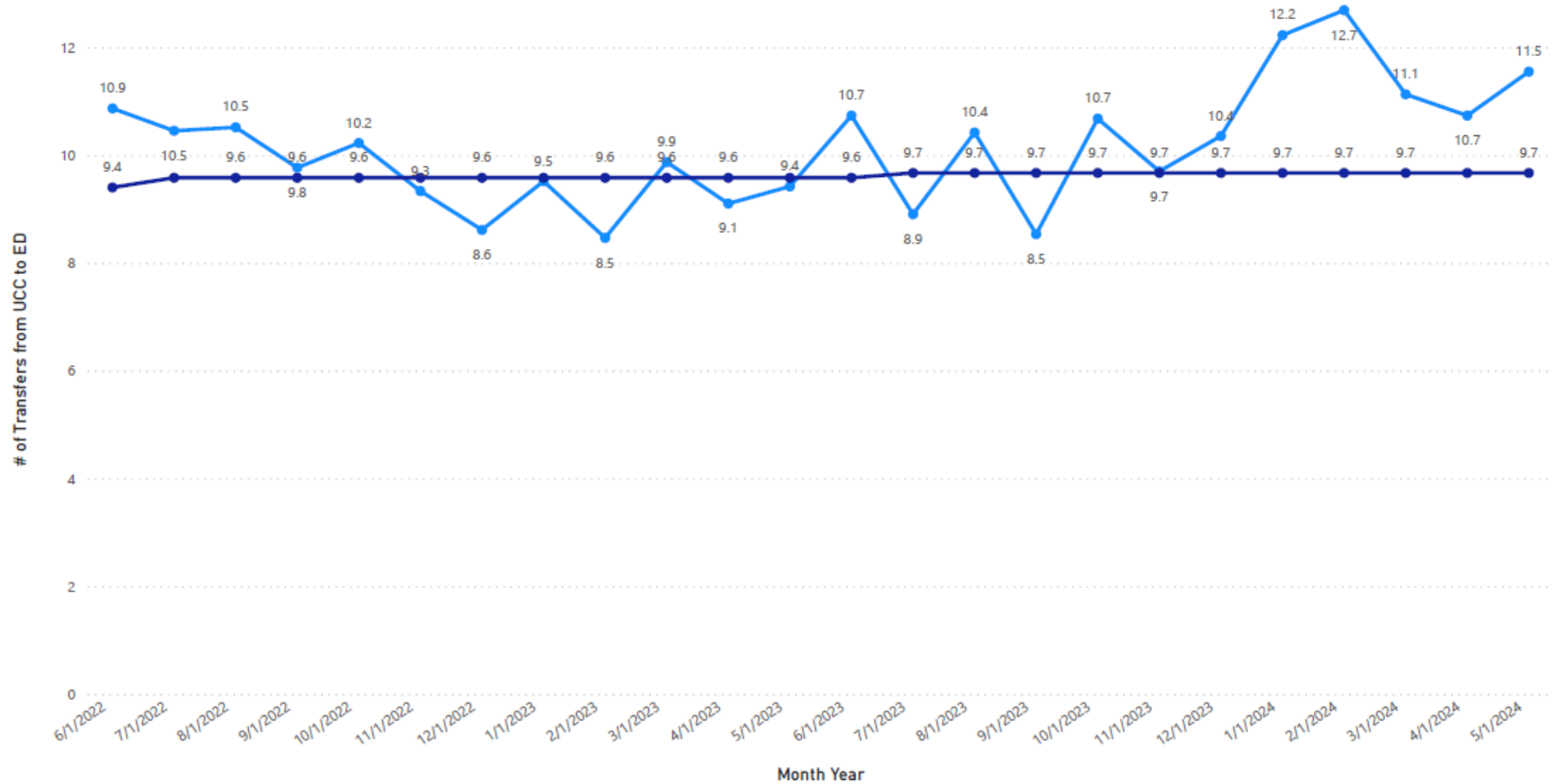
Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



Average Daily Transfers from UCC to ED

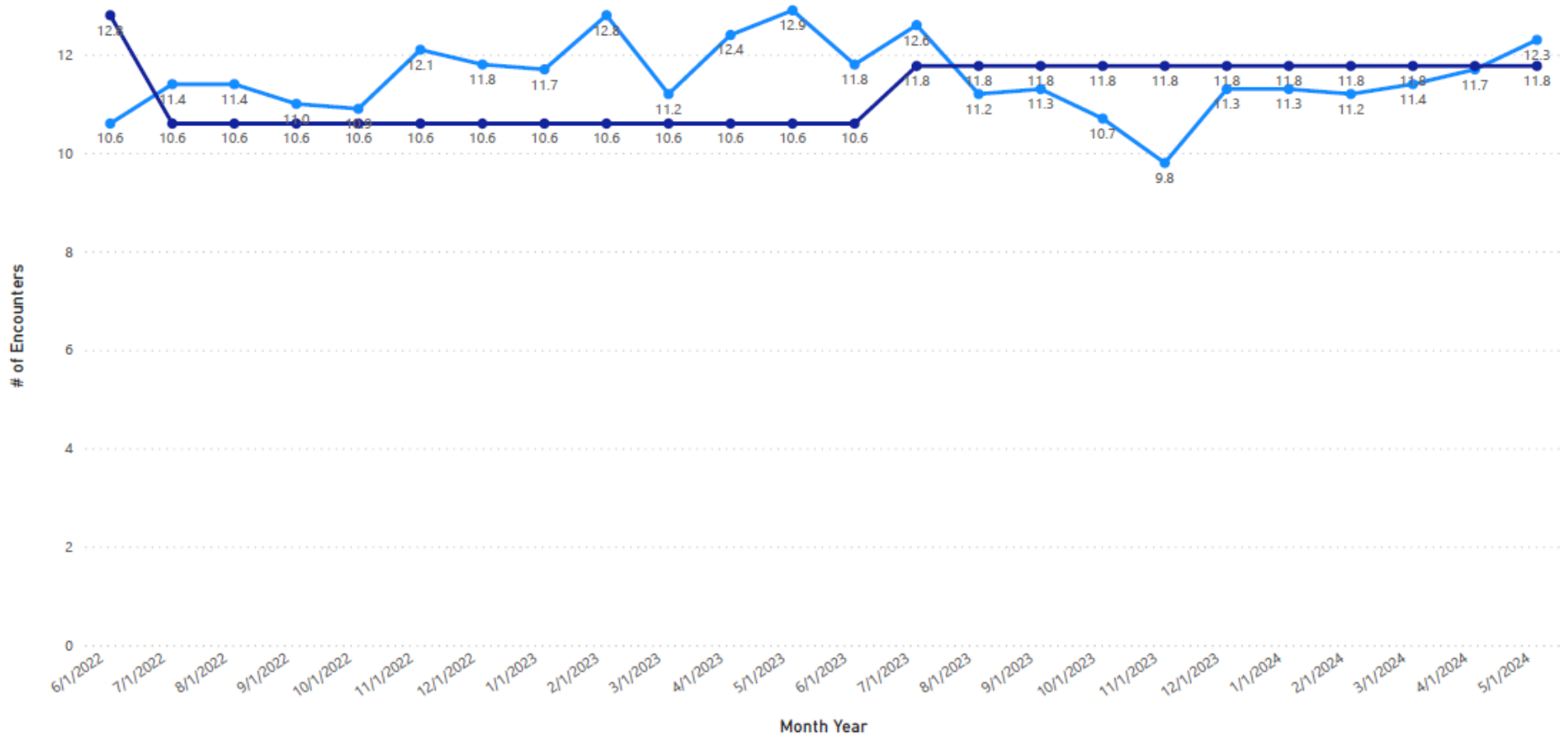
● MTD Average Daily Transfers ● Prior FY Baseline



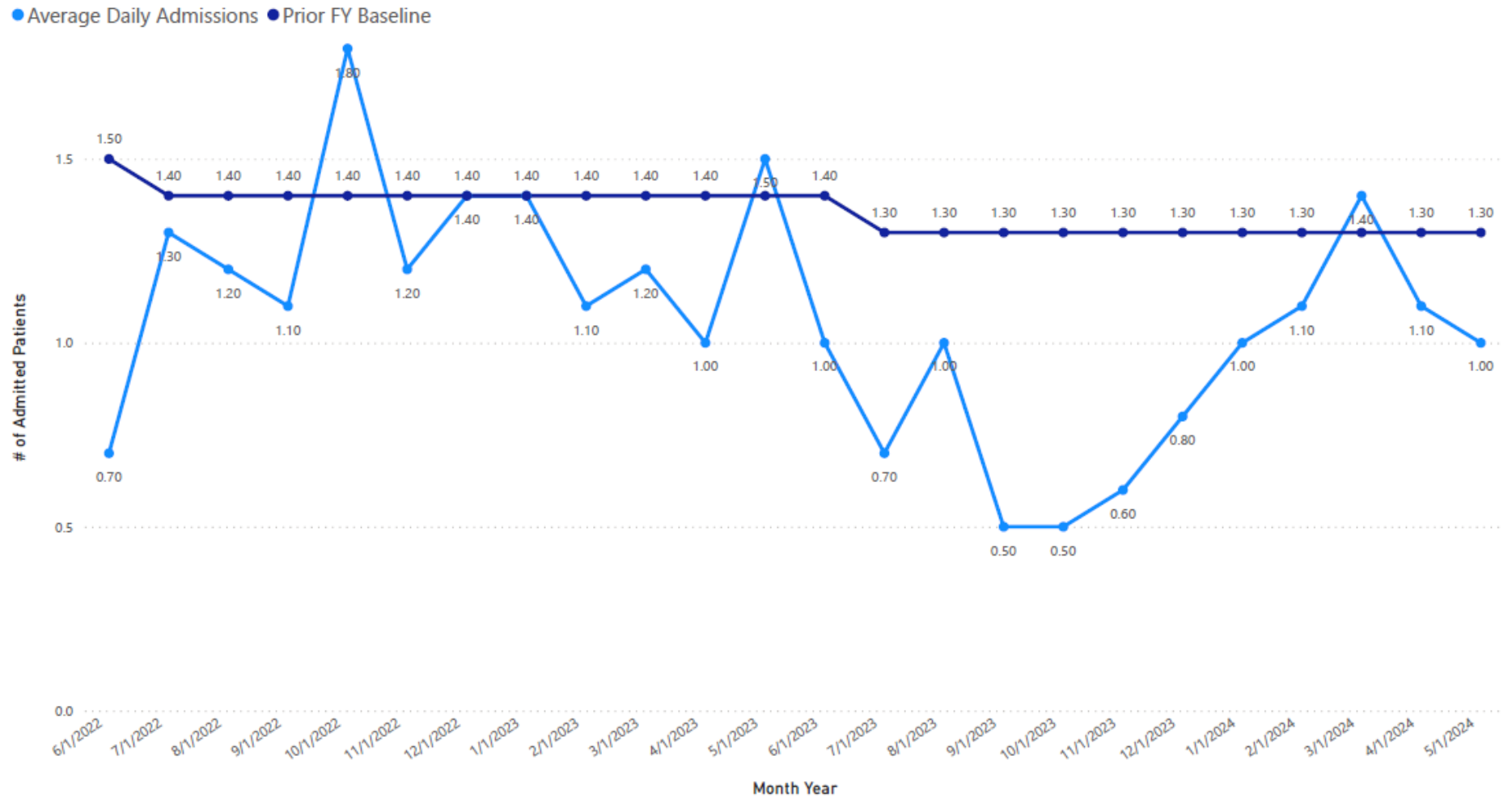
QUALITY Psychiatric Emergency Services Activities

Average Daily PES Encounters

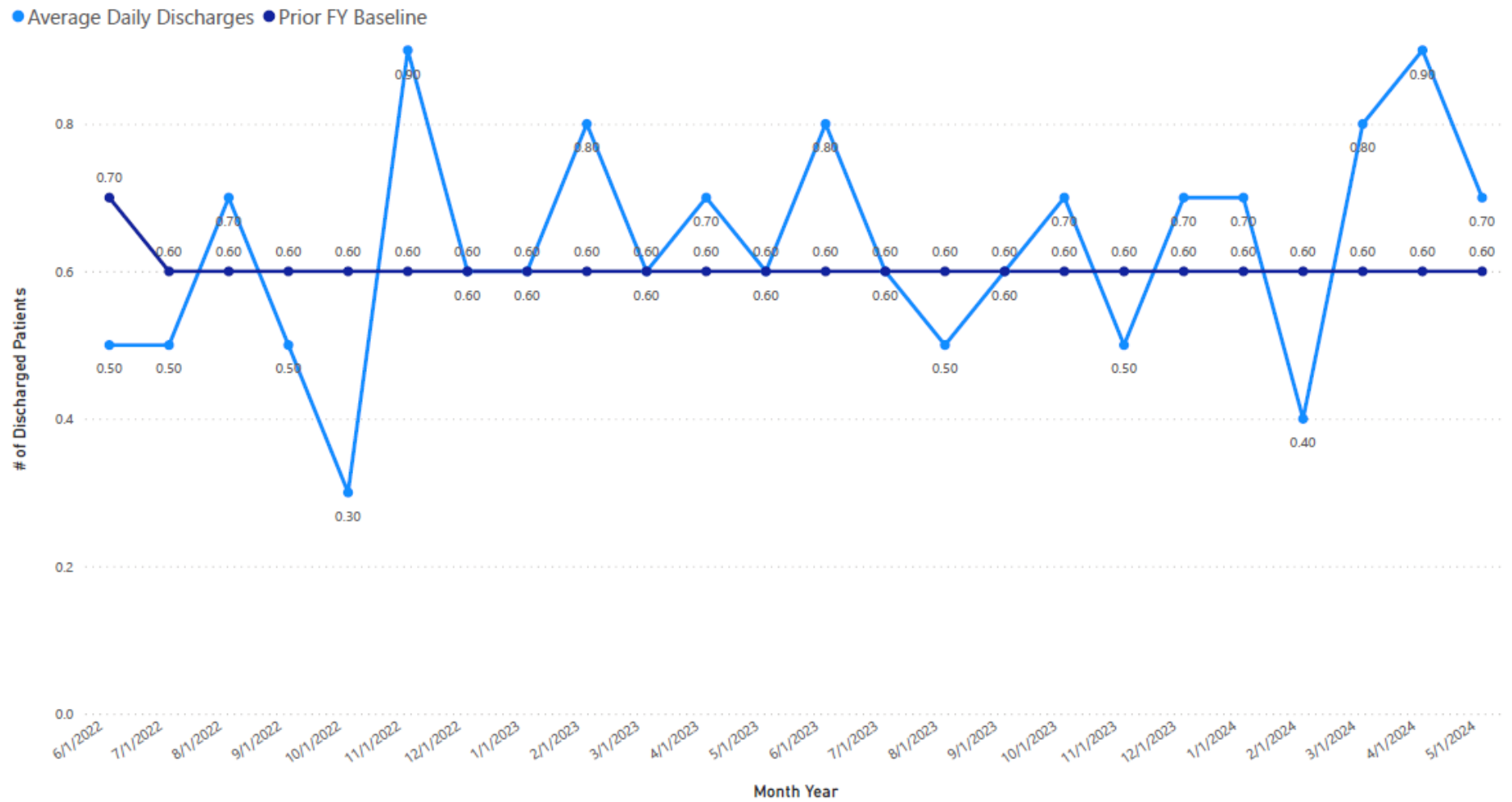
● Average Daily Encounters ● Prior FY Baseline



Average Daily Admissions to Inpatient Psych (7B & 7C) from PES

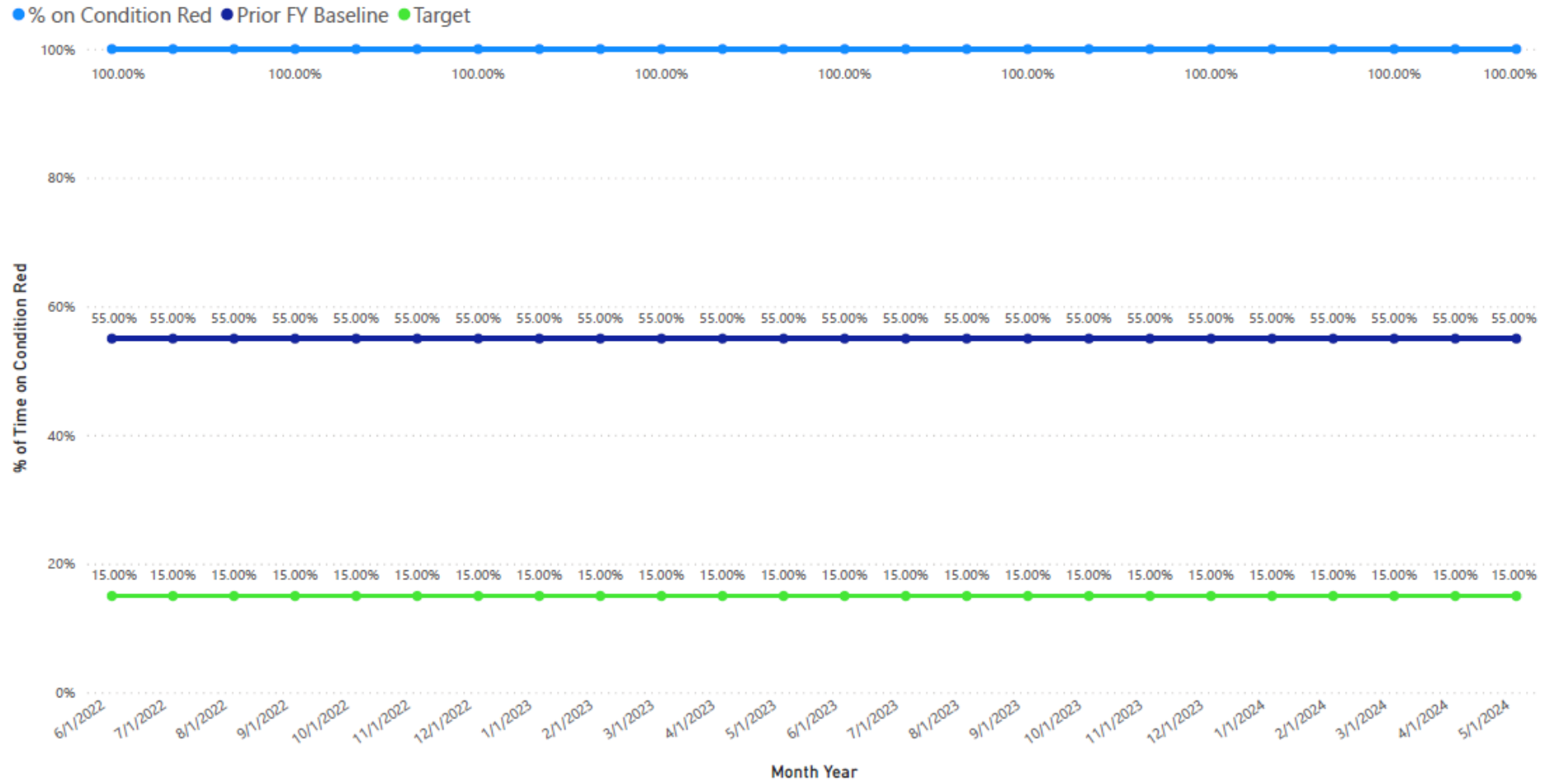


Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



PES Condition Red*

*We're using condition red as an external communication tool to signal that patients can't directly come to PES



QUALITY

Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 189.10 which is 110.58% of budgeted staffed beds and 102.77% of physical capacity. 41.51% of the Medical/Surgical days were lower level of care days: 9.41% administrative and 32.1% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 31.90 which is 113.93% of budgeted staffed beds and 55% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 29.10 which is 97% of budgeted staffed beds and 69.29% of physical capacity of the hospital.

ACUTE PSYCHIATRY

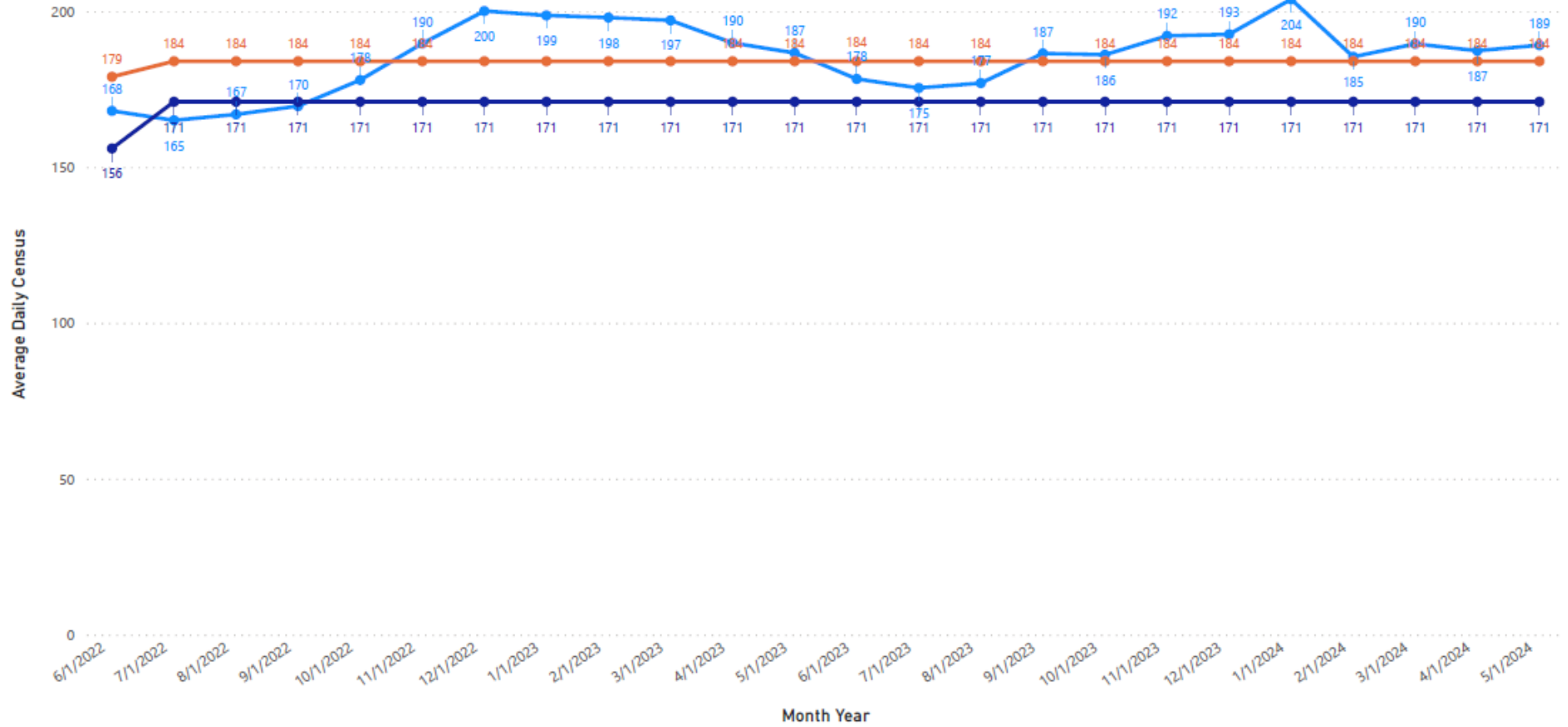
Average Daily Census for Psychiatry beds, excluding 7L, was 43.40, which is 98.64% of budgeted staffed beds and 69.29% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.8, which is 82.86% of budgeted staffed beds (n=7) and 48.33% of physical capacity (n=12).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 22.80, which is 81.43% of our budgeted staffed beds and 76% of physical capacity.

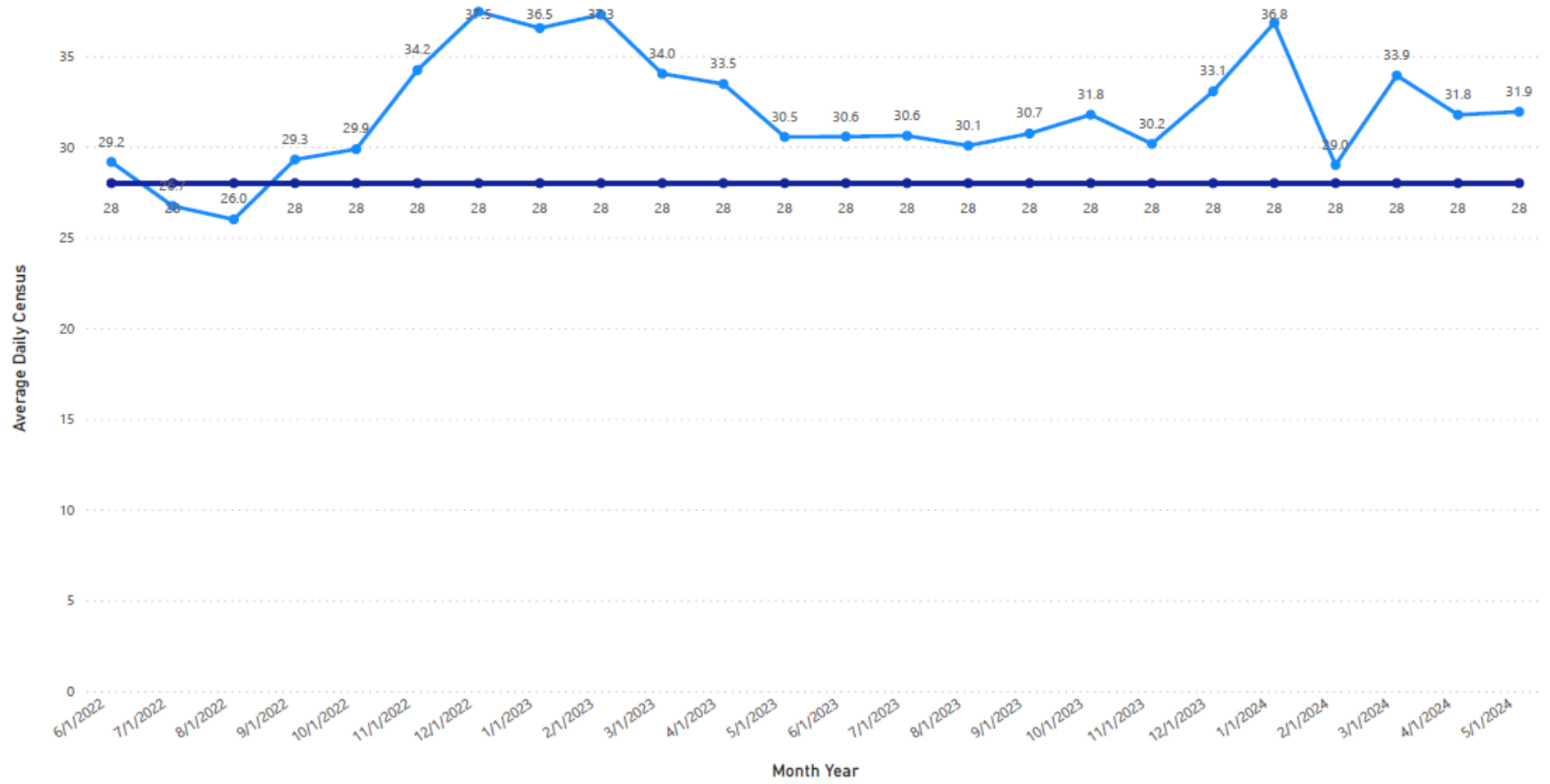
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds



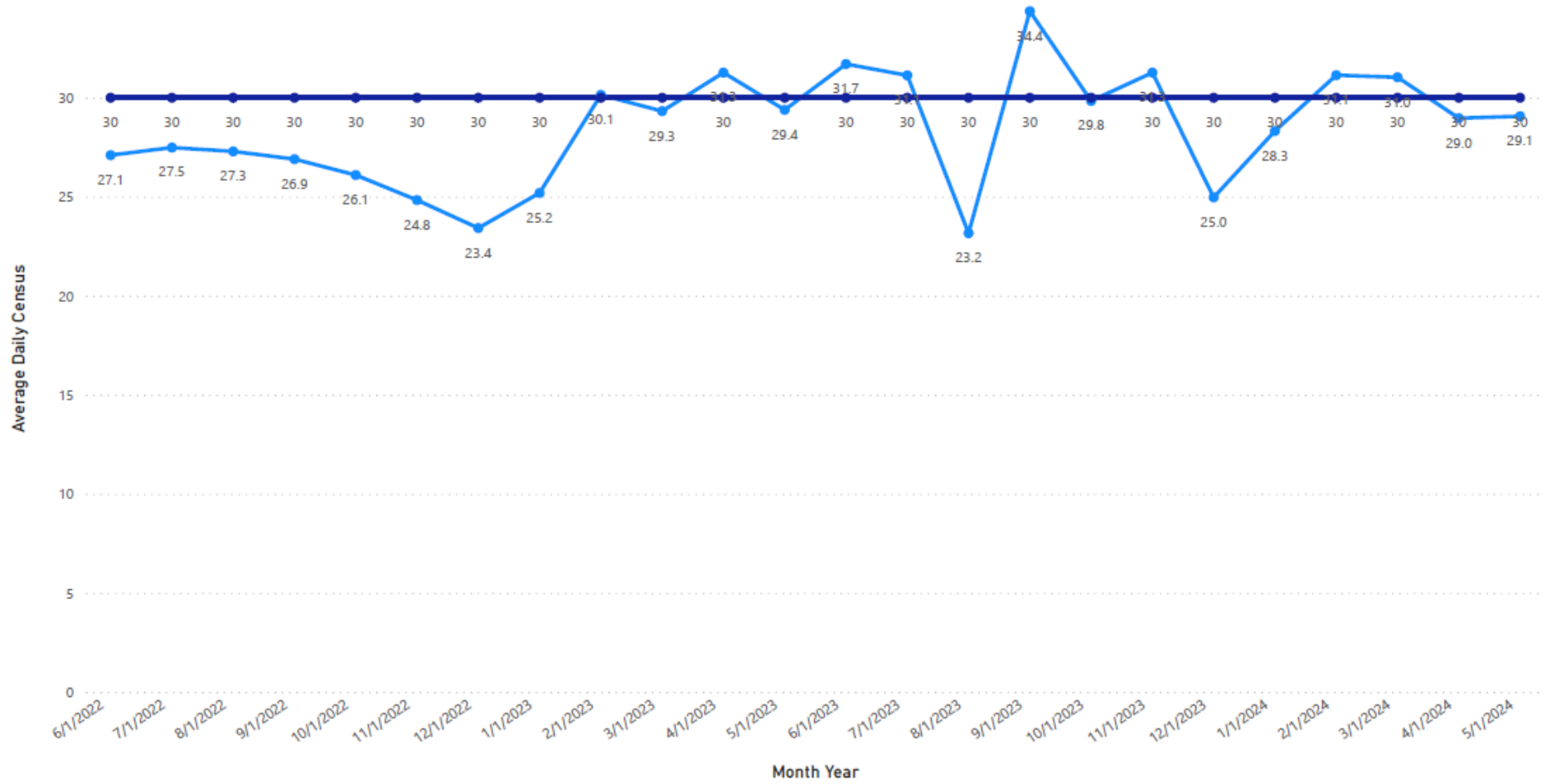
Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds

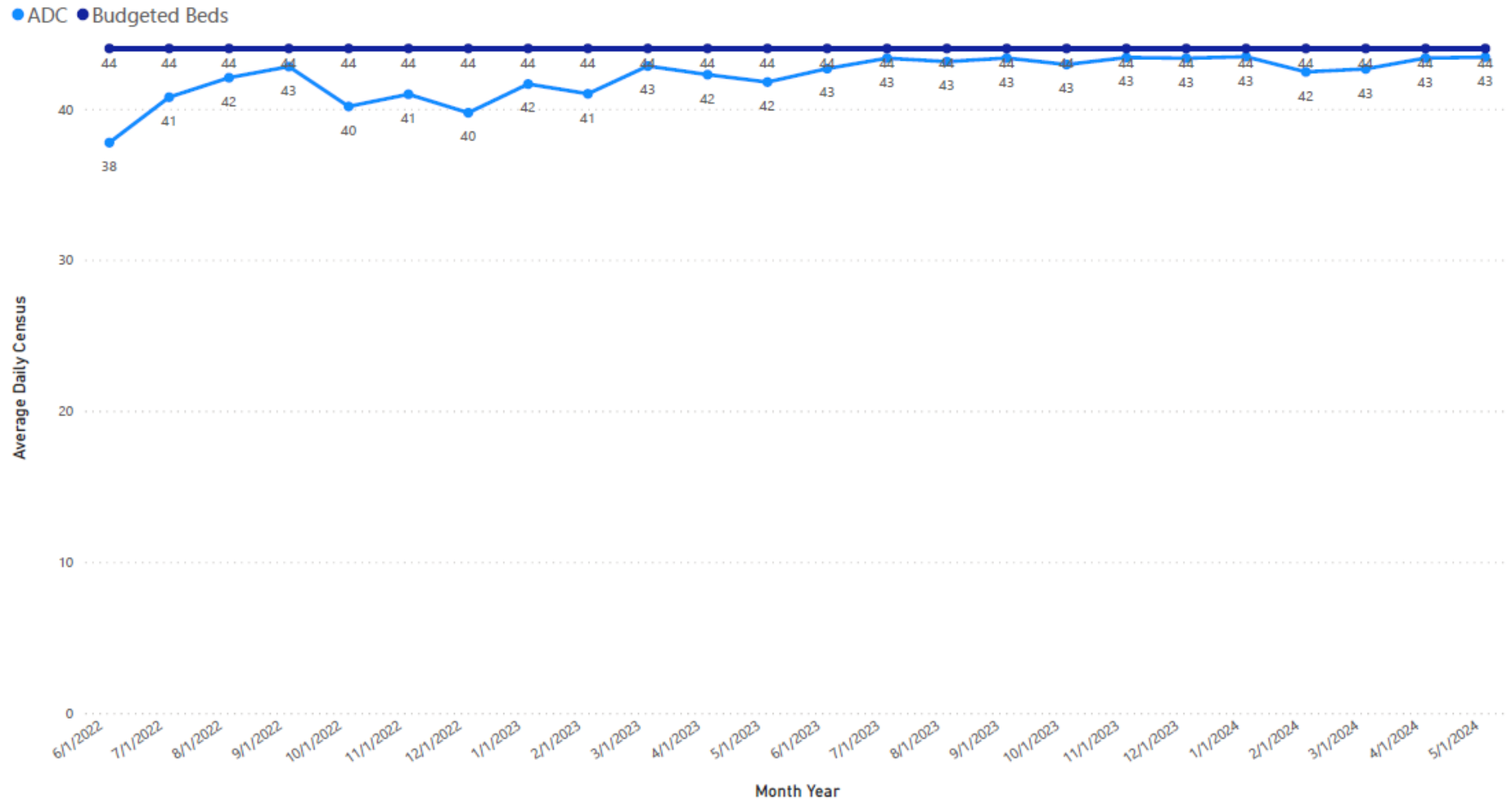


Maternal Child Health Average Daily Census

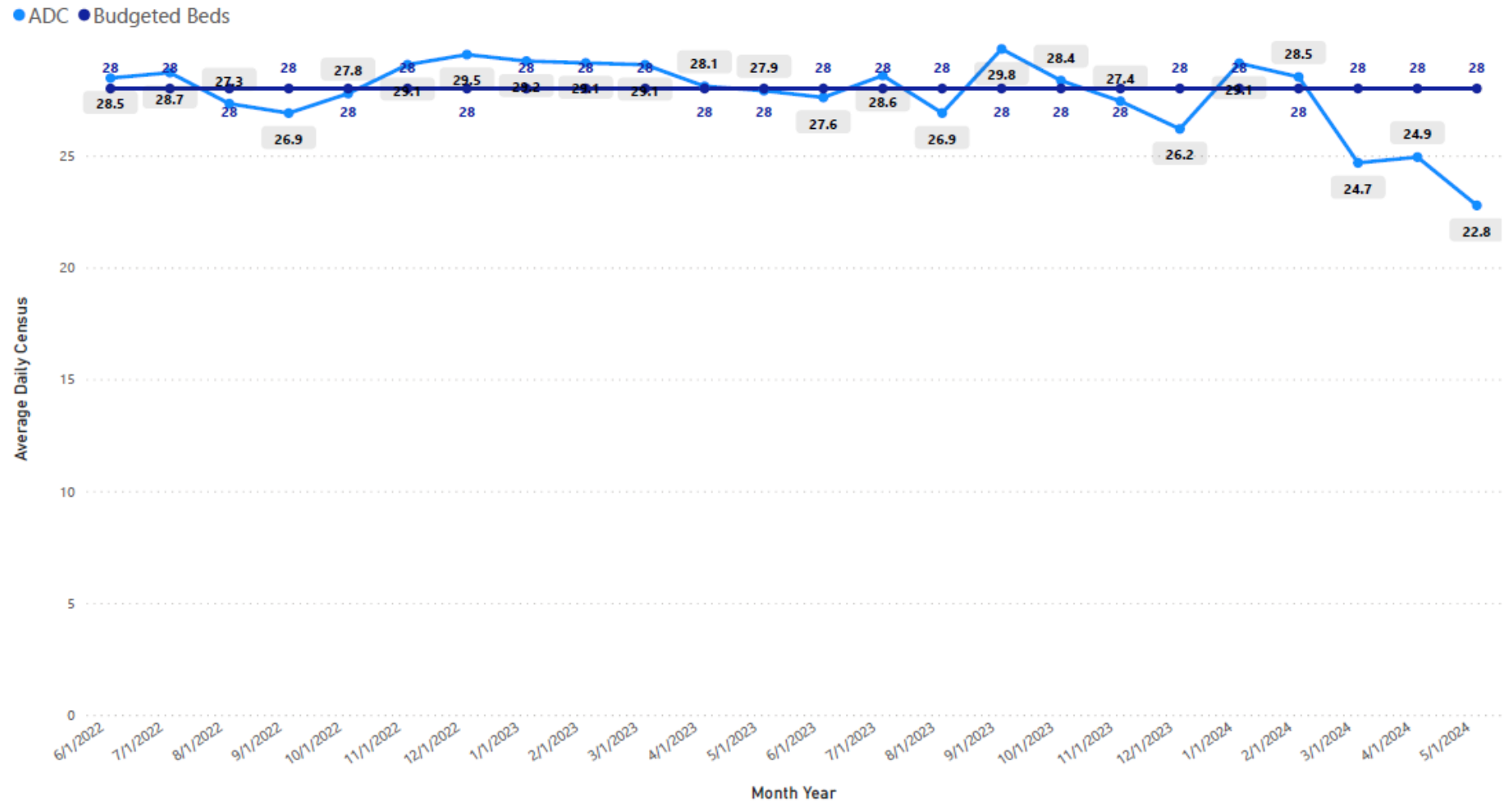
● ADC ● Budgeted Beds



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

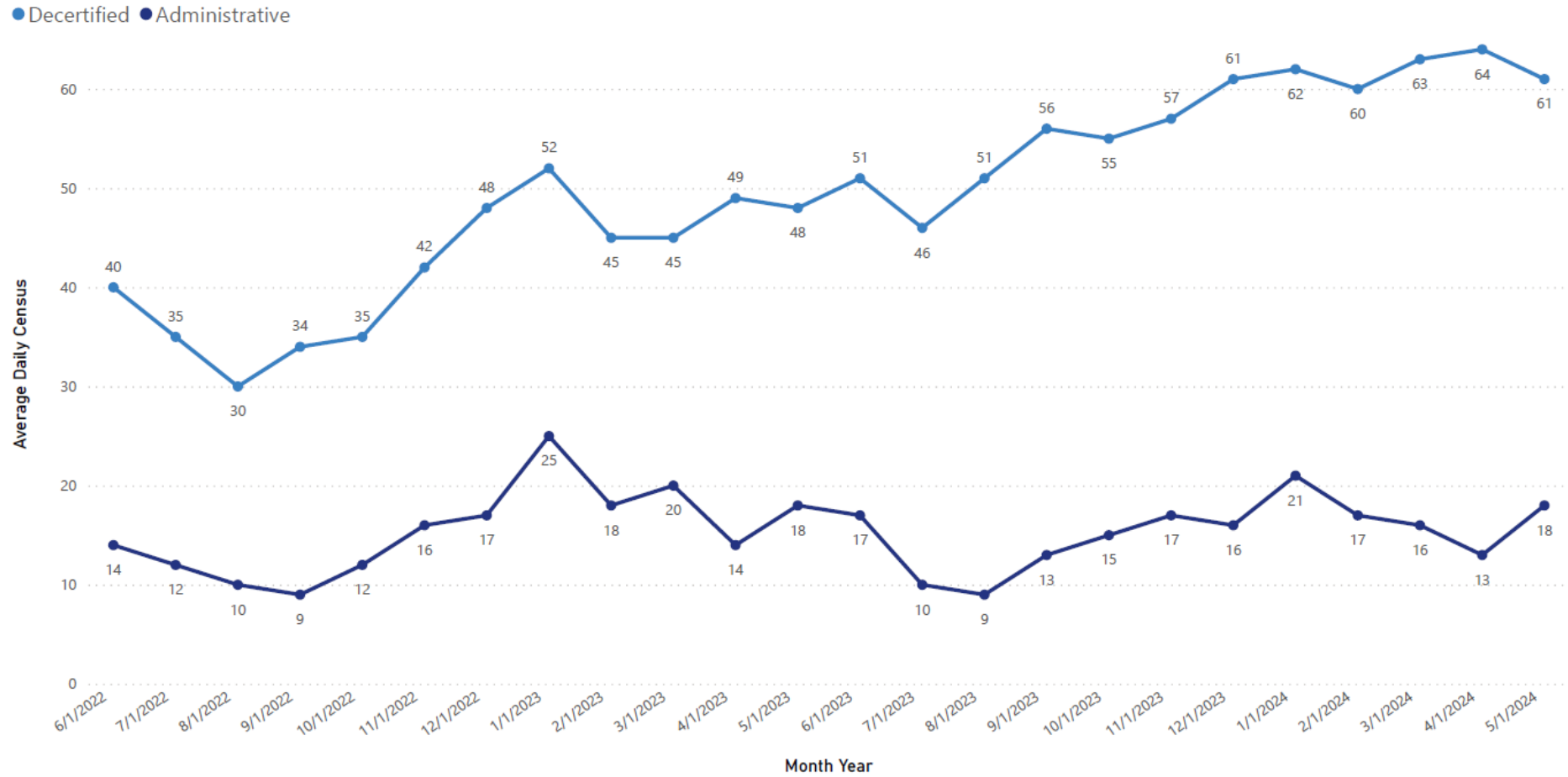


4A Skilled Nursing Facility Average Daily Census

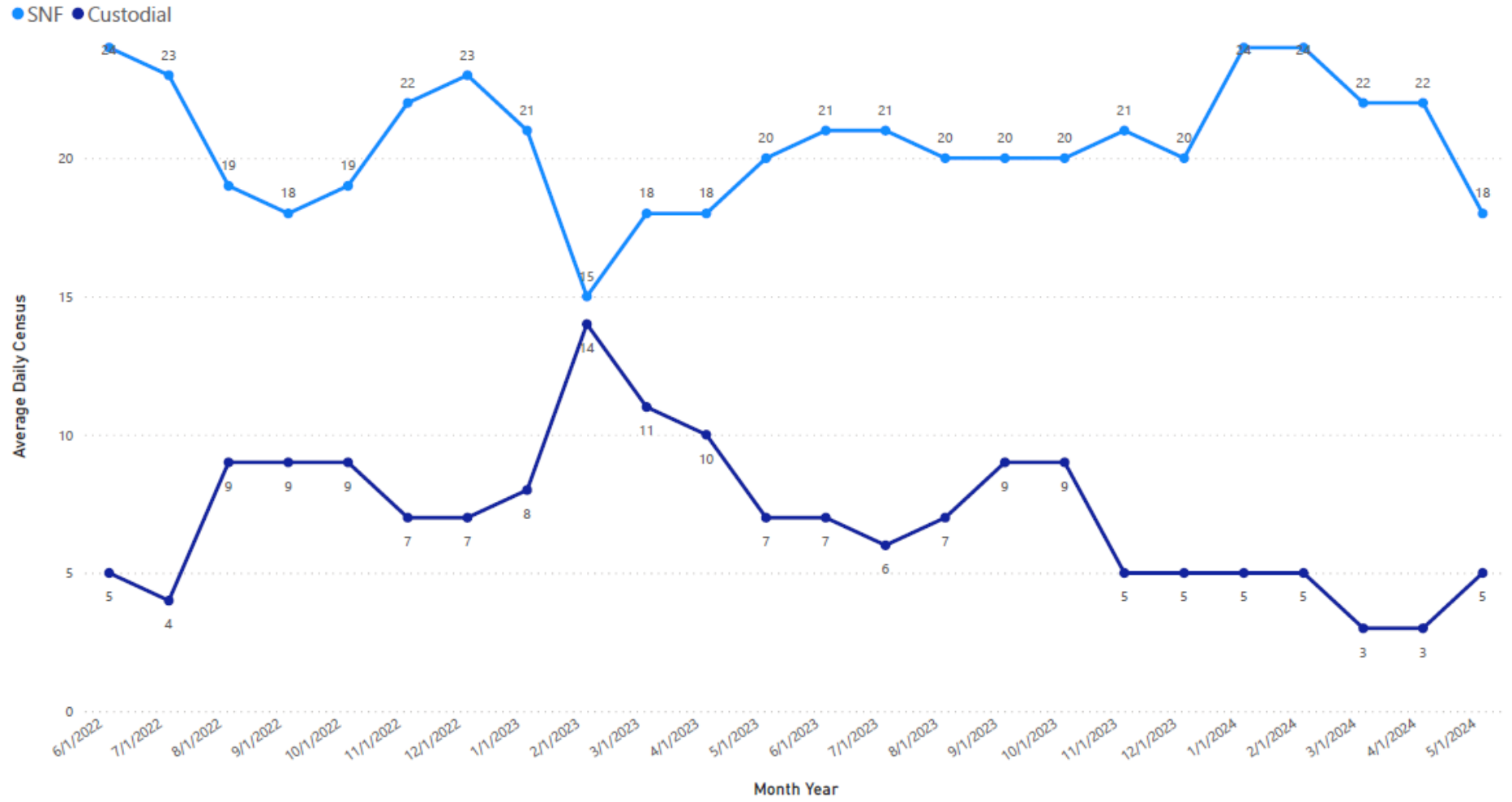


QUALITY Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

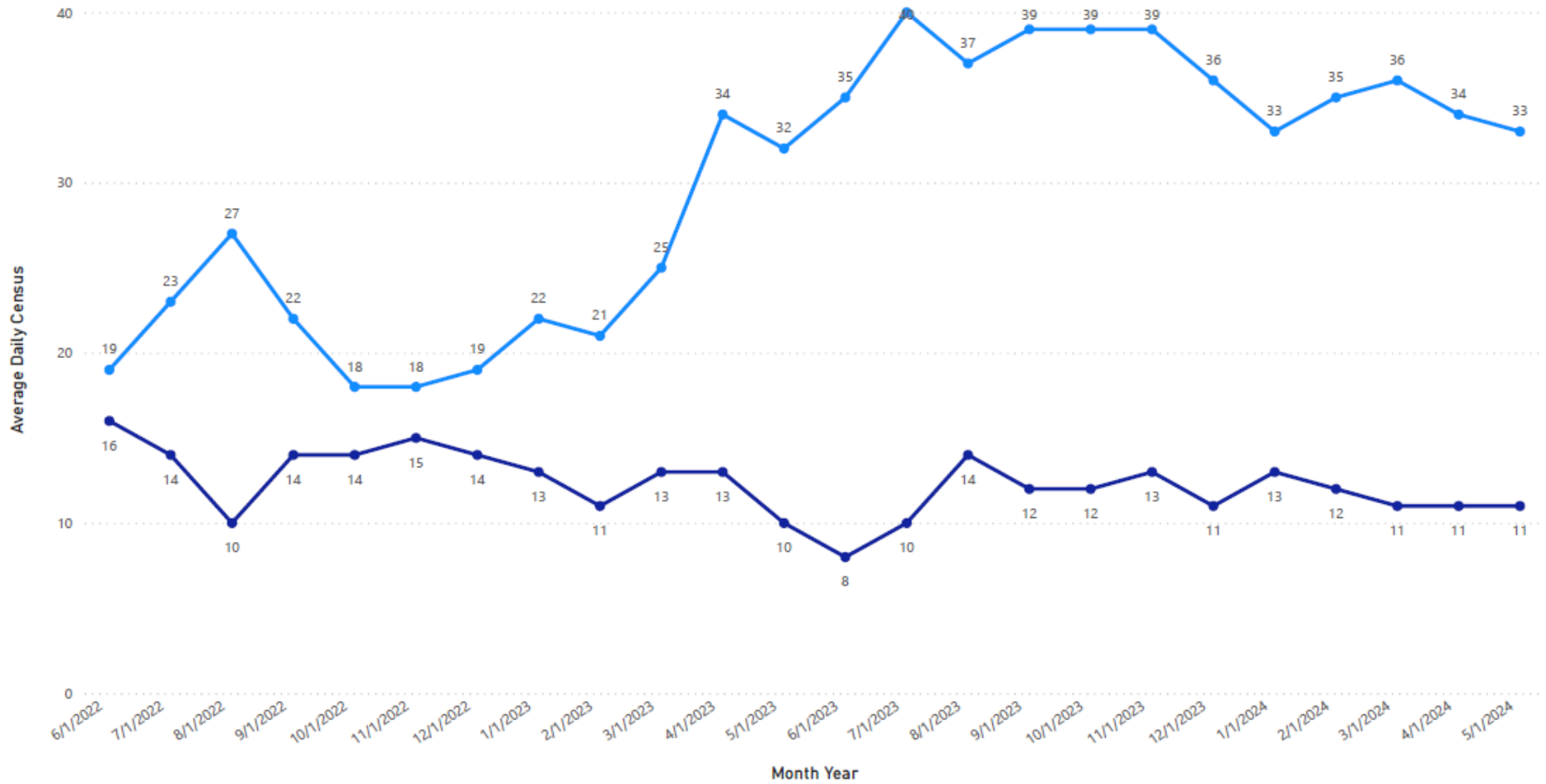


4A Skilled Nursing Facility Lower Level of Care Average Daily Census



Acute Psych (7B & 7C) Lower Level of Care /

● Decertified ● Administrative

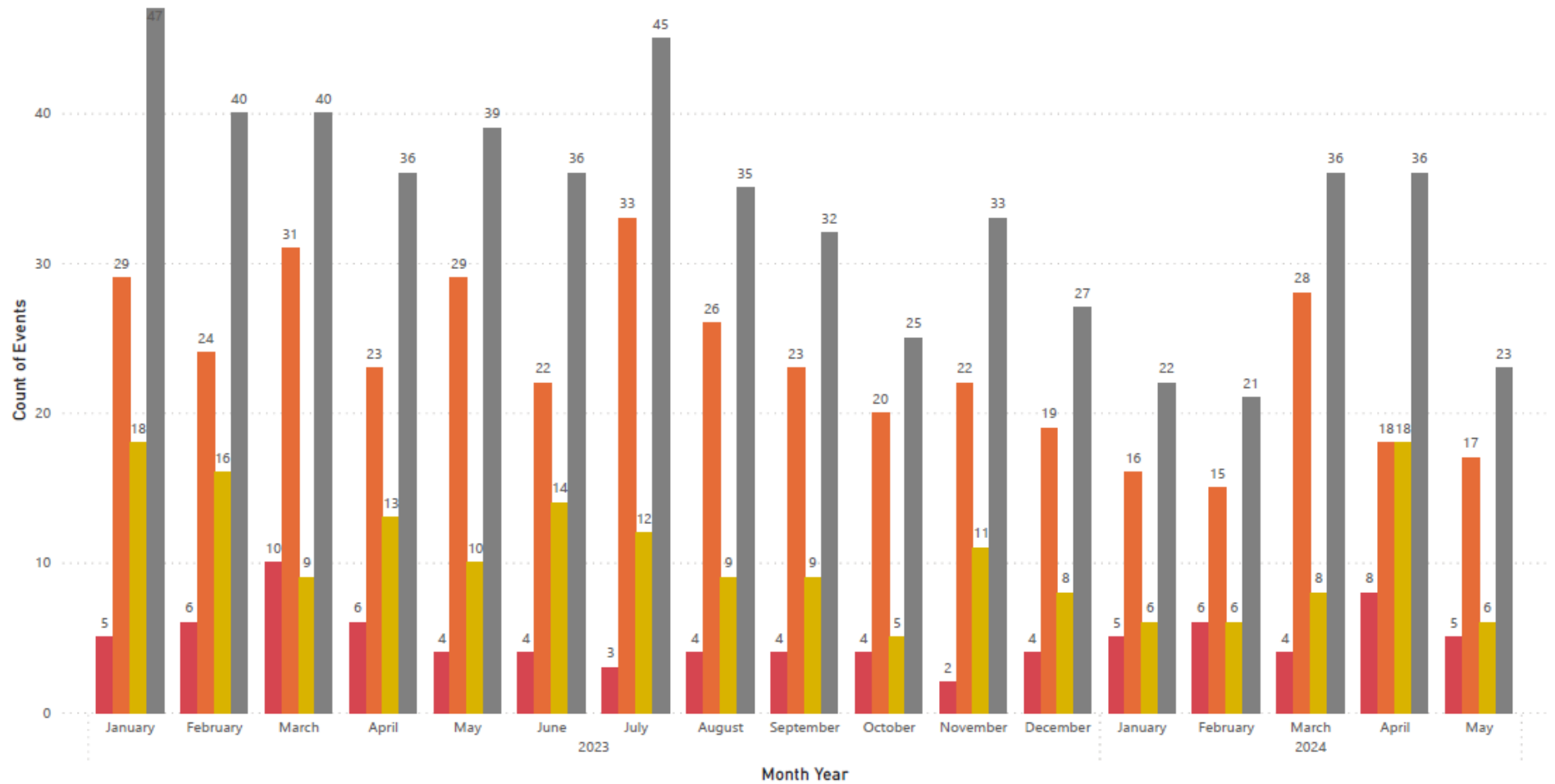


SAFETY Workplace Violence Activity*

*Workplace Violence data is from ZSFG's SAFE system

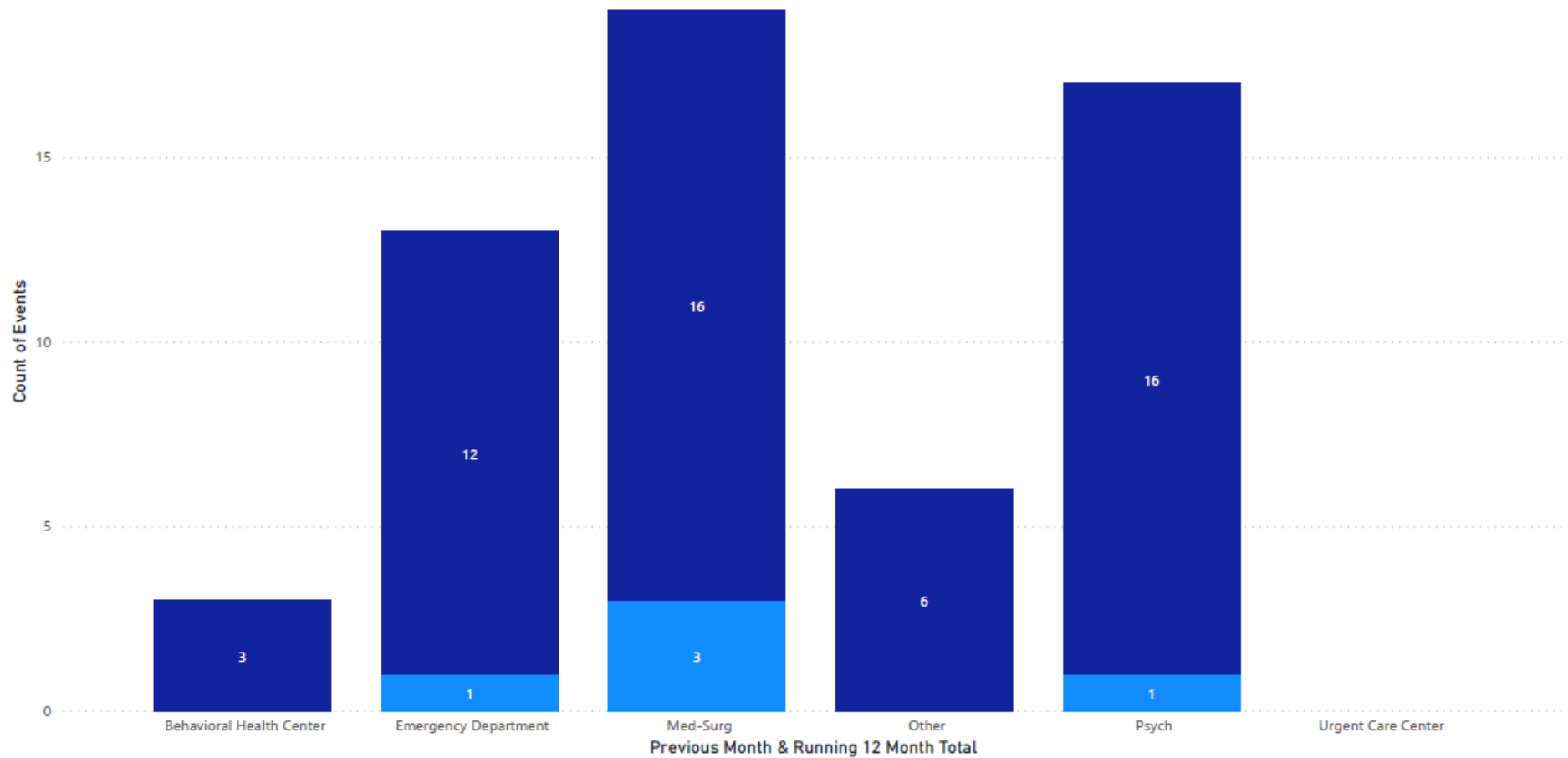
ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24

● Physical Assaults with Injury (E-I) ● Total WPV Physical Events ● Total WPV Verbal Events ● Total WPV Events



ZSFG Workplace Violence Physical Assaults with Injury (Running 12 month total & previous month)

● Previous Month (2024-05) ● Running Total (Previous 12 Months)



FINANCIAL STEWARDSHIP Salary Variance

Financial Stewardship: Salary Variance

Variance Between Salary Expenditure and Budget by Pay Period (PP) and Year to Date (YTD)*

*Please note that COVID-19 costs are now a part of ZSFG operations and budget

● PP Variance ● YTD Variance

