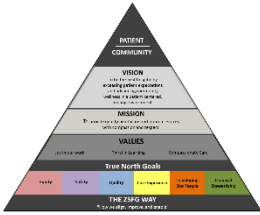


# Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on August 27, 2024

ZSFG Executive Team Report

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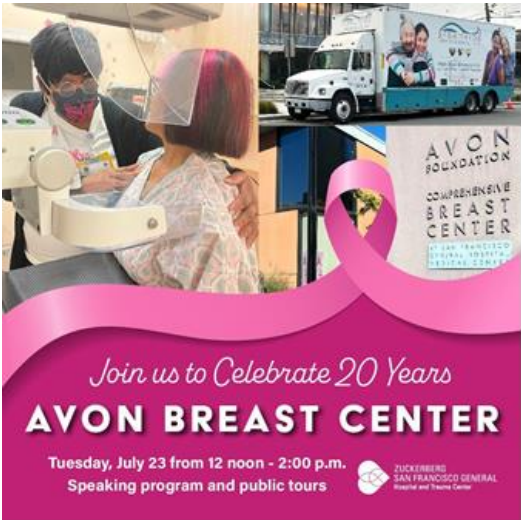
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## EQUITY

### 1. AVON Breast Center 20th Anniversary Celebration



Every year, the Avon Breast Center team of 16 staff members perform as many as 10,000 exams. The comprehensive program includes breast imaging, evaluation, and treatment with state-of-the-art imaging technology and diagnostic equipment that increase efficiency and reduce wait times. The Center is designed for comfort and privacy, offers genetic counseling and testing, culturally-sensitive research, education, navigation, and support to advance breast cancer control for underserved people in our community. The Mammovan provides a bridge to care in the community, meeting patients where they are and providing mammograms for those who would be less likely to access care at the Breast Center and are more at risk for cancer diagnoses. What truly makes the Breast Center special is the continuum of care provided by our dedicated staff. The care navigators provide emotional support while ensuring our patients -- especially our non-English-speaking patients -- understand their diagnoses and treatment options.

On July 23, AVON Breast Center held a celebration to honor the incredible staff who 20 years ago had the vision to create a center that provided the best experience and most current technology to patients, regardless of their ability to pay, their gender, or immigration status. The event also paid tribute to all the ZSFG radiologists, technologists, navigators, medical assistants, schedulers, oncologists, and surgeons who ensure that patients receive comprehensive support from testing to diagnosis and treatment.

To open the celebration, Mary McGinty, Director of Imaging and Pathology at ZSFG, hosted a moving speaking program in the Center's Serenity Garden that included Dr. Grant Colfax, director of DPH, Chief of Radiology Mark Wilson, MD; Lori Strachowski, MD, radiologist and AVON Breast Center co-founder; and Chief of Breast Imaging Bonnie Joe, MD. A longtime patient of the Breast Center, Maria Gallardo de Herrera, shared her story through Alba Centeno, one of the Center's technologists who translated Spanish-to-English for Maria.

Afterwards, patients, staff, and leaders toured the Center's beautiful facility, enjoyed delectable treats by Chef Mike and team, and reunited with colleagues and old friends.



## EQUITY

### 2. Equity and Innovation Grantee: Sensory Rooms and Healing Alternatives

Equity and Innovation Grantee Annette Pinto, Director of the Psychiatric Occupational Therapy (OT) Department, has made significant strides in the Dept. of Inpatient Psychiatry's quest to address mental health and enhance patient care by introducing sensory rooms as a healing alternative for patients at ZSFG.

Nestled in units 7B and 7C, these sensory rooms are a sanctuary for patients seeking relief from their mental health symptoms and aims to reduce seclusions and restraints by providing therapeutic alternatives. Picture a room where soothing bubble tubes create a tranquil ambiance and night projectors cast gentle, mesmerizing lights. The tactile walls and flower wall garden invite touch, providing a sensory experience that helps ground and relax patients. Weighted blankets and animals offer comforting pressure, while DVD players and sound machines fill the room with calming sights and sounds. A rocking chair adds a rhythmic, soothing motion, enhancing the room's therapeutic effect.



This initiative highlights the transformative power of the Equity and Innovation Grants (EIG). These grants enhance the hospital's ability to explore forward-thinking solutions that prioritize equity, inclusivity, and holistic well-being. The sensory rooms at ZSFG are not just a physical space—they represent a commitment to compassionate and supportive mental health care, setting a new standard for treatment and patient experience.

Since 2005, the EIG program has distributed 550 grants totaling over \$13.5 million but has also catalyzed trailblazing initiatives at ZSFG that improve the health and well-being of all San Franciscans. In its growth, this grant program has become a pivotal nexus, fostering collaboration that extends far beyond its initial scope. The flexible funding and support provided over the years continue to evolve, addressing the diverse needs of patients and providers at ZSFG. A recent \$2 million donation from BMO to the SFGH Foundation will allow ZSFG providers to continue to advance equity, innovation and quality through the EIG program, support capital needs and the Hearts in SF fundraiser.

## CARE EXPERIENCE

### 3. Pediatric Asthma & Allergy Clinic Celebrates 25 Years of Service

Aimed at addressing vital social determinants of health for children with asthma, the Pediatric Asthma & Allergy Clinic (PAAC) offers wraparound care, including behavioral health, nutrition support, and specialized asthma education - through a unique model of care which pairs patients up with a Community Health Worker (CHW) who offers clinic and home visits, education and case management.



*Patient receives information about the Asthma Action Plan from Silvia Raymundo, CHW*



*Patient gets a high-five from Kimberlee Honda, FNP and Asthma Clinic Director*



*Patient's lung being heard by Christine Mayor PNP and Assoc. Asthma Clinic Director*

As the only pediatric asthma clinic within DPH, the PAAC sees over 700 children annually and conducts nearly all home evaluations for children with asthma within the referral network. They provide comprehensive clinic management including spirometry, allergy skin testing, and food allergy evaluation.

The PAAC's pioneered this medical-social model of care after participating in an innovative prevention program at SF State University, "Yes We Can: Creating An Urban Asthma Partnership in 1999." Over the past two decades, the clinic's CHWs emerged as program champions, building community trust through educational workshops for foster parents, schools and public health nurses.

The PAAC's comprehensive model has earned national awards including The US Environmental Protection Agency's 2018 National Environmental Leadership Award in Asthma Management and the 2007 Ambulatory Pediatric Association Health Care Delivery Award from San Francisco Health Plan.

## CARE EXPERIENCE

### 4. Optimizing Patient Access and Flow

Optimizing access and flow at ZSFG is especially challenging, given the diverse needs of our patient population that go beyond basic medical care, including housing, food, substance use disorder treatment, and more. Optimizing access and flow is critical, as it enhances efficiency, maximizes resources, and ensures patients receive the right care in the right place at the right time.

As part of the strategic plan for access and flow, ZSFG has aimed to decrease ambulance diversion rates, reduce wait times for specialty care appointments, and reduce non-acute inpatient care days. More recently, ZSFG has started working on decreasing the number of patients in the ED who leave without being seen and reducing wait times for add-on cases in the operating room. Doing well with these metrics is an important indication that ZSFG is doing well overall with access and flow.

While these issues remain challenging, ZSFG has made great effort in the last year. In March, ZSFG reached the 50 percent ambulance diversion target and now is ambitiously aiming for 35 percent going forward. ZSFG is also just a few percentage points away from meeting the target for specialty appointment wait times.

This hospital wide effort to meet the targets is a collaboration between many departments across the campus where innovation and preparation are key factors.

- In the Emergency Department, having a better staffed department helps enormously with reducing ambulance diversion and patients leaving without being seen. ZSFG has also implemented waiting area triage improvements to see patients more quickly and effectively and, when appropriate, direct patients to Urgent Care or Primary Care.
- In Peri-Op, they are addressing the reasons for late first case start times in order to maximize our OR capacity overall.
- Med-Surg has been working closely with the Department of Care Coordination to reduce length of stay, increase discharge timeliness, and work with our network partners and the San Francisco Health Plan to ensure appropriate and timely discharges. Recently, the "overlap diagnosis" pilot project was launched to ensure that the patients are distributed more evenly across care teams.
- Specialty Care continues to optimize appointments through video visits, and specific clinics will be adding night and weekend hours.
- Care Coordination has implemented a "complex care team" that works with the inpatient medical and nursing teams to ensure patients have the best discharge plans to meet their needs. They also play a role in expediting procedures and diagnostics to decrease length of time spent in the hospital. Epic tools have been developed to support visual management of the discharge process.
- 4A-Skilled Nursing Facility has been working to discharge patients early in the day to maximize the chance of patients moving from inpatient units to the SNF.

## DEVELOPING OUR PEOPLE

### 5. New ZSFG Leadership: Gillian Otway, Chief Nursing Officer



Susan Ehrlich announced the appointment of Gillian Otway as the permanent Chief Nursing Officer for ZSFG. Gillian is well-known on campus: she has been an exceptional nursing leader at ZSFG since in 1998. Her leadership journey at ZSFG has extraordinary depth and breadth and has included serving as: Project Coordinator for our hospital-wide patient classification system; Nursing Supervisor; Acting Nurse Manager for the 6C Birth Center; Nurse Manager for the 5A AIDS/Oncology Unit; Nurse Manager for Retention and Recruitment; and Nursing Director for Maternal Child Services and Nursing Administration: all culminating in her assignment as ZSFG Interim CNO for the past two and a half years.



While in these roles, she has led our teams successfully through many major events, the move to the new hospital, Building 25; through Epic go-live; and the Covid pandemic. Most recently, she did an outstanding job leading the nursing management team through nursing contract negotiations, cementing herself as a savvy, knowledgeable, and well-respected City leader.

As Chief Nursing Officer, she will be the leader of over 1000 nurses on campus, the largest single group of nurses in the Department of Public Health. She will serve in a dyad leadership role with the Chief Medical Officer, Dr. Gabe Ortiz, for all clinical services on campus, and will be one of the co-strategic leaders for the Access and Flow initiative. She will serve as a member of the ZSFG Executive Team, which as a group is responsible for the overall strategy and operations for the hospital and work towards achieving the organization's True North goals.

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## DEVELOPING OUR PEOPLE 6. America's Essential Hospitals Welcomes 2024-2025 Fellows Class

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America's Essential Hospitals recently welcomed the largest class in the 36-year history of its Fellows Program: 50 rising leaders from 27 essential hospitals, who will explore best practices in leadership, diversity and inclusion, policymaking, and other topics. Among the members of this year's cohort is Angelica Journagin, JD, MHA, ZSFG Chief Administrative Officer and Nader Hammoud, MBA, SFHN Vice President for Support Services.



The fellows began their year-long program with a session at the association's annual conference, VITAL2024, June 17 to 19, in San Diego. The program, established in 1988, provides strategic leadership and advocacy training to help member hospitals develop and inspire their high-potential staff. Designed for senior clinical and administrative personnel, the program has produced more than 750 alumni, including CEOs, other hospital executives, and national health care thought leaders.

"The Fellows Program helps the next generation of essential hospital leaders grow as effective and passionate voices for their patients, community, and hospital," said Kalpana Ramiah, DrPH, MSc, vice president of innovation and director of Essential Hospitals Institute, the association's research, education, and leadership development arm.

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## DEVELOPING OUR PEOPLE 7. Kaizen Promotion Office (KPO) Leadership Announcements

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The Kaizen Promotion Office welcomed their 2024-2025 cohort of Physician and Management Fellows. Their perspectives, diverse experiences, and commitment to continuous improvement will be invaluable as ZSFG works to advance our mission of fostering a culture of problem solving and improving the health of our patients and community.



**Grace Chen, RN, CNS, CRRN, DSD**  
Clinical Nurse Specialist, DPH IT



**Taylor Clark, MD**  
Associate Professor, Pediatrics



**Dana Freiser, RN, BSN, BA**  
Patient Safety Nurse, Quality Management



**Carolyn Hendrickson, MD, MPH**  
Associate Professor, Pulmonology & Critical Care



**Melanie Molina, MD, MAS**  
Assistant Professor, Emergency Medicine (LHS/E-Star Fellow)



**Nandini Palaniappa, MD**  
Associate Professor, Anesthesia and Perioperative Care



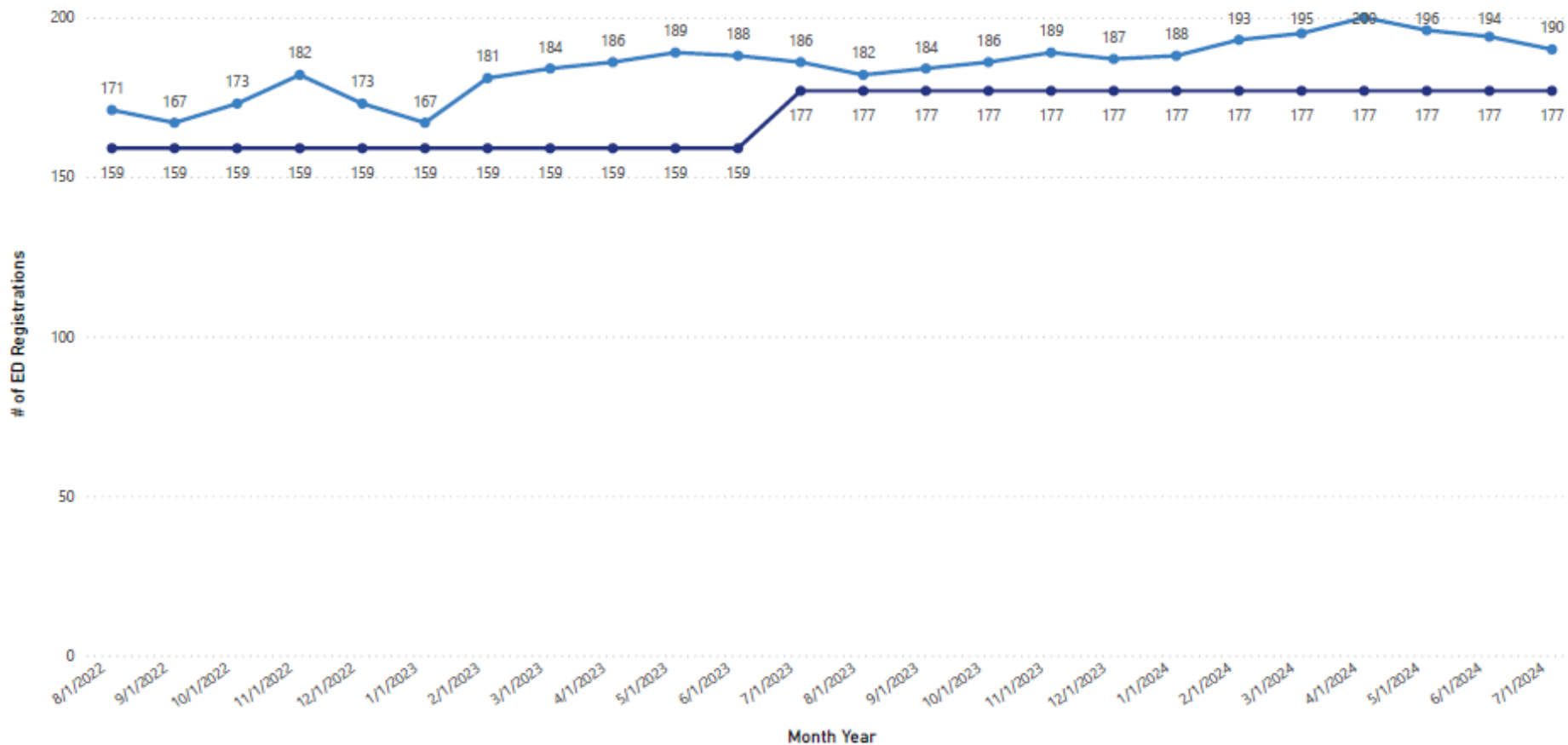
The Kaizen Promotion Office also shared that Christopher (Toff) Peabody accepted the role of Associate Medical Director, joining core leadership in leading operational improvement projects, providing clinical expertise to cross-functional strategic teams, developing training programs, and supporting the dissemination and promotion of ZSFG improvements.

# QUALITY

## Emergency Department Activities

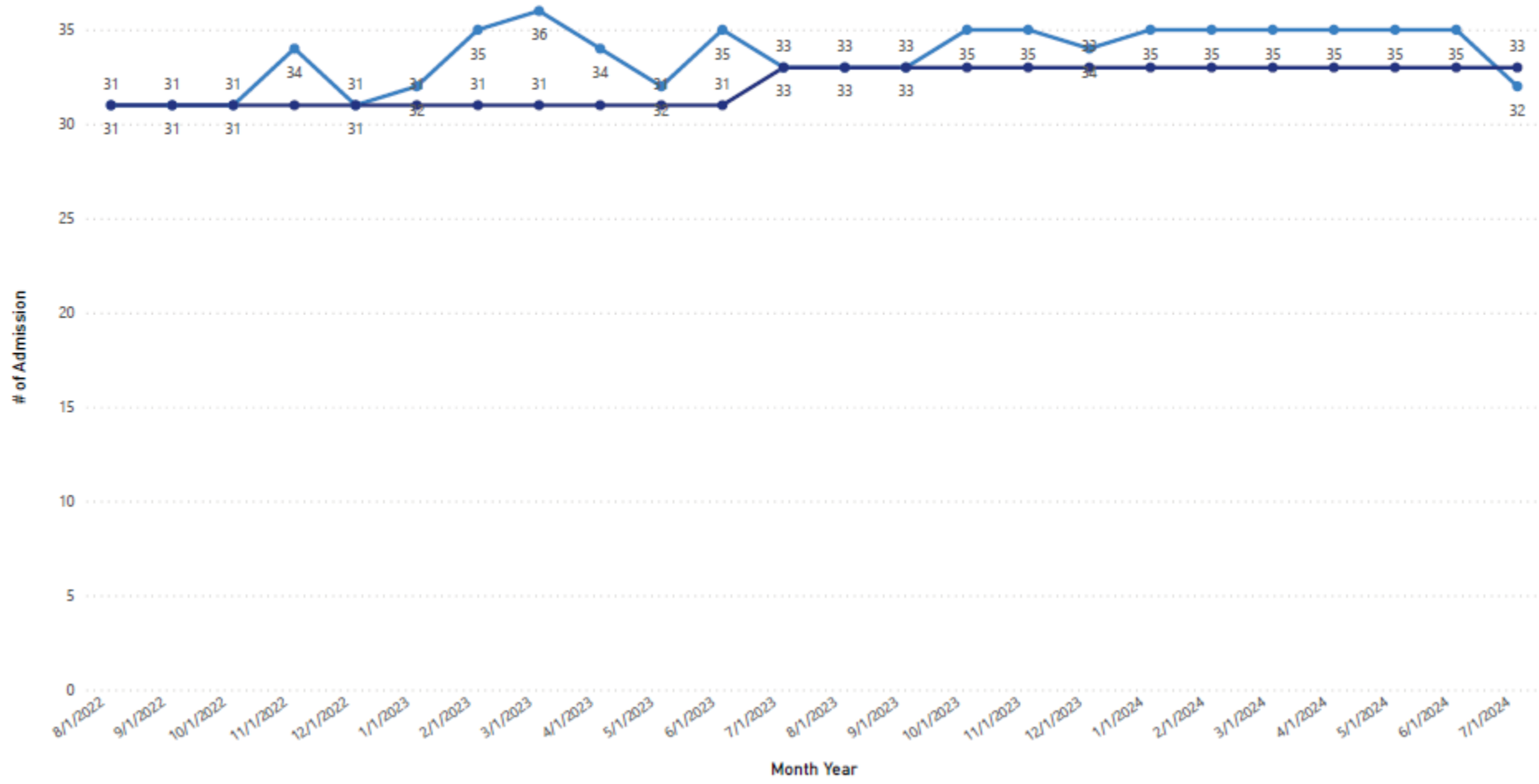
### Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



### Average Daily Admissions from ED

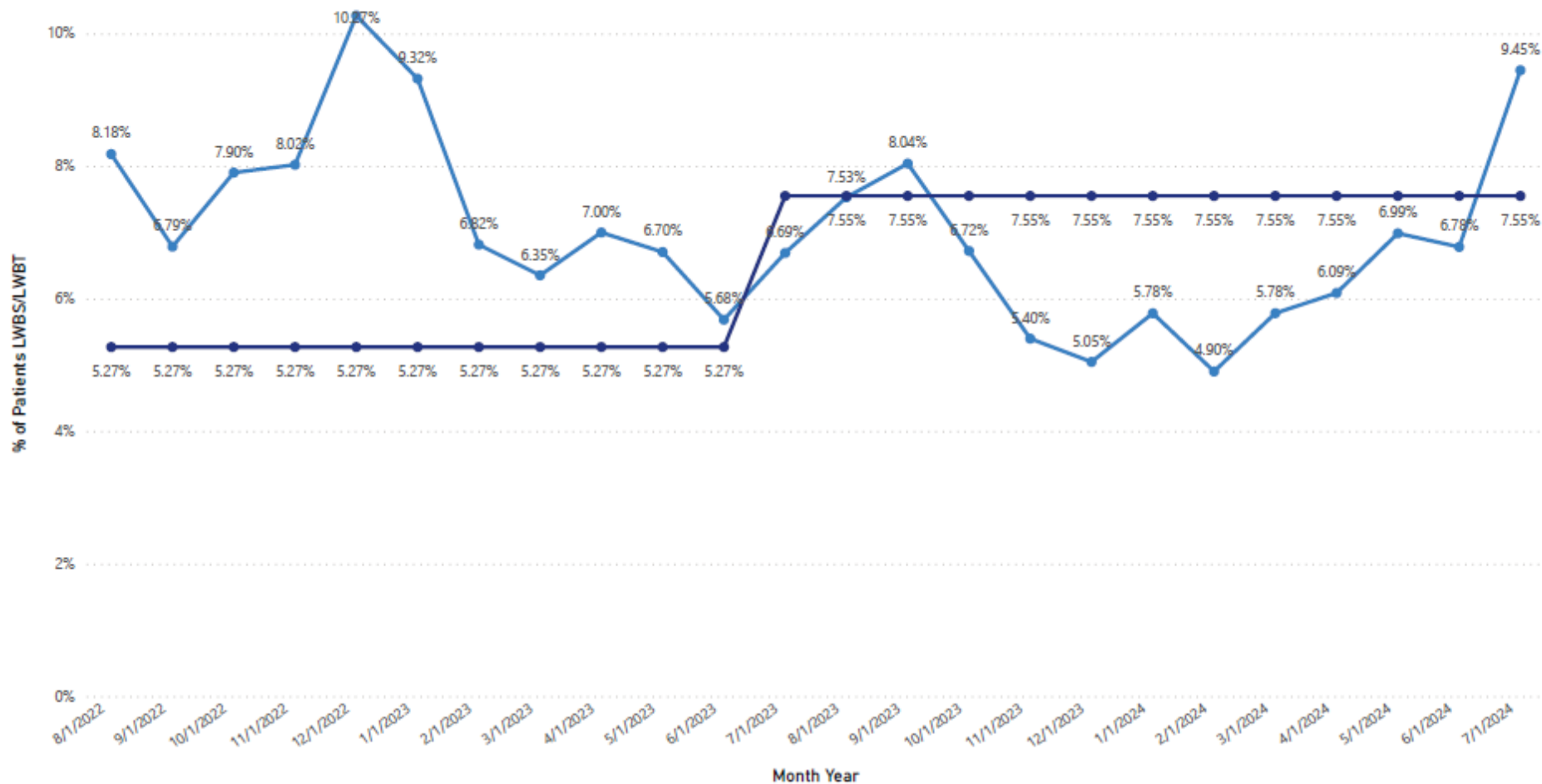
● MTD Average Daily Admissions ● Prior FY Baseline





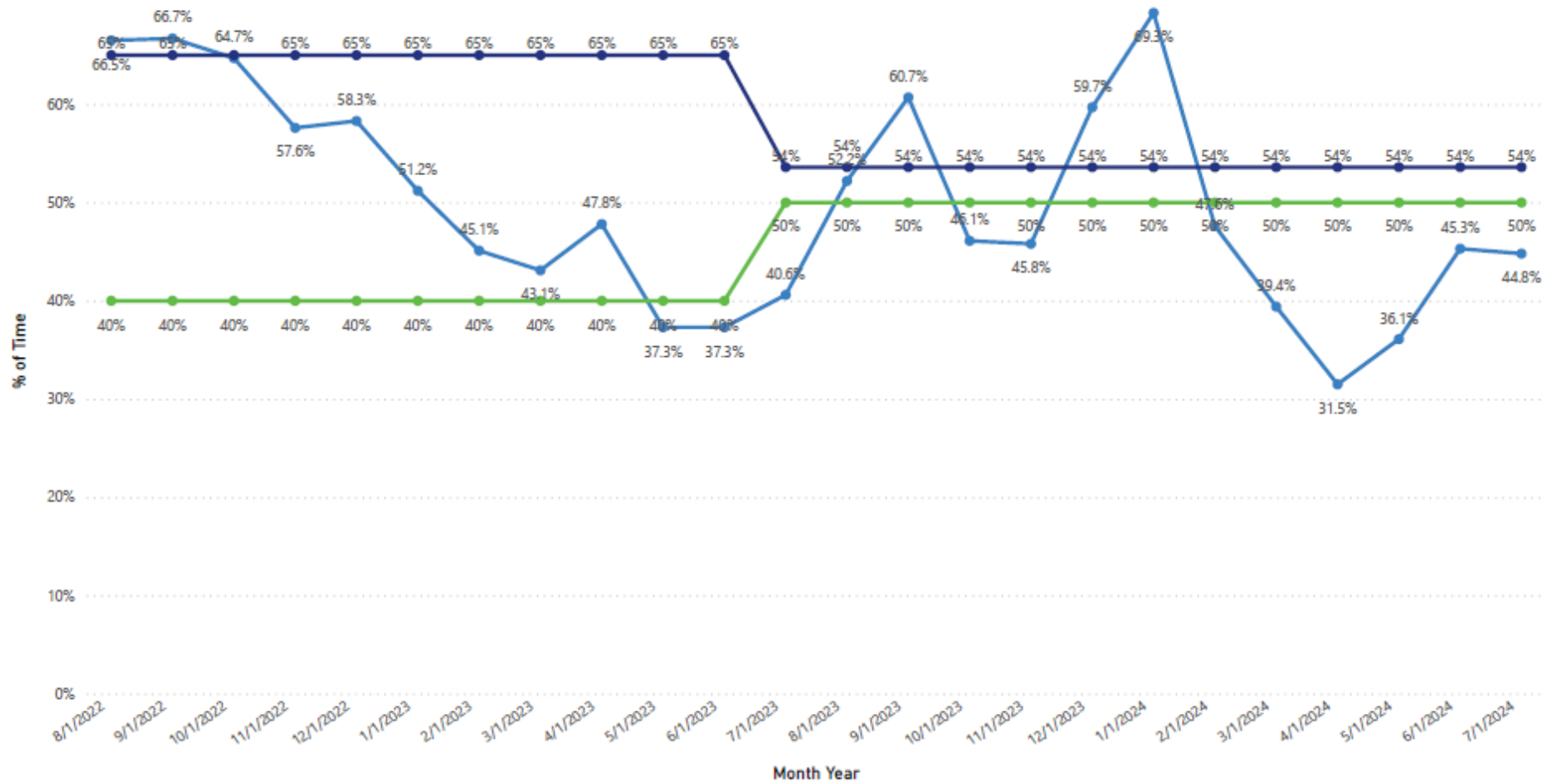
### % LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



### % Diversion

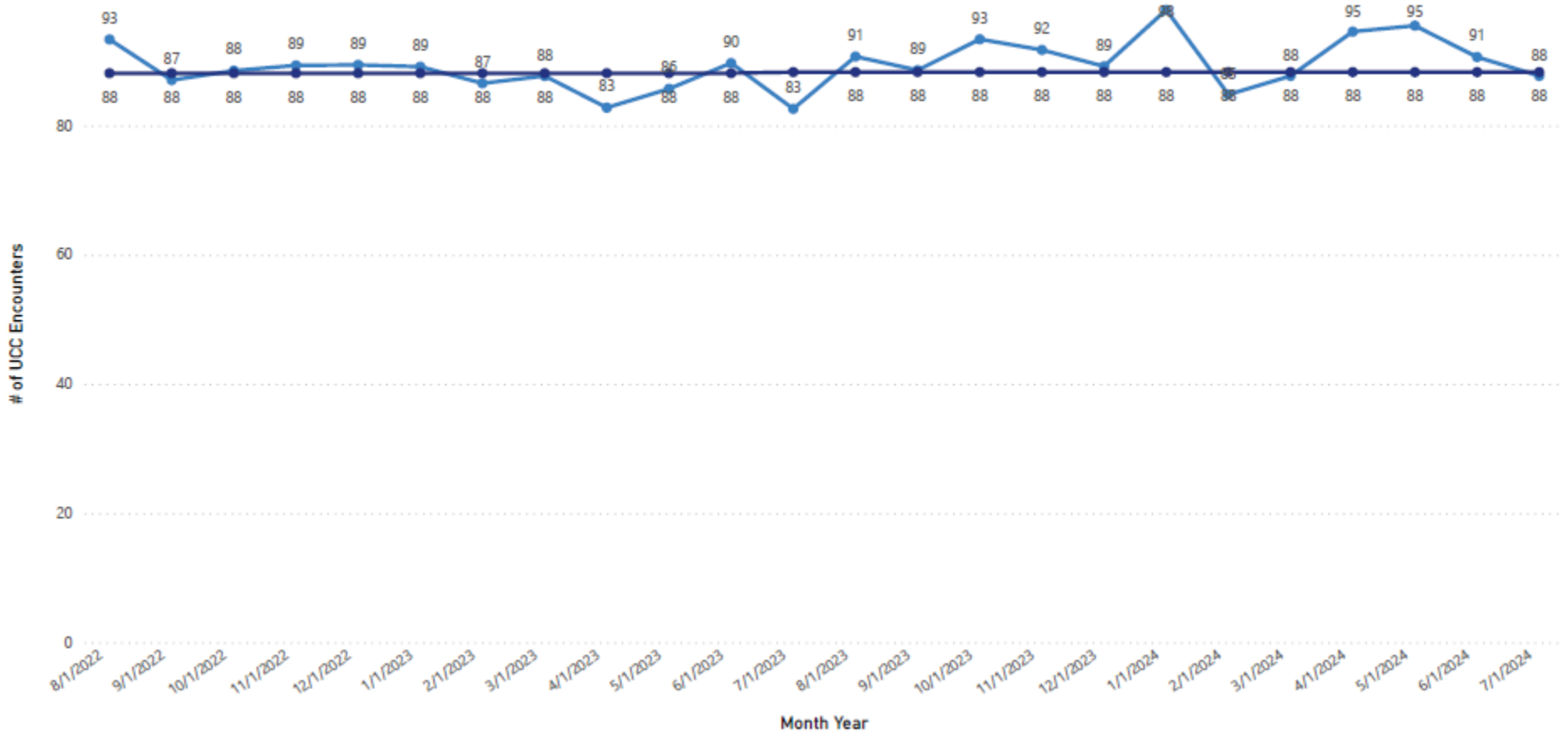
● MTD % Diversion ● Prior FY Baseline ● Target



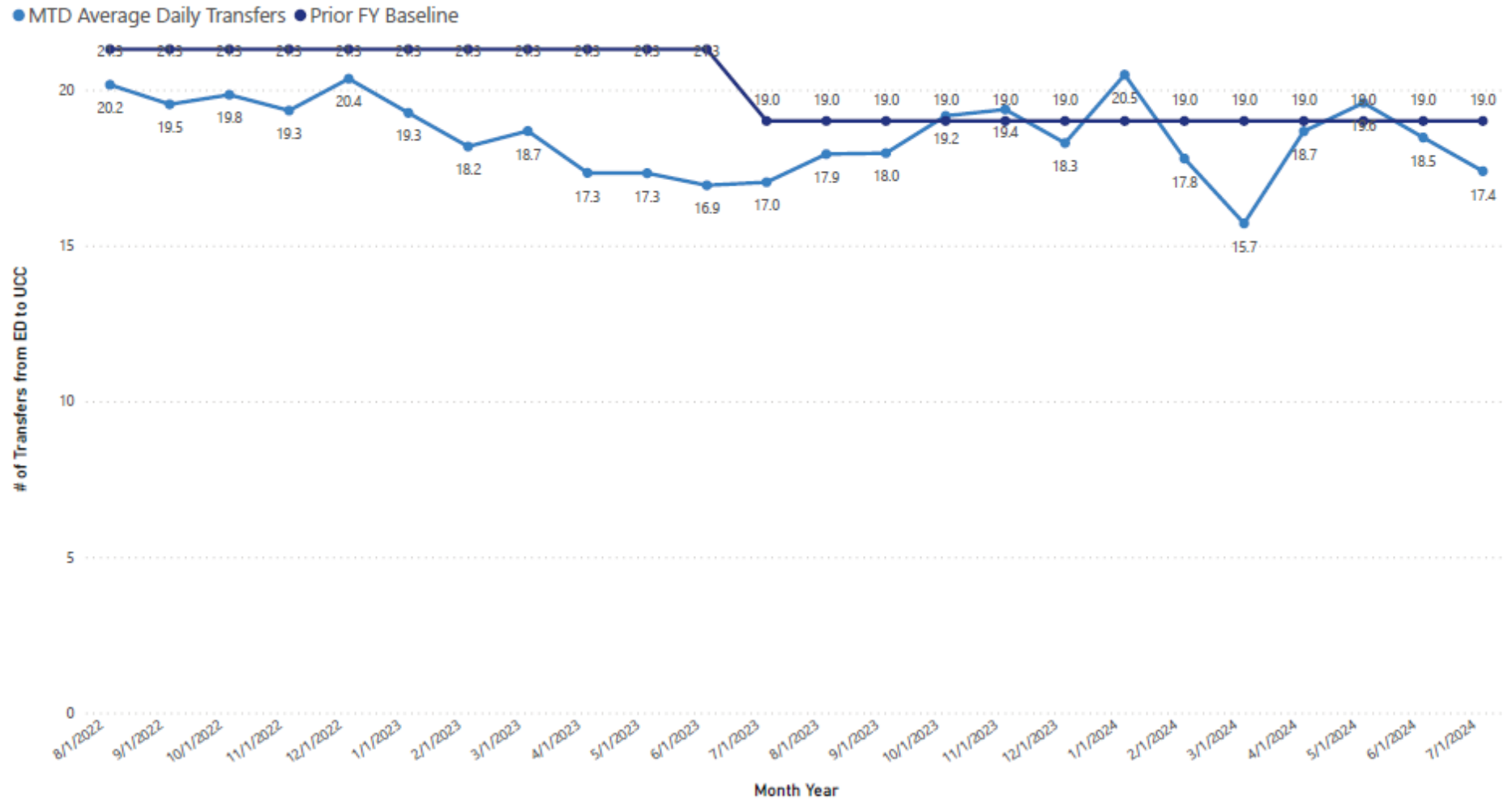
# QUALITY Urgent Care Clinic Activities

## Average Daily UCC Encounters

● MTD Daily UCC Encounters ● Prior FY Baseline

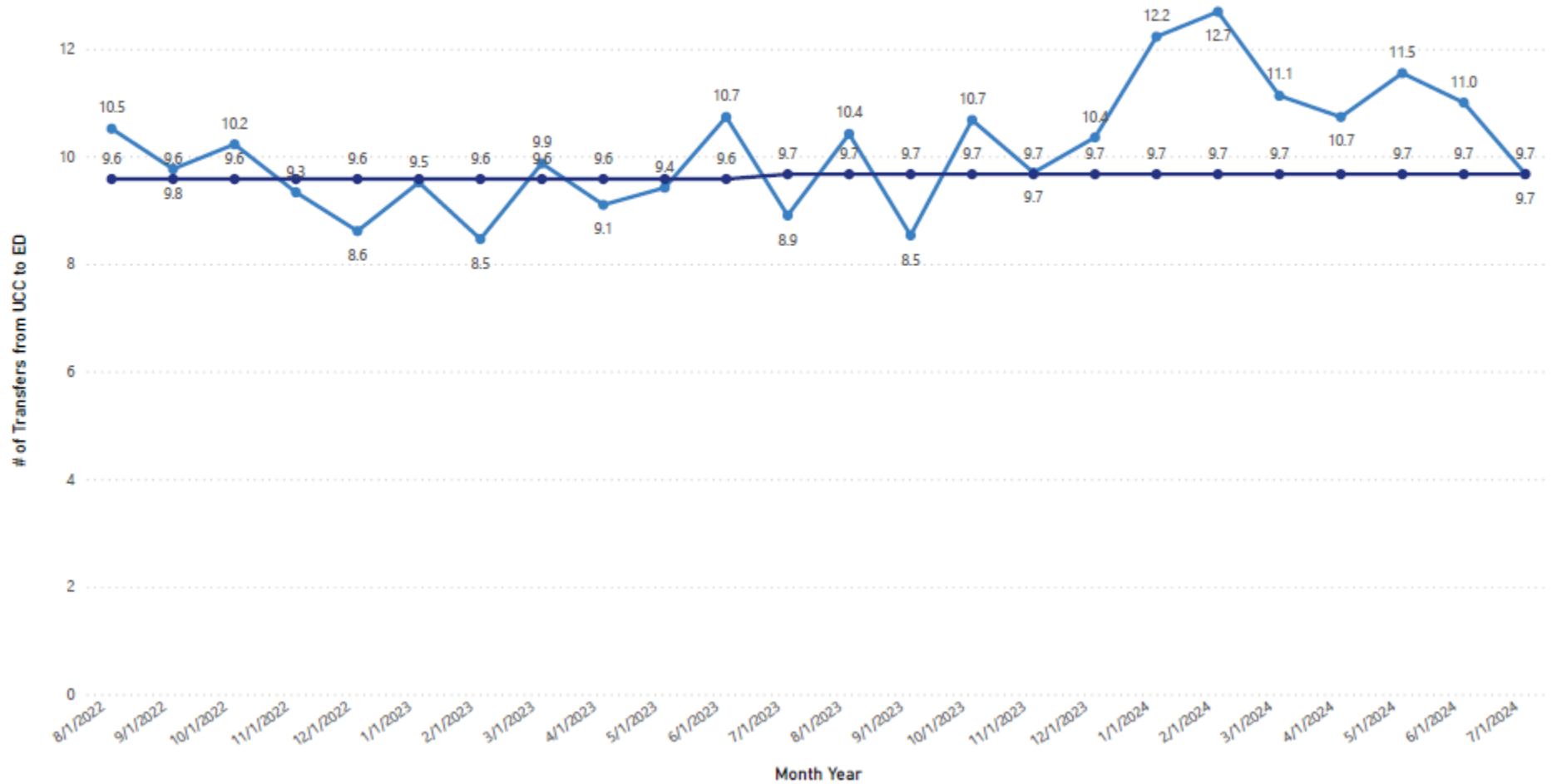


## Average Daily Transfers from ED to UCC



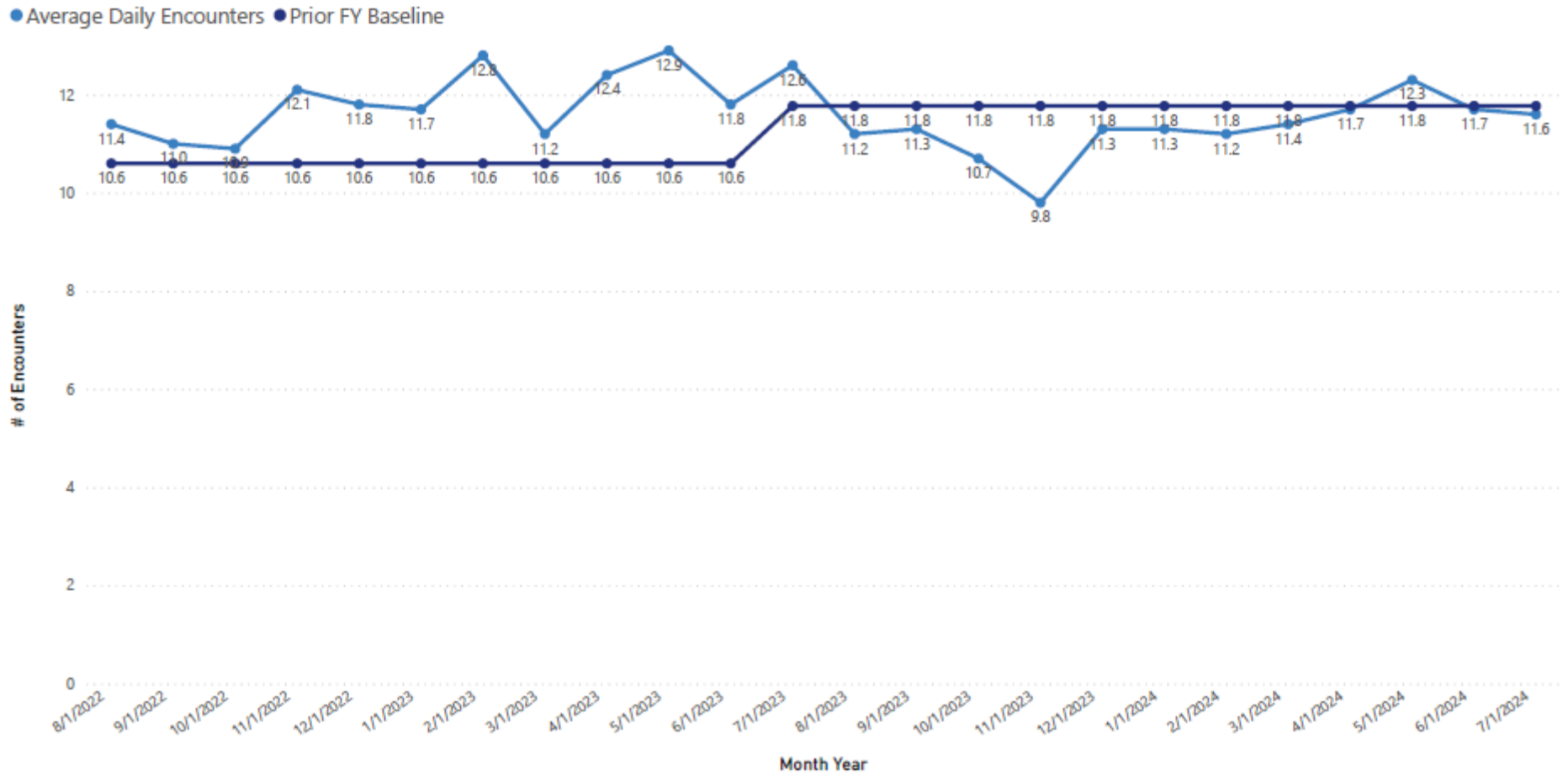
## Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline



# QUALITY Psychiatric Emergency Services Activities

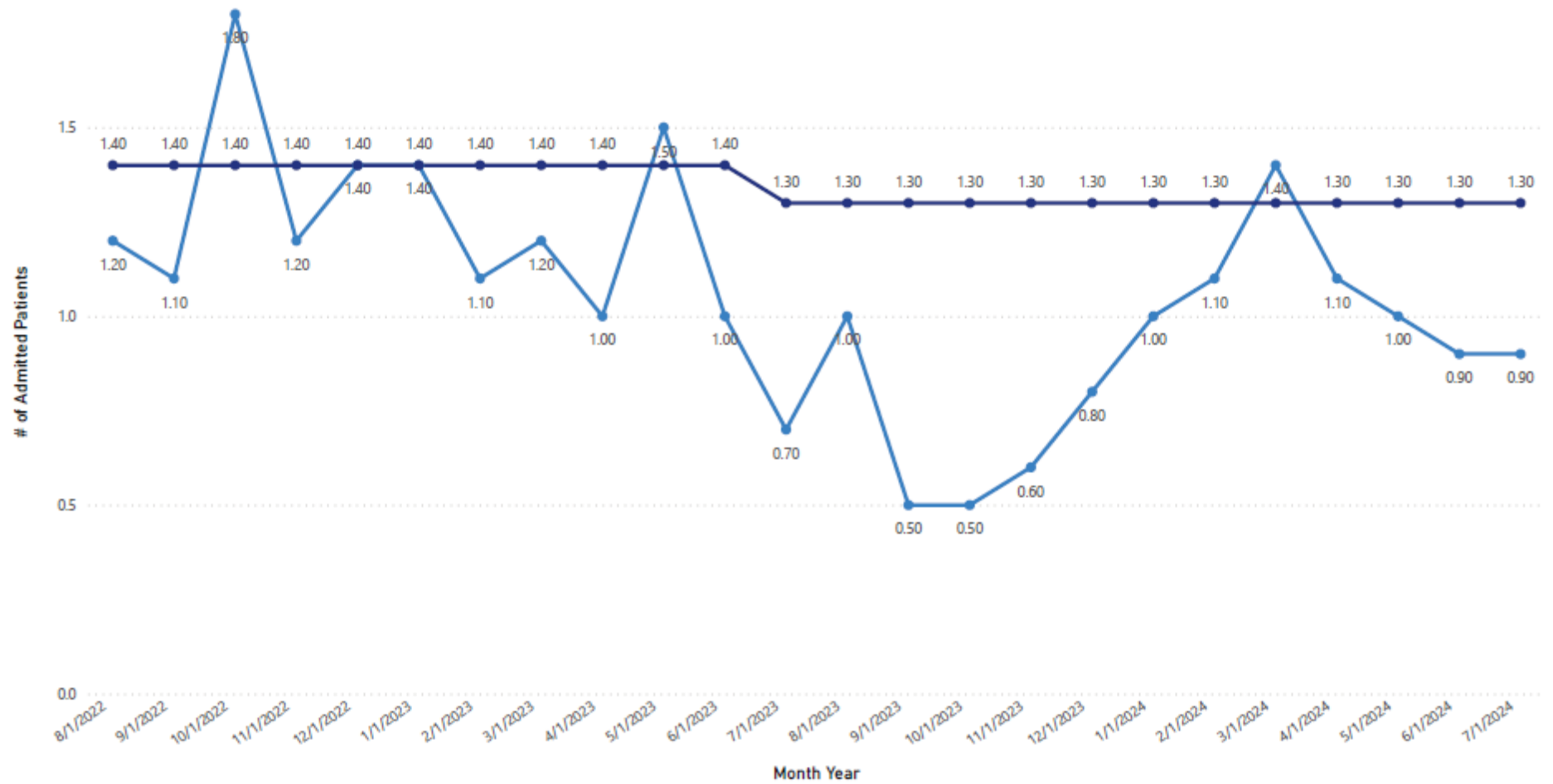
Average Daily PES Encounters



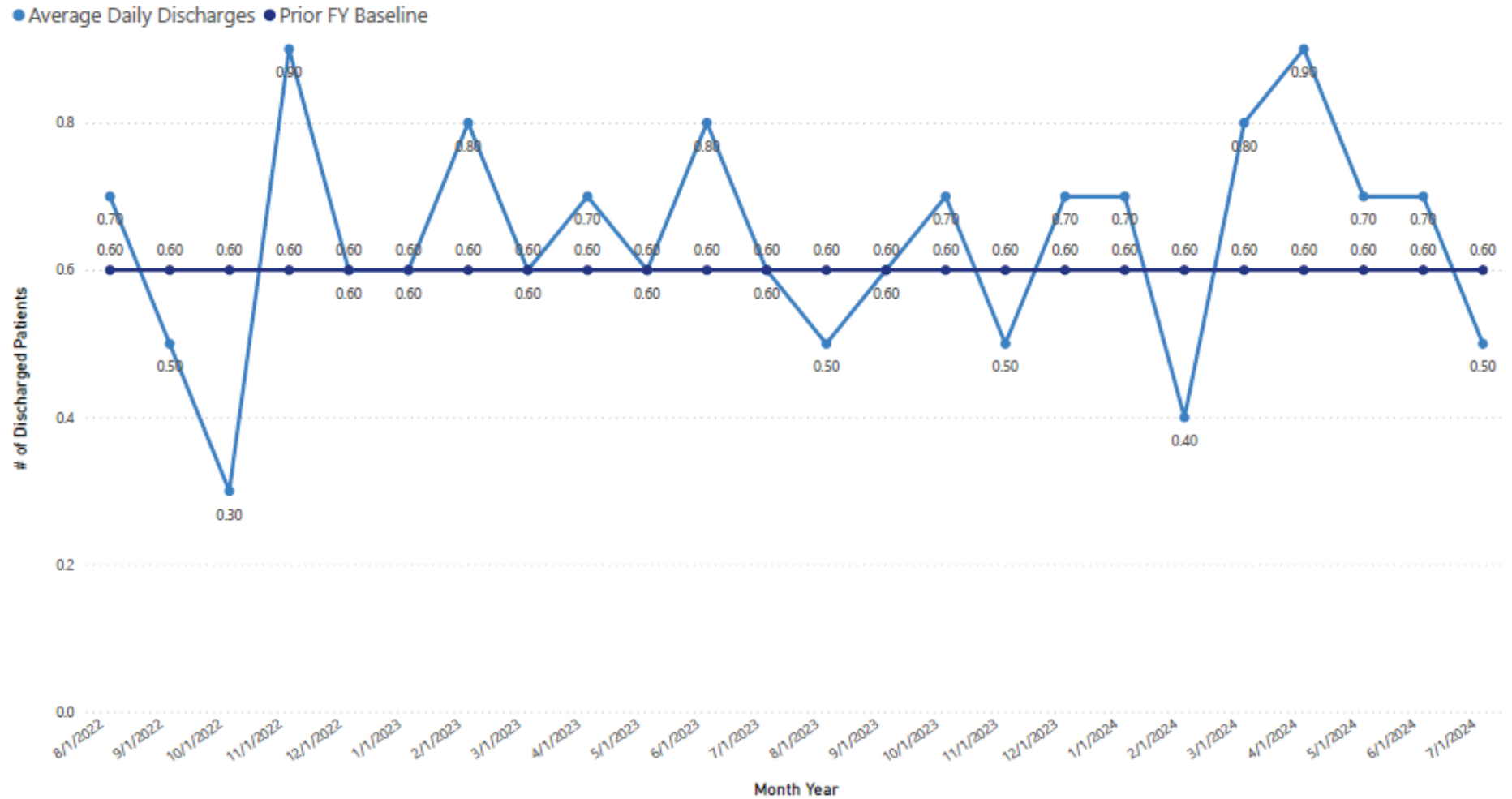


## Average Daily Admissions to Inpatient Psych (7B & 7C) from PES

● Average Daily Admissions ● Prior FY Baseline

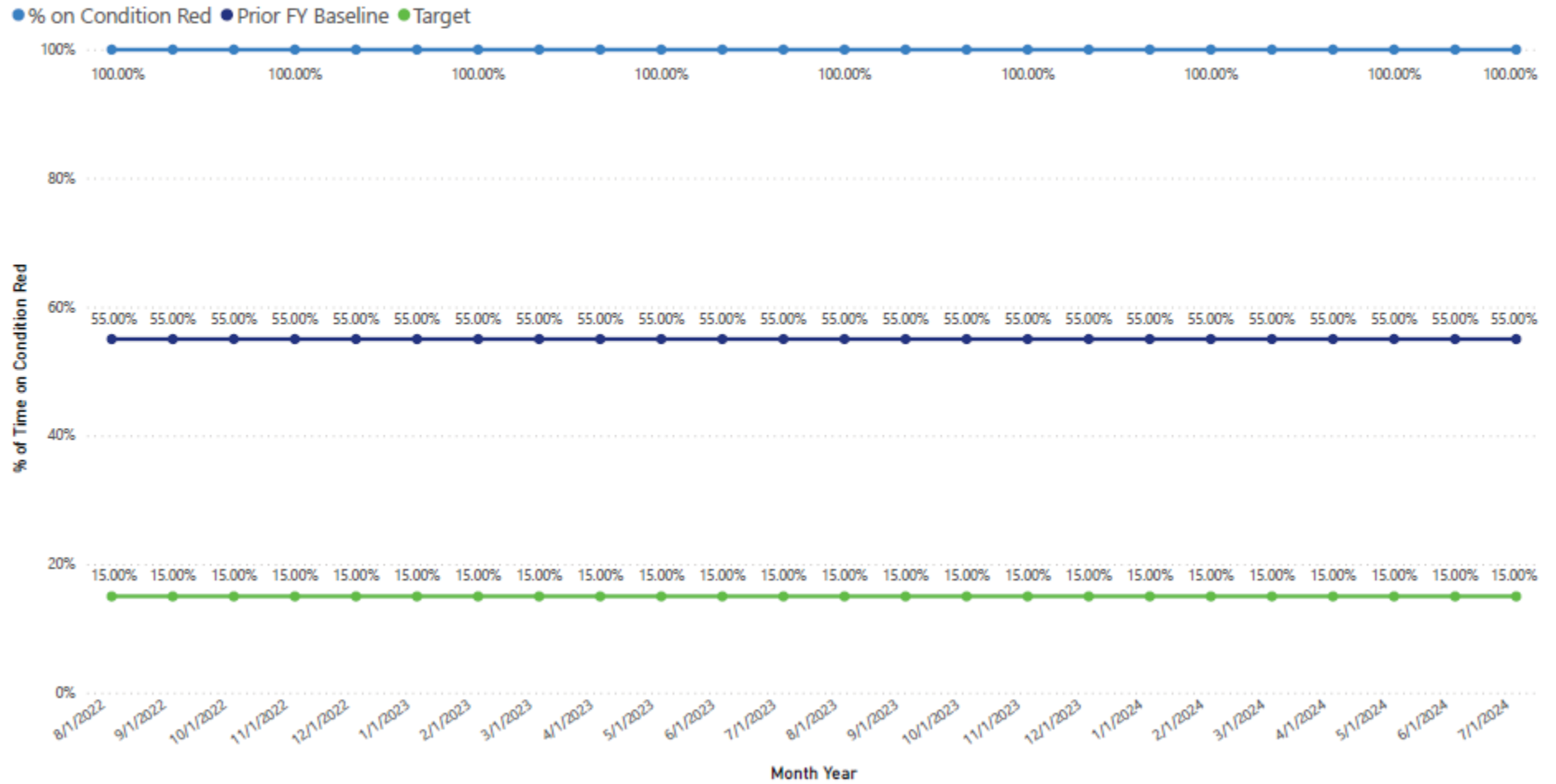


## Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



### PES Condition Red\*

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



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# QUALITY

## Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 189.8 which is 110.99% of budgeted staffed beds and 103.15% of physical capacity. 43.26% of the Medical/Surgical days were lower level of care days: 7.69% administrative and 35.56% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 30.80 which is 110% of budgeted staffed beds and 53.10% of physical capacity of the hospital.

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

Average Daily Census of MCH was 34.10 which is 113.67% of budgeted staffed beds and 81.19% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

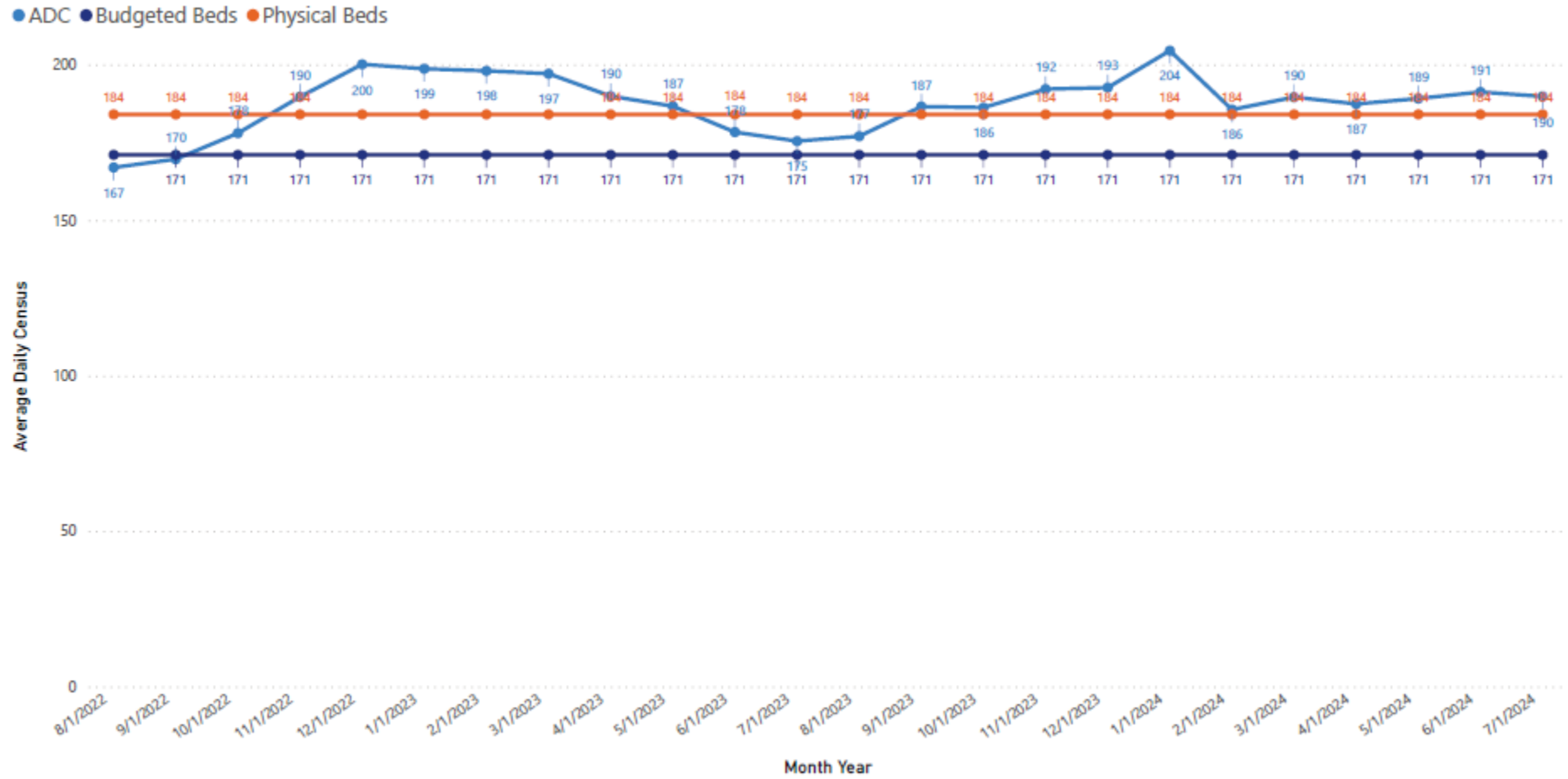
Average Daily Census for Psychiatry beds, excluding 7L, was 42.80 which is 97.27% of budgeted staffed beds and 63.88% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.9, which is 84.29% of budgeted staffed beds (n=7) and 49.17% of physical capacity (n=12).

### **4A SKILLED NURSING UNIT**

Average Daily Census for our skilled nursing unit was 14.50, which is 51.79% of our budgeted staffed beds and 48.33% of physical capacity.

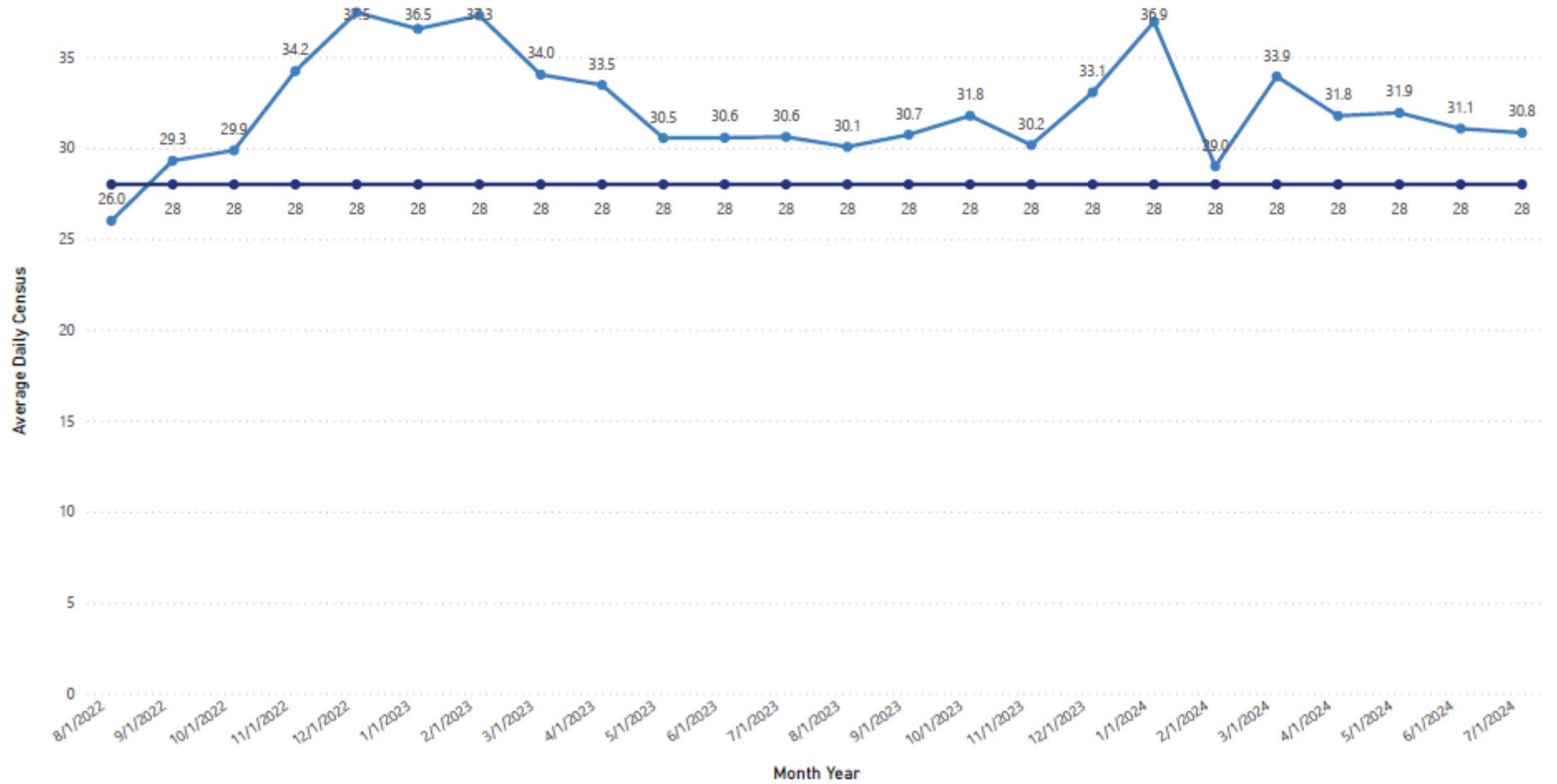
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### Medical Surgical (incl. ED/PACU Overflow) Average Daily Census



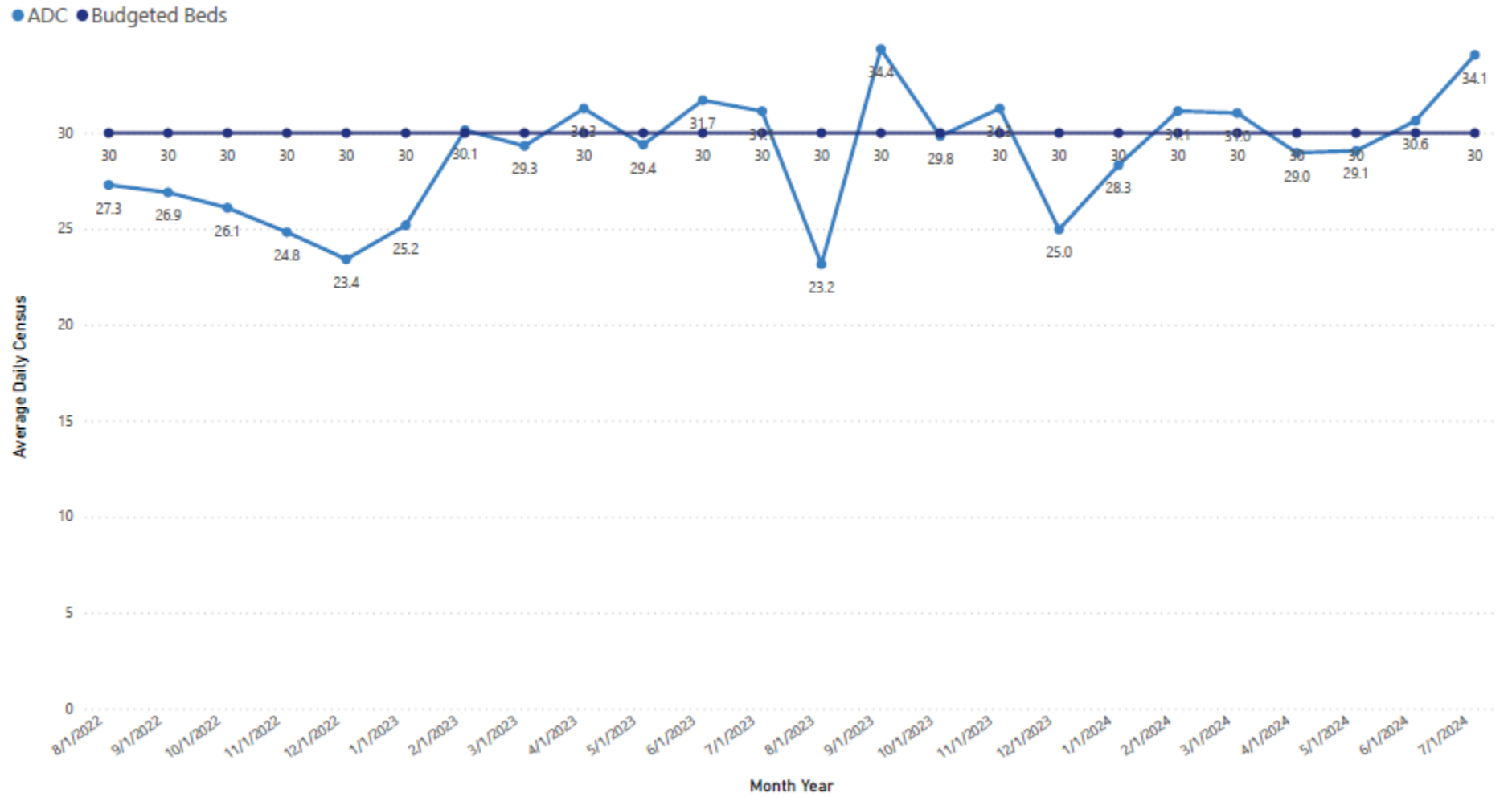
## Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds

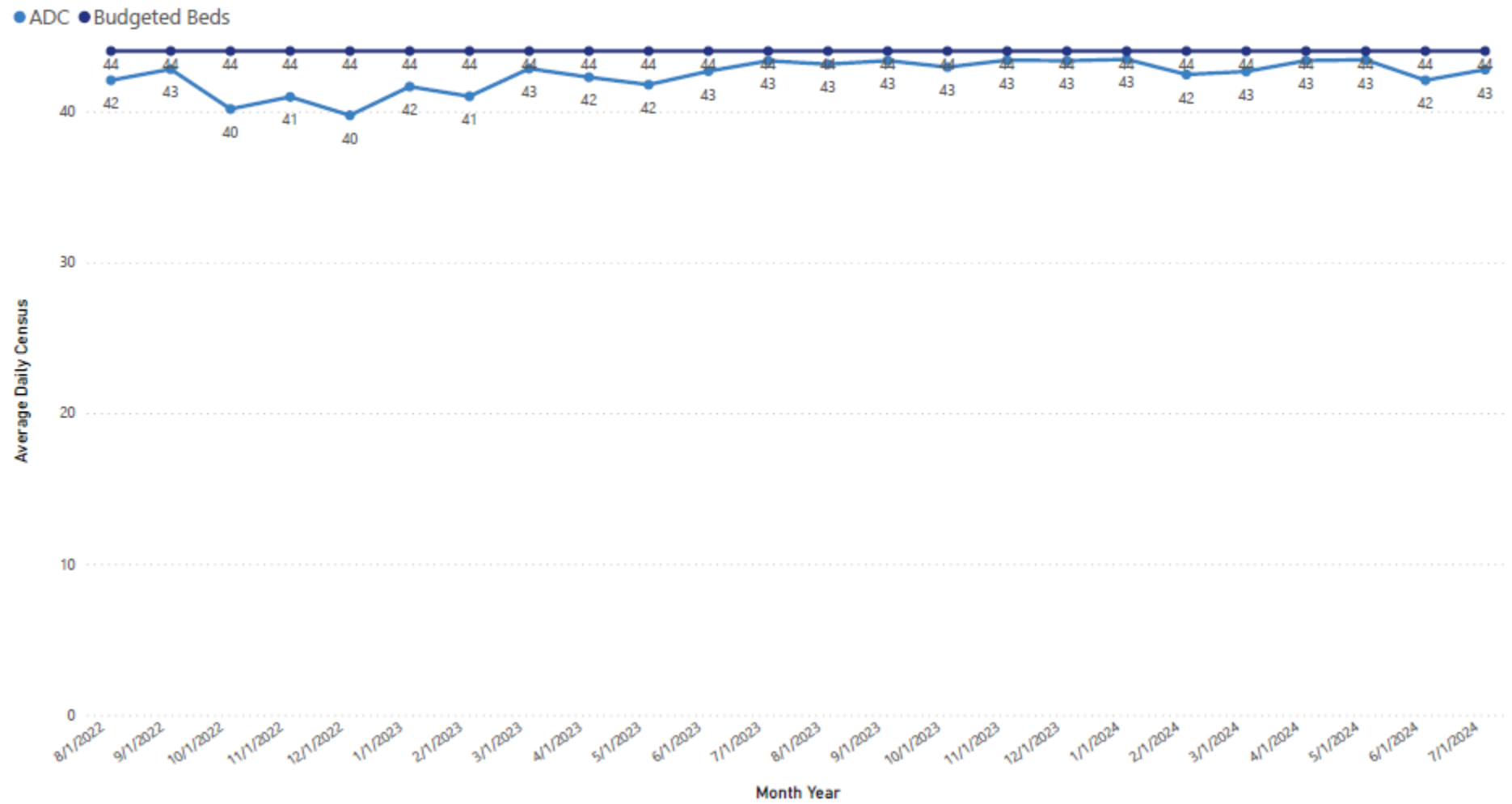




### Maternal Child Health Average Daily Census

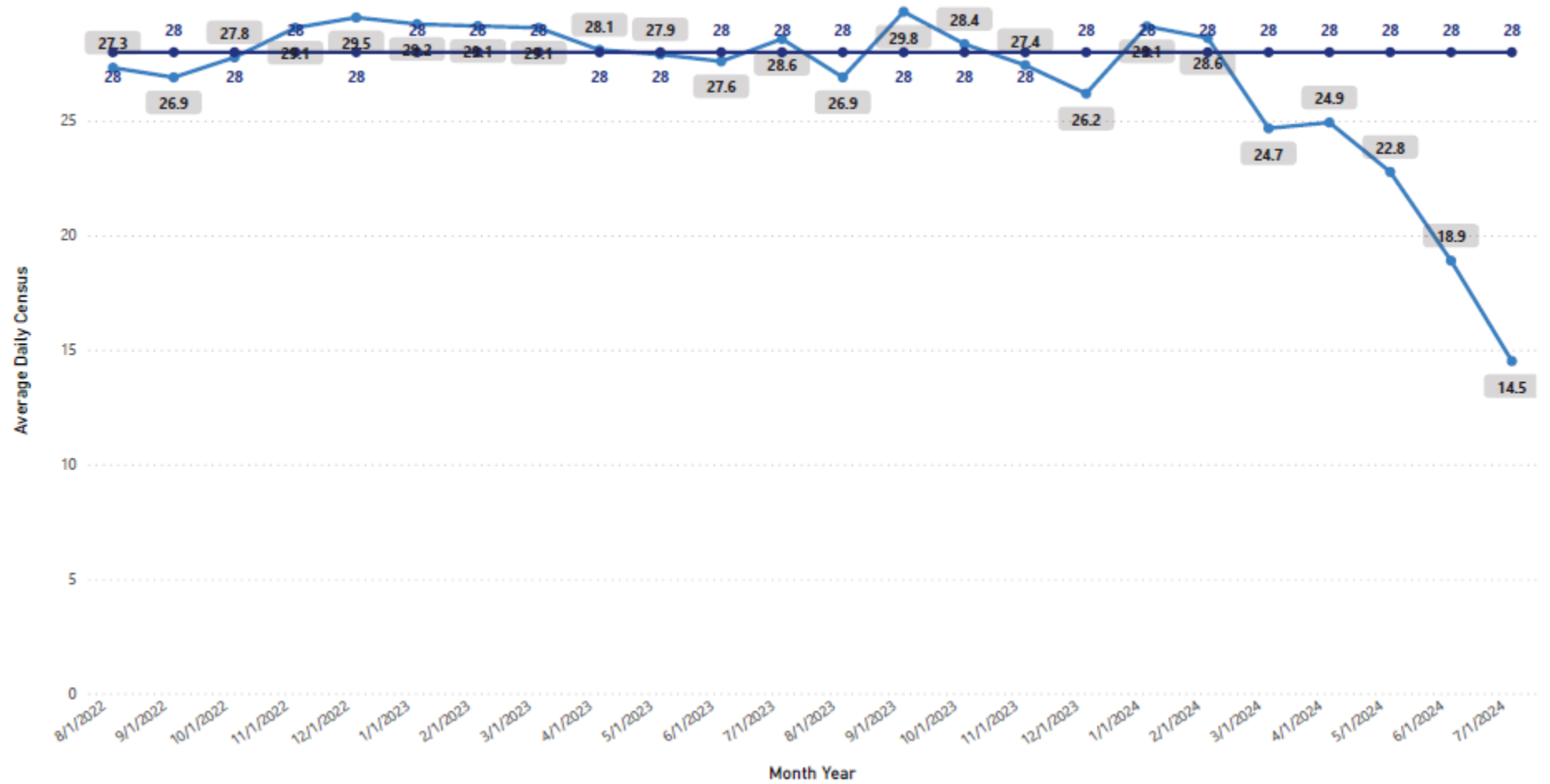


## Acute Psychiatry (7B & 7C) Average Daily Census



### 4A Skilled Nursing Facility Average Daily Census

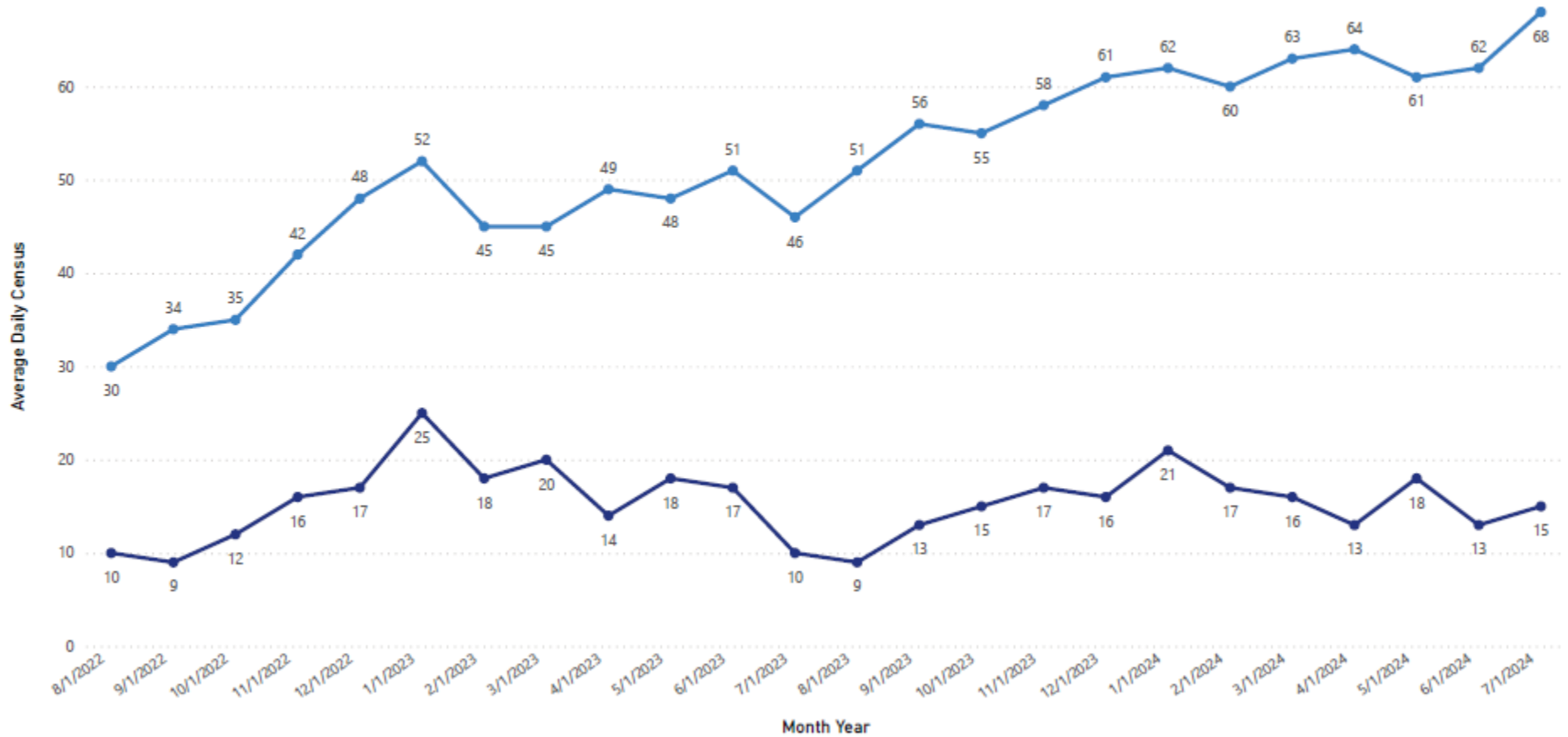
● ADC ● Budgeted Beds



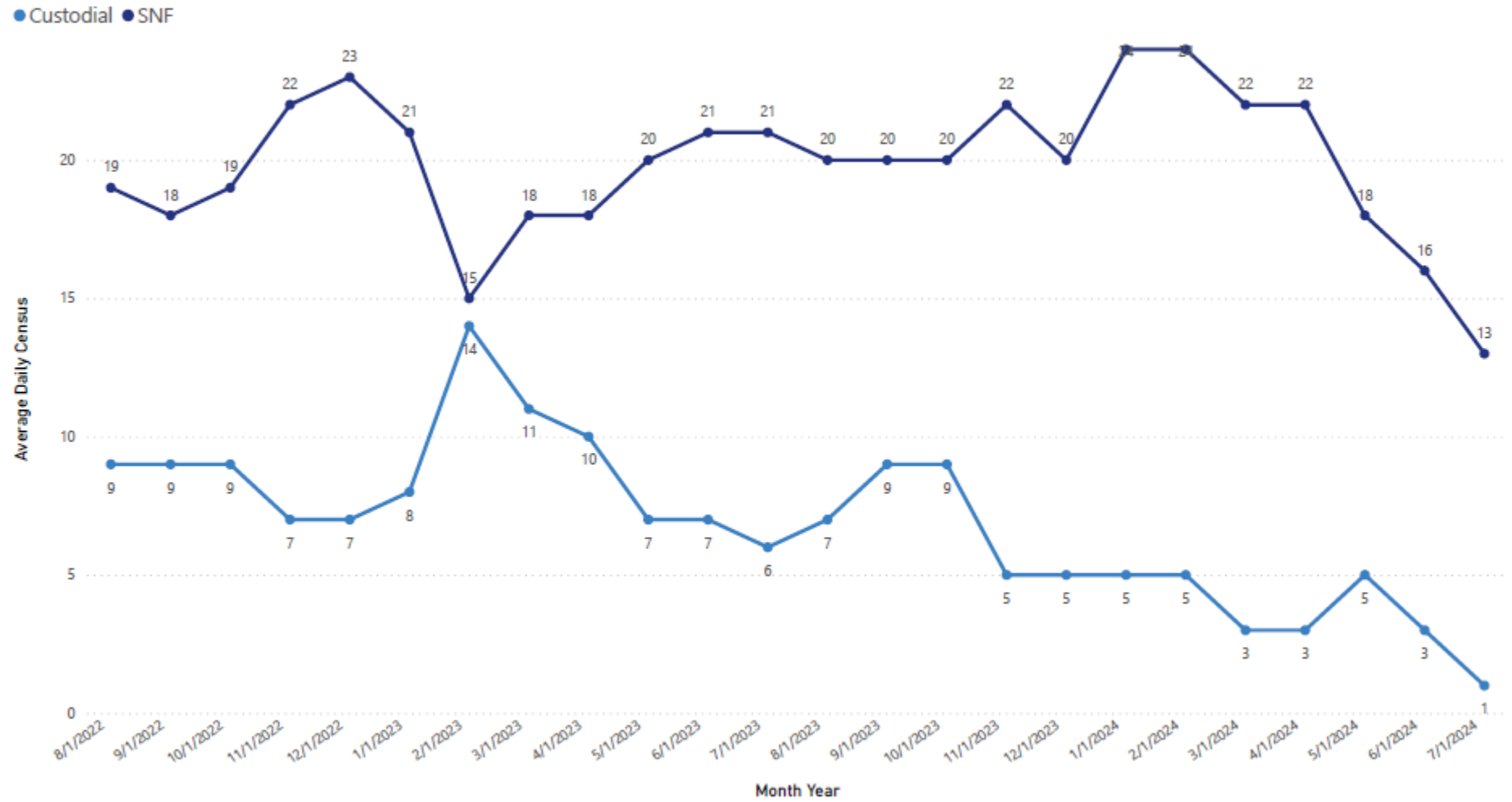
# QUALITY Lower Level of Care Average Daily Census

## Medical Surgical Lower Level of Care Average Daily Census

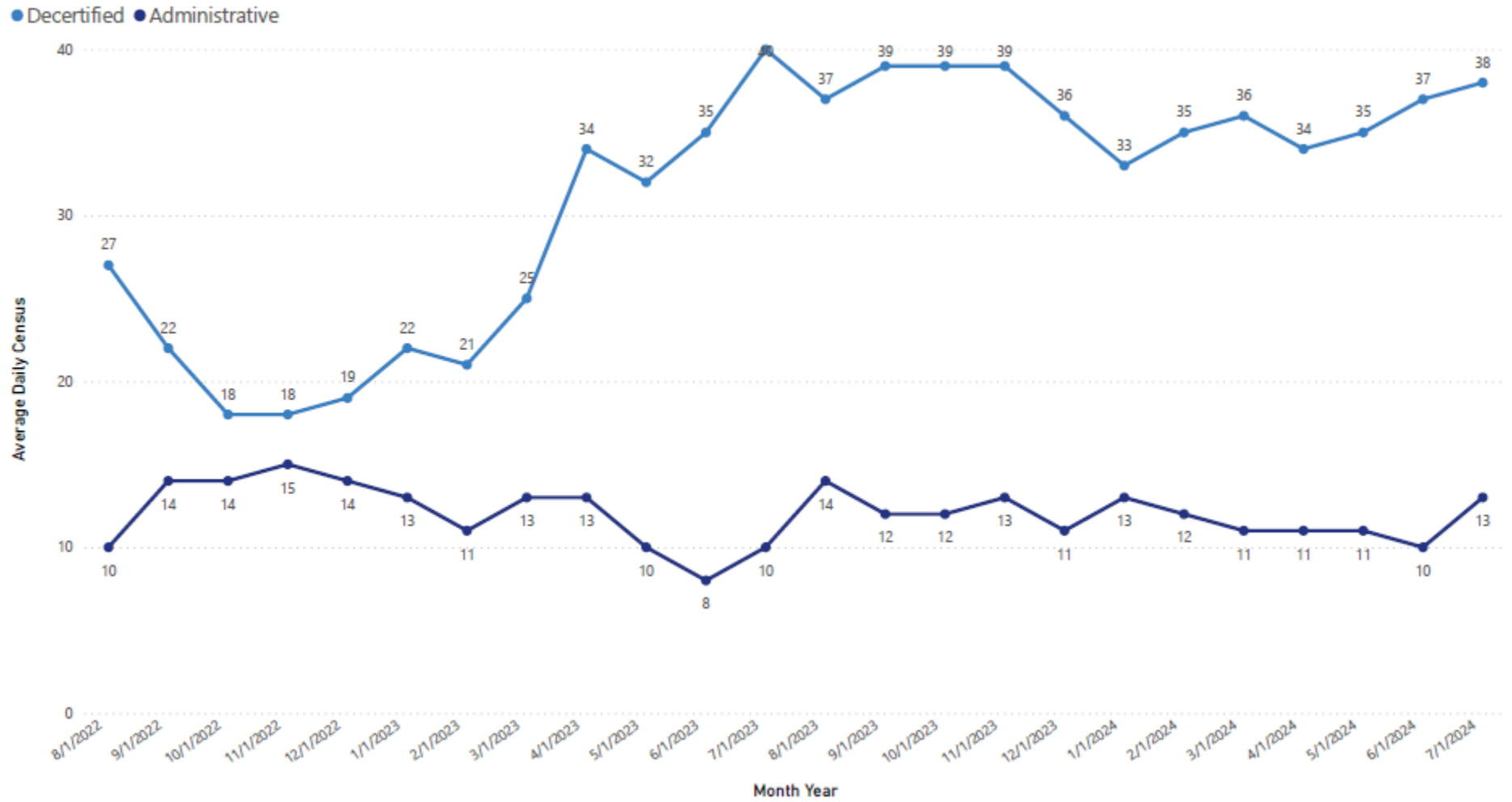
● Custodial ● SNF



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



### Acute Psych (7B & 7C) Lower Level of Care Average Daily Census





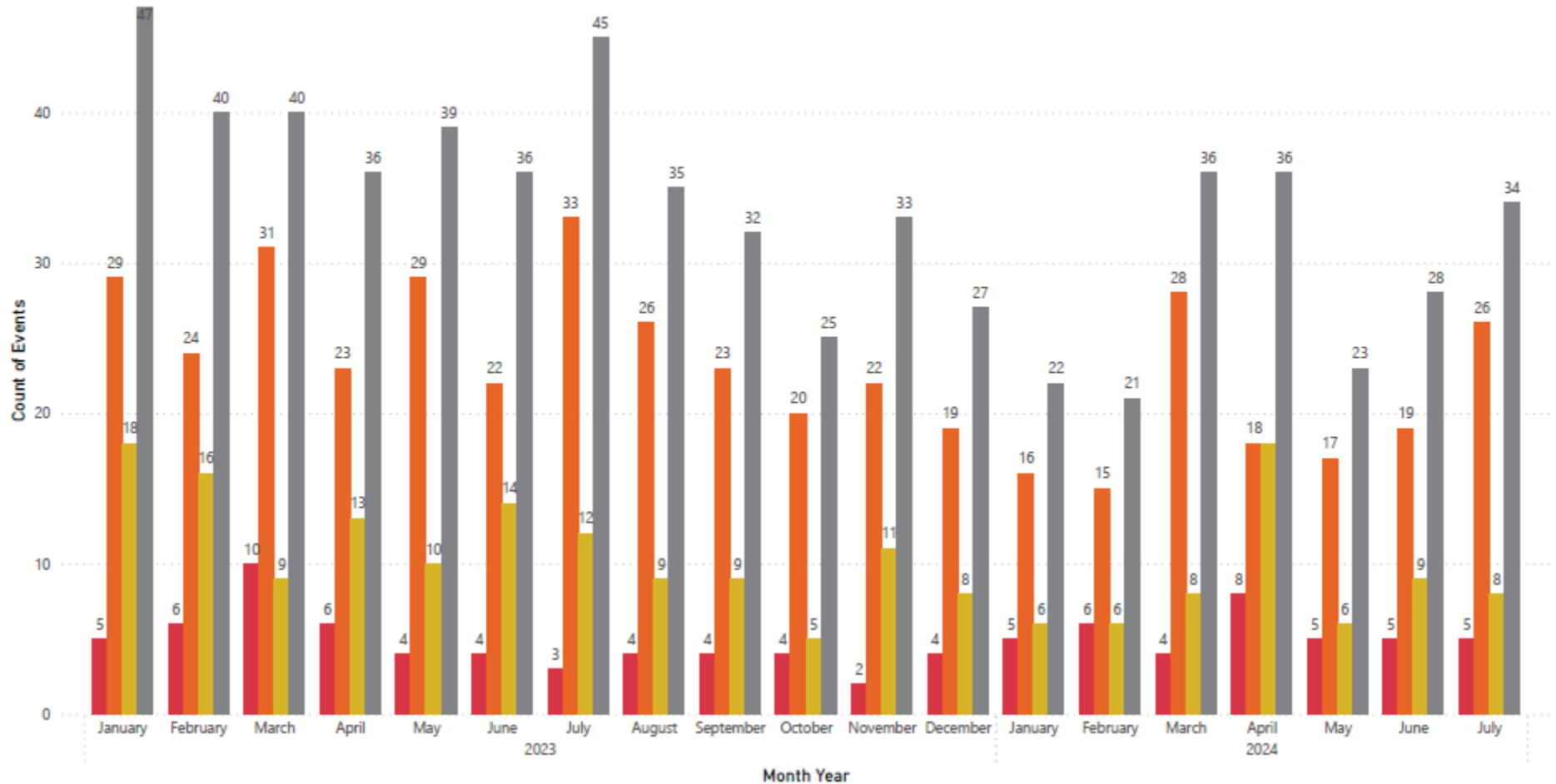
# SAFETY

## Workplace Violence Activity\*

\*Workplace Violence data is from ZSFG's SAFE system

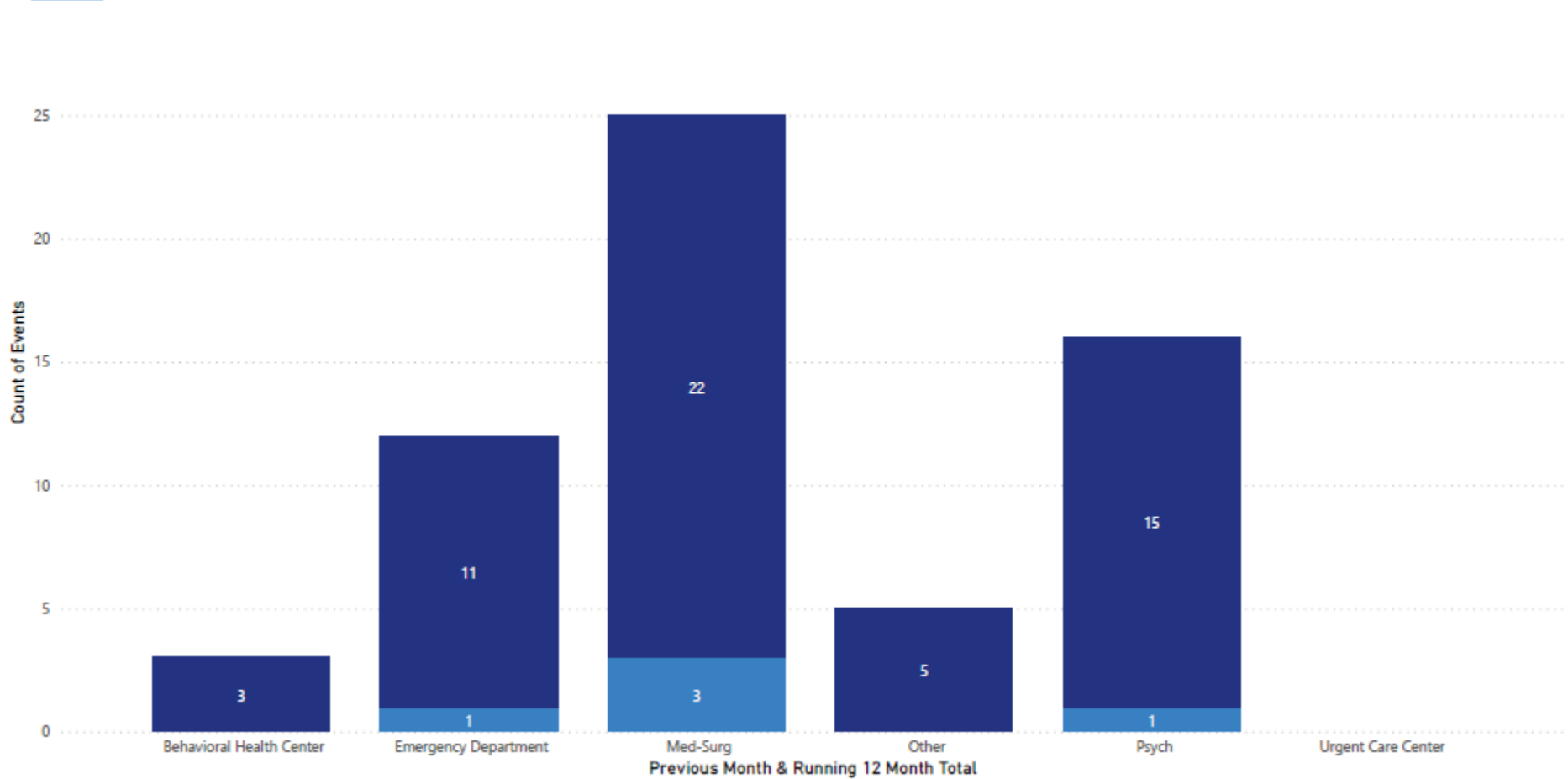
### ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24

● 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 (2024-07) ● Running Total (Previous 12 Months)

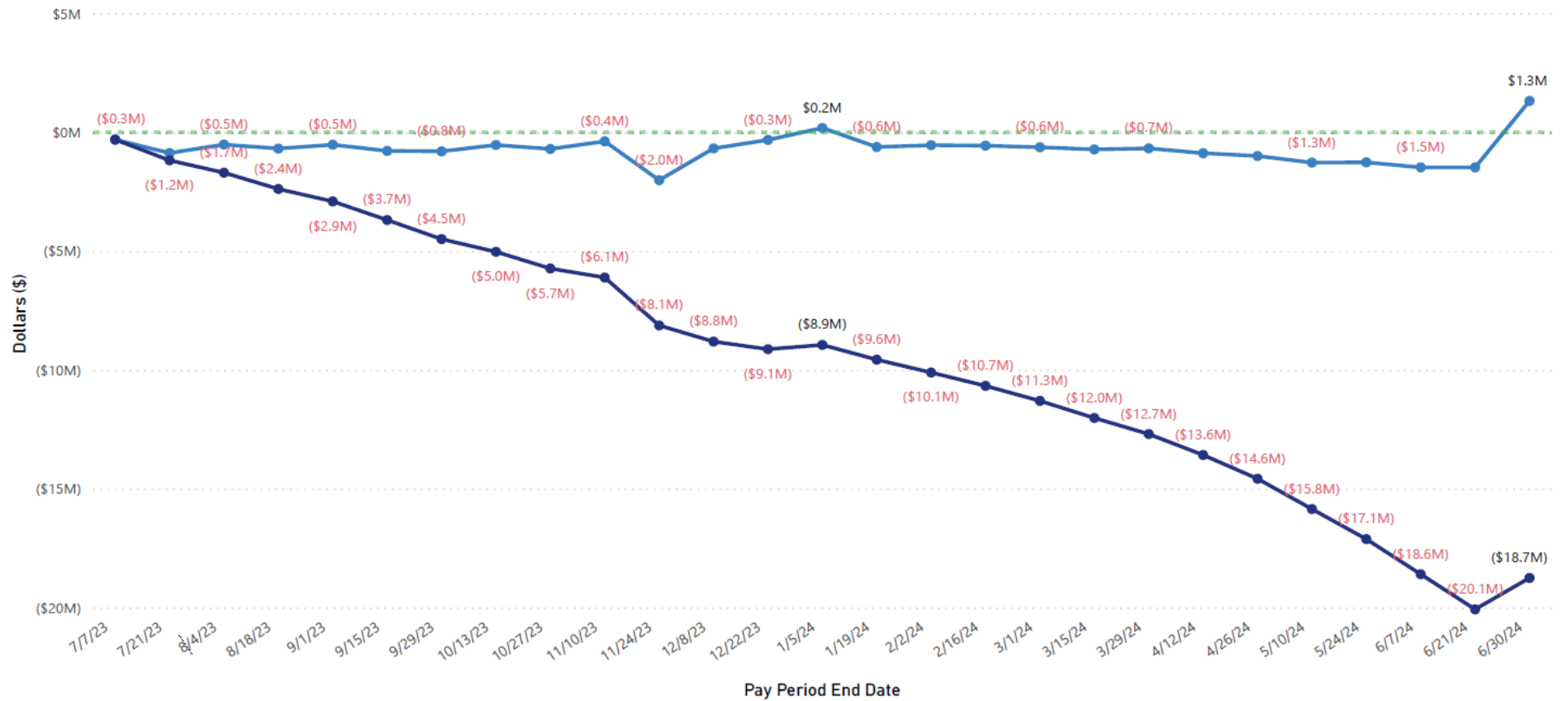


# FINANCIAL STEWARDSHIP Salary Variance

## 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



\*Please note that Salary information is being updated for FY4/25