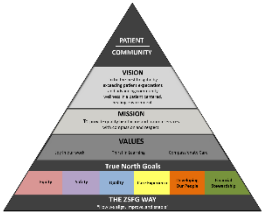


# Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on September 24, 2024

ZSFG Executive Team Report

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## EQUITY

### 1. Human Milk Drive



In honor of National Breastfeeding Awareness Month, the Labor and Delivery team hosted a successful Milk Drive! This is the first known Milk Drive event in San Francisco. As the first Baby-Friendly Certified hospital in the city, ZSFG wants to ensure that all babies get the healthiest start in life, no matter where they are or their situation. This designation demonstrates the hospital's commitment to providing the best possible support for breast/chest feeding. ZSFG goes through an extensive recertification process every five years, which includes staff training and quality improvement projects, and thanks to our outstanding team, we were just recertified again this year. ZSFG is committed to providing equitable care and looks forward to hosting similar events in the future.

This event is a great opportunity to bring attention to the importance and benefits of breast milk, especially to lactating patients at clinics within the San Francisco Health Network (SFHN). The event, a partnership with Mother's Milk Bank of California, took place on the ZSFG campus and attracted many donors and supporters. Mother's Milk Bank distributes human donor milk to more than 60 percent of California's neonatal intensive care units (NICUs) and to babies and families in need across the U.S. While most recipients are premature infants in NICUs, the bank also supports babies who are adopted, in foster care, born to surrogate or gender-diverse parents, or whose mothers have passed away. Just two tablespoons of human milk can help a baby in need thrive and just one quarter of an ounce amounts to one feeding in the NICU. ZSFG collected 3,135 ounces of human milk from 23 donors that will be donated to babies and families in the Bay Area and across the country.

ZSFG is grateful to all the donors who participated and those who stopped by ask questions or to share their support in providing equitable care for all. Shout out to Amalia Deck and Catalina Perez, ZSFG's Lactation Nurses, for spearheading and coordinating the event and Jessica O'Rourke and Shilu Ramchand, Nurse Managers and Dr. Susan Ehrlich and Gillian Otway, CEO and CNO for their leadership.



## CARE EXPERIENCE

### 2. ZSFG's Addiction Champions Prevent Overdoses and Save Lives

The statistics on drug overdose deaths in the U.S. are staggering. More than 100,000 people died of a preventable overdose in 2023—twice the number of 2015. The prevalence of fentanyl in the illicit drug supply is largely driving overdose deaths. And San Francisco, like many cities, has been hit hard by this crisis. However, there is some promising news to share: In July, the city experienced a drop in fatal overdoses for the second month in a row.

Leading up to International Overdose Awareness Day on August 31st, ZSFG and DPH are hosting events to bring our community together to raise awareness and learn how to prevent overdoses and deaths. Hopefully, the collective efforts will help this downward trend continue.

ZSFG plays a central role in DPH's robust response to the crisis every day and has been for decades. For more than 50 years, the Opiate Treatment Outpatient Program/Ward 93, has been offering medication treatment, counseling, specialty HIV care, and hepatitis C treatment for San Franciscans with opioid use disorder. Bridge Clinic provides specialty addiction care including evidence-based medication for substance use disorders (SUD) and referrals to behavioral health to residents across the health network. Team Lily provides interprofessional care to pregnant and perinatal residents with SUD. The Emergency Department is now prescribing buprenorphine, a drug that reduces the intense discomfort of opioid withdrawal, to help patients who come to the ED in acute overdose situations get started on the path to recovery from substance use disorder.

This year, in collaboration with the Addiction Care Team (ACT), the ZSFG Birth Center trained six nurses in addiction medicine. These nurses, led by Kelly Brandon, MSN, RNC, CNS, IBCLC, became ACT Nurse Liaisons (ACTNL). They are completing coursework to become Certified Addiction Registered Nurses (CARN), thanks to San Francisco General Hospital Foundation support.

The ACT Nurse Liaison Program will expand the program to other units. This program was inspired by the Palliative Care Nurse Liaison Program at ZSFG and the Nursing Addictions Fellowship at Boston Medical Center. ZSFG aspires to have ACTNLs in every unit to support both our patients and staff.



## FINANCIAL STEWARDSHIP

### 3. Meeting Budgeting Targets

ZSFG's priority is to provide excellent care in a safe and welcoming environment that benefits both patients and staff. Despite continued challenges to the City's General Fund revenues, ZSFG will experience minimal impacts, thanks in large part to the unwavering support from DPH, SFHN, and the City, who recognize the crucial work that happens at ZSFG.

ZSFG identified and implemented several key efficiencies to meet mandatory budget reductions including:

- Streamlining positions: ZSFG identified operational efficiencies through reorganization and elimination of vacant, hard-to-fill positions with minimal impact on services.
- Adjusted budgets for updated cost projections: ZSFG reviewed and revised budget allocations based on updated cost projections data to ensure alignment with current financial reality.
- Leveraging revenues: ZSFG made every effort to leverage anticipated revenue growth to minimize service impacts.

These efforts allowed ZSFG to invest in critical areas that enhance our services and patient care. Some significant achievements include:

- Funding the 9th operating room: The addition of a new operating room increases our capacity for surgeries, reducing wait times and improving access to essential surgical care.
- Expansion of Specialty Pharmacy Services: By broadening the specialty pharmacy services, ZSFG can offer more comprehensive medication management and support for patients with complex health needs.
- Permanent funding for the Healthy Steps Program: Secured ongoing support for the Healthy Steps program, which has operated as a pilot program since 2019, ensuring that the hospital can continue offering this vital program that promotes the healthy development of children and supports families in need.
- Addition of 43.6 FTE of new RN positions: Expanding ZSFG nursing staff ensures that the hospital can continue to provide top-tier care for patients.

Looking forward, there are more challenging times ahead. However, the staff at ZSFG has demonstrated that they possess the resilience, creativity, and teamwork necessary to continue to march toward our True North. As always, ZSFG is here for the community, regardless of their ability to pay for services or their immigration status.

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## DEVELOPING OUR PEOPLE 4. New ZSFG Leadership: Angelica Almeida, Ph.D, Chief Integrative Officer

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ZSFG is pleased to announce the appointment of ZSFG Chief Integrative Officer, Angelica Almeida, Ph.D. As the CIO, Dr. Almeida will be a member of the ZSFG Executive Team and be responsible for overseeing all behavioral health services at ZSFG, including Psychiatric Emergency Services, Psychiatric Inpatient Units, the Behavioral Health Center, and community behavioral health services. She will also serve as a dyad leader with the Chief of Psychiatry. This role is critical in supporting hospital operations and linking behavioral health services within our campus, within the San Francisco Health Network and DPH, and also across the city.

Prior to joining the executive team, Angelica served in several roles with the DPH Behavioral Health Services, most recently as the Director of the Adult and Older Adult System of Care. Dr.

Almeida is a clinical psychologist who has worked with individuals across the lifespan, with an expertise in complex trauma and serious mental illness in both community based and forensic settings. She has been instrumental in providing subject matter expertise on court related programs and conservatorship locally and statewide and prioritizes client centered care.

Dr. Almeida received her bachelor's degree in psychology from the University of California Berkeley and her master's and doctoral degrees in clinical psychology from the California School of Professional Psychology, San Francisco.

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## DEVELOPING OUR PEOPLE 5. New ZSFG Leadership: Michele Lee, LCSW, Director of Social Services

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ZSFG would like to congratulate Michele Lee, LCSW in her new role as Director of Social Services. Michele received her Master of Social Welfare degree from University of California at Berkeley and is a licensed clinical social worker. Michele has a rich social work background with over 25 years of experience. She began her career at SFGH in 1998 as an inpatient social worker, gaining experience with our Adult Medicine and Maternal Child Health patient population. During that time, she was active in orienting new staff and participating in Quality Improvement in those areas.

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In 2007, Michele left SFDPH but stayed within the Bay Area public health sector. She gained experience with elder and dependent adult populations as a Social Worker with San Mateo County Aging and Adult Services specifically with Adult Protective Services. Michele's career development continued with a leadership position with the Health Plan of San Mateo.

Michele returned to ZSFG in 2020 as a Medical Social Work Supervisor in the Department of Care Coordination. She led her team through Covid-19 mitigation efforts, ensuring safe patient transfer and discharge. She was instrumental in improving patient flow during that critical time. Most recently, Michele has been in an acting role as Director of Social Services for the Department of Care Coordination. She excelled in this role, quickly navigating all aspects of operations and functions of Medical Social Services and Social Medicine at ZSFG. Michele is a valued member of the Department of Care Coordination who has shown consistent growth in her clinical expertise over her years of practice. She is a strong advocate of equitable, patient-centered care.




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## DEVELOPING OUR PEOPLE

### 6. Enhancing UCSF Faculty Experience at ZSFG

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As ZSFG upholds commitment to providing high-quality healthcare, it is essential that we also focus on the well-being and satisfaction of the staff. Similar to the DPH staff engagement surveys, UCSF has been collecting data on workplace satisfaction of faculty at ZSFG since 2020. Faculty members are vital to the ZSFG mission, and with four years of data available, leaders can better understand trends and areas needing attention.

ZSFG's burnout rates consistently remain below national averages in healthcare, including UCSF Health physicians. Nationally, the burnout rate stands at 49 percent, while 39 percent of ZSFG faculty reported experiencing burnout, down from 47 percent last year, the highest point.

In addition to quantitative data, leaders also gather qualitative insights by asking faculty what is working, and what keeps them here. The responses highlight ZSFG's strong commitment to community and mission as key drivers of satisfaction.

Though survey results show our highest scores to date in this area, there are others where there is room for improvement. One significant area of focus is providing more support through staffing. DPH HR has been working hard to fill positions, resulting in the lowest vacancy rate in years, especially among nurses. The leaders will continue to work with HR to fill positions, including 43.6 newly added nursing positions in this year's budget.

Looking ahead, UCSF leadership will reach out to faculty with more detailed information on the survey results and how they plan to address them. Susan is excited about future opportunities to connect with the faculty in more meaningful ways and continue this important work.

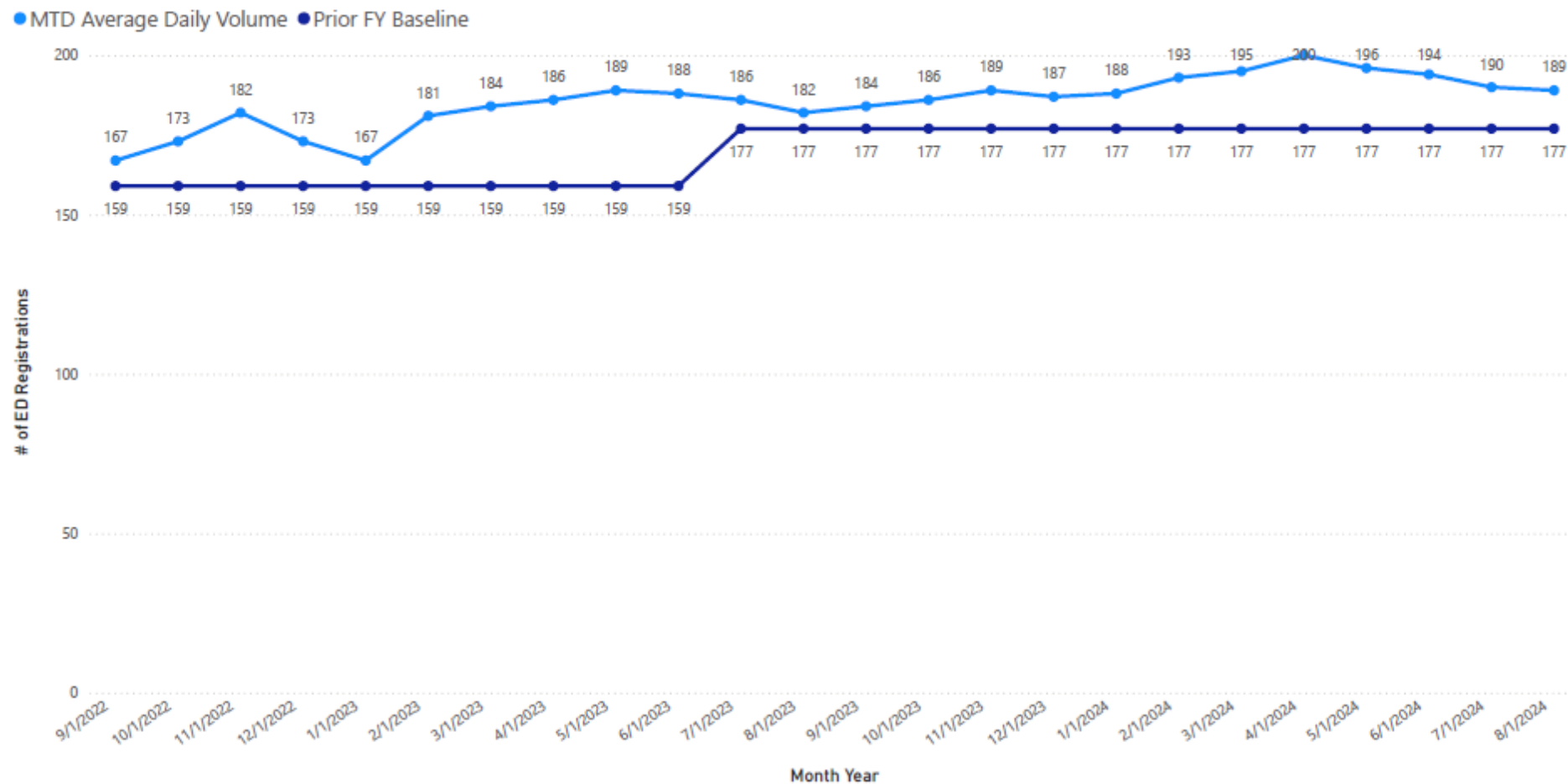
The hospital thrives because of the strong partnership between DPH and UCSF. Every individual here is valued, and leadership will continue to find ways to ensure that everyone feels seen, supported, and empowered in their roles.

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# QUALITY

## Emergency Department Activities

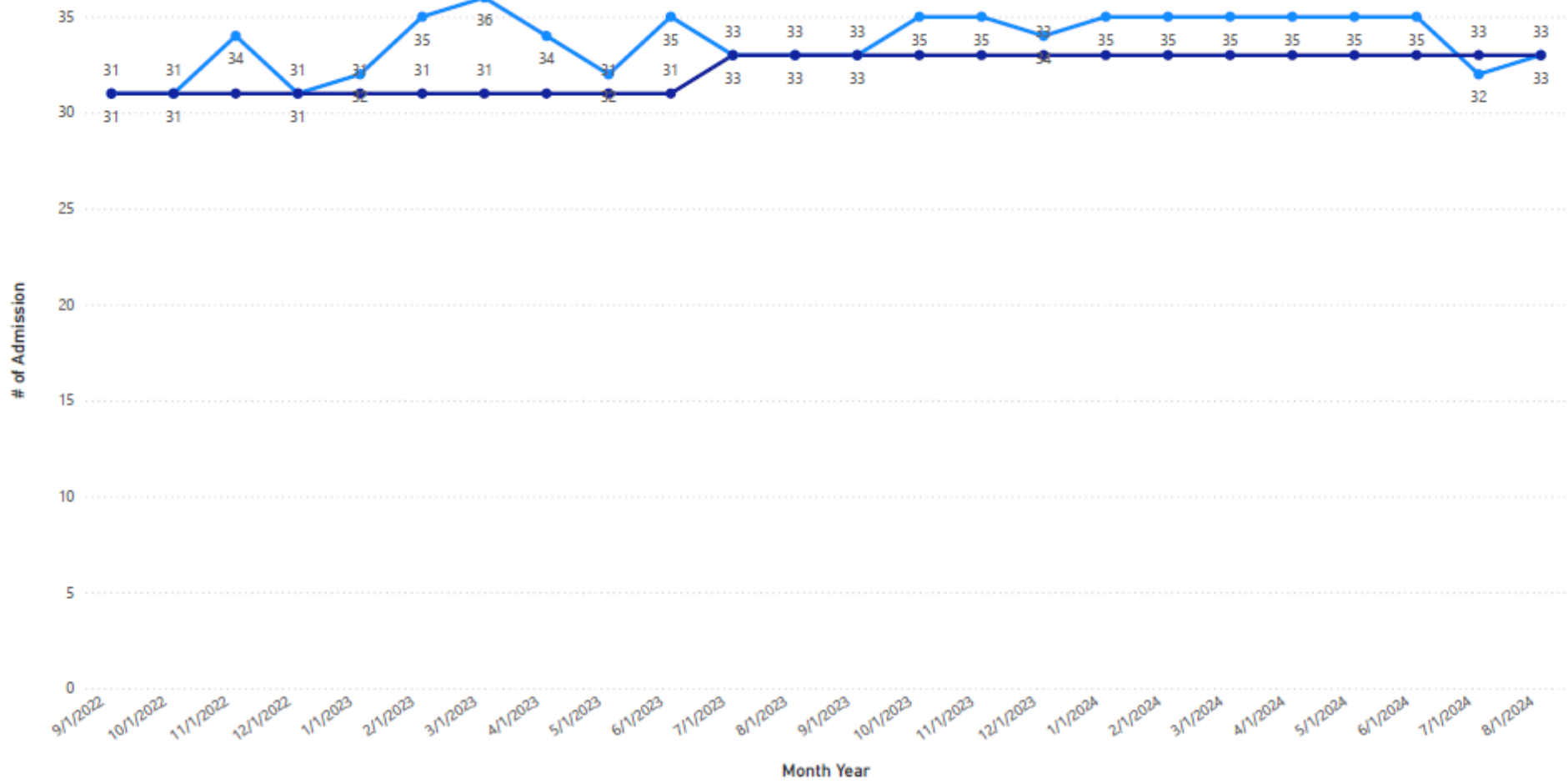
### Average Daily Volume





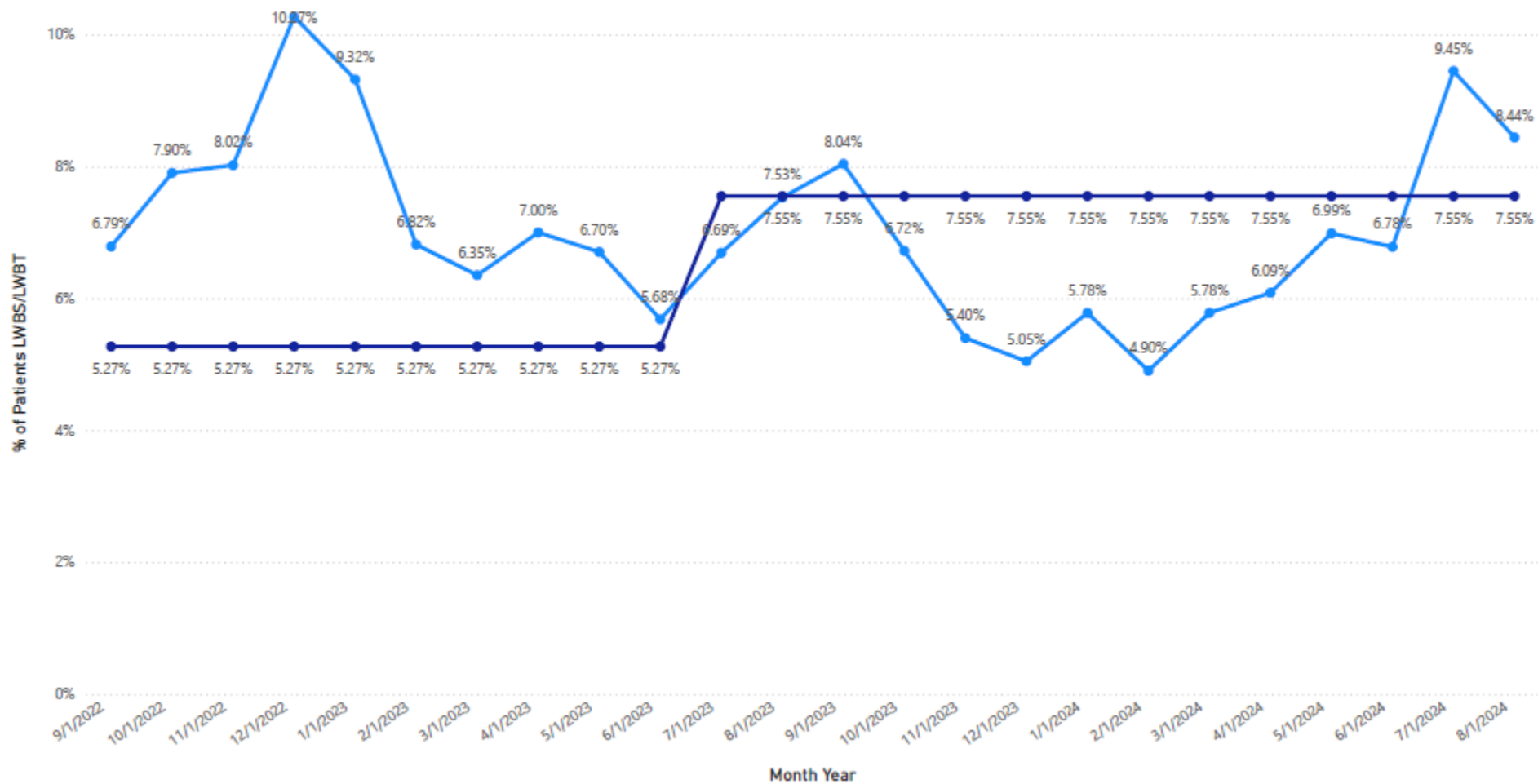
### Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline



## % LWBS/LWBT

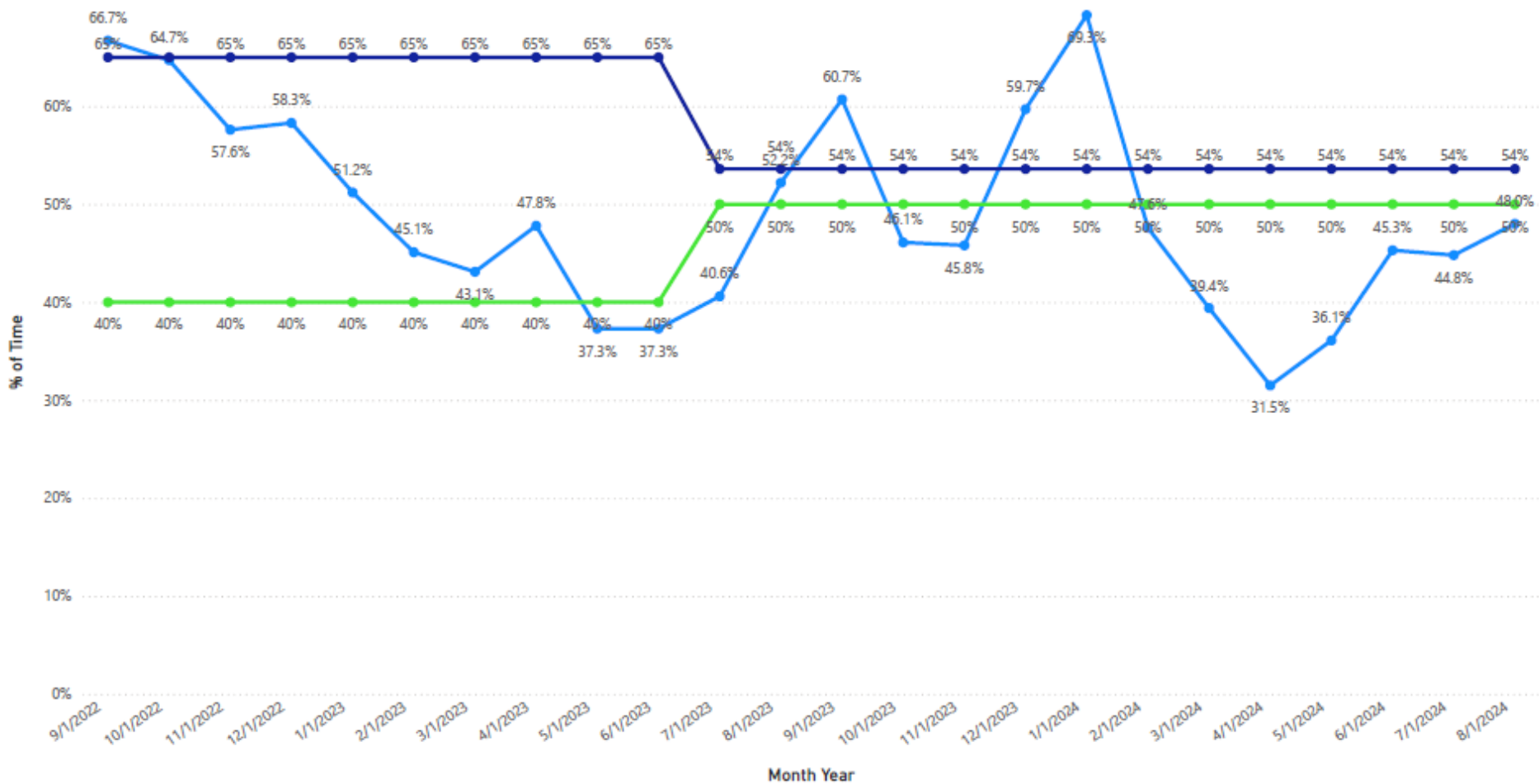
● MTD % LWBS/LWBT ● Prior FY Baseline





## % Diversion

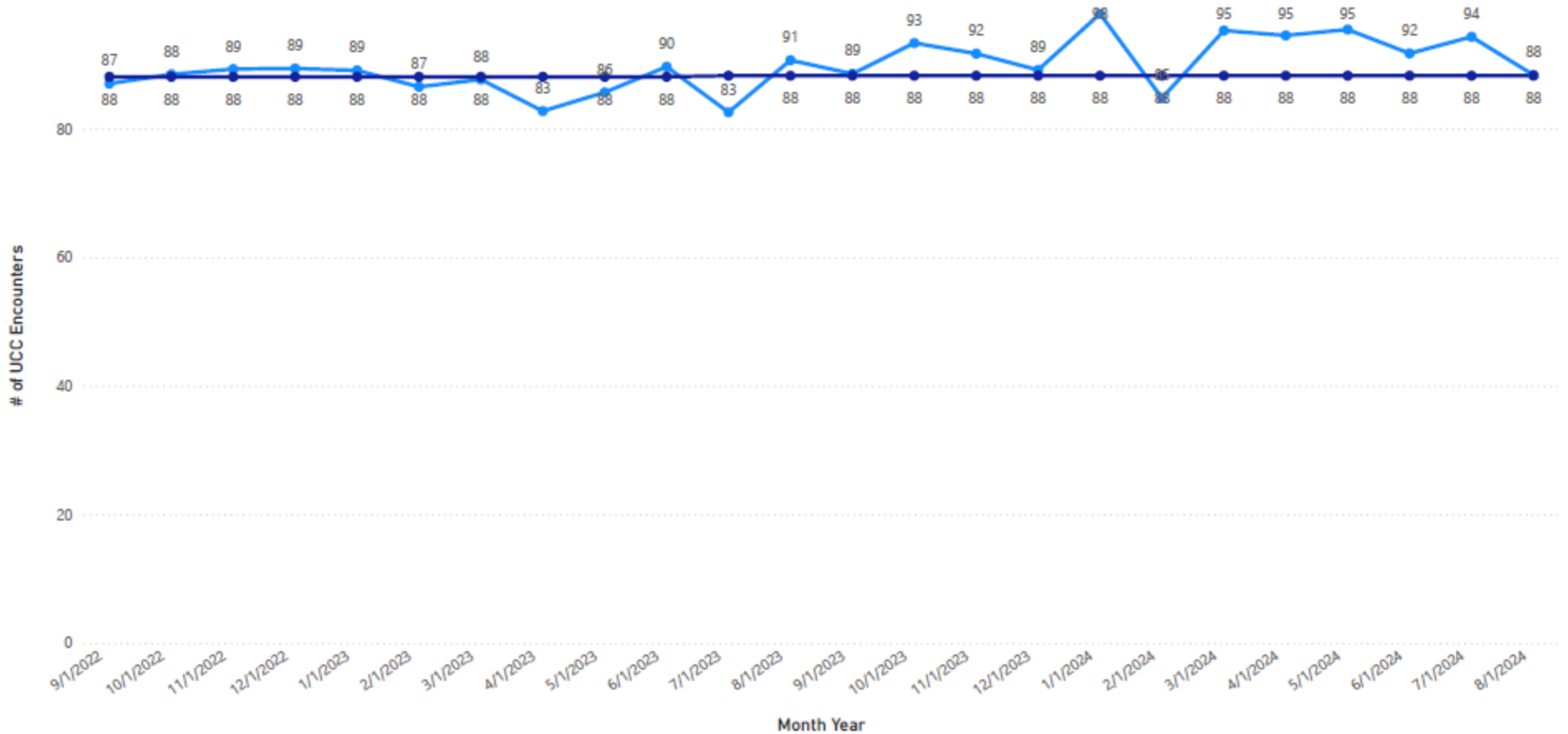
● MTD % Diversion ● Prior FY Baseline ● Target



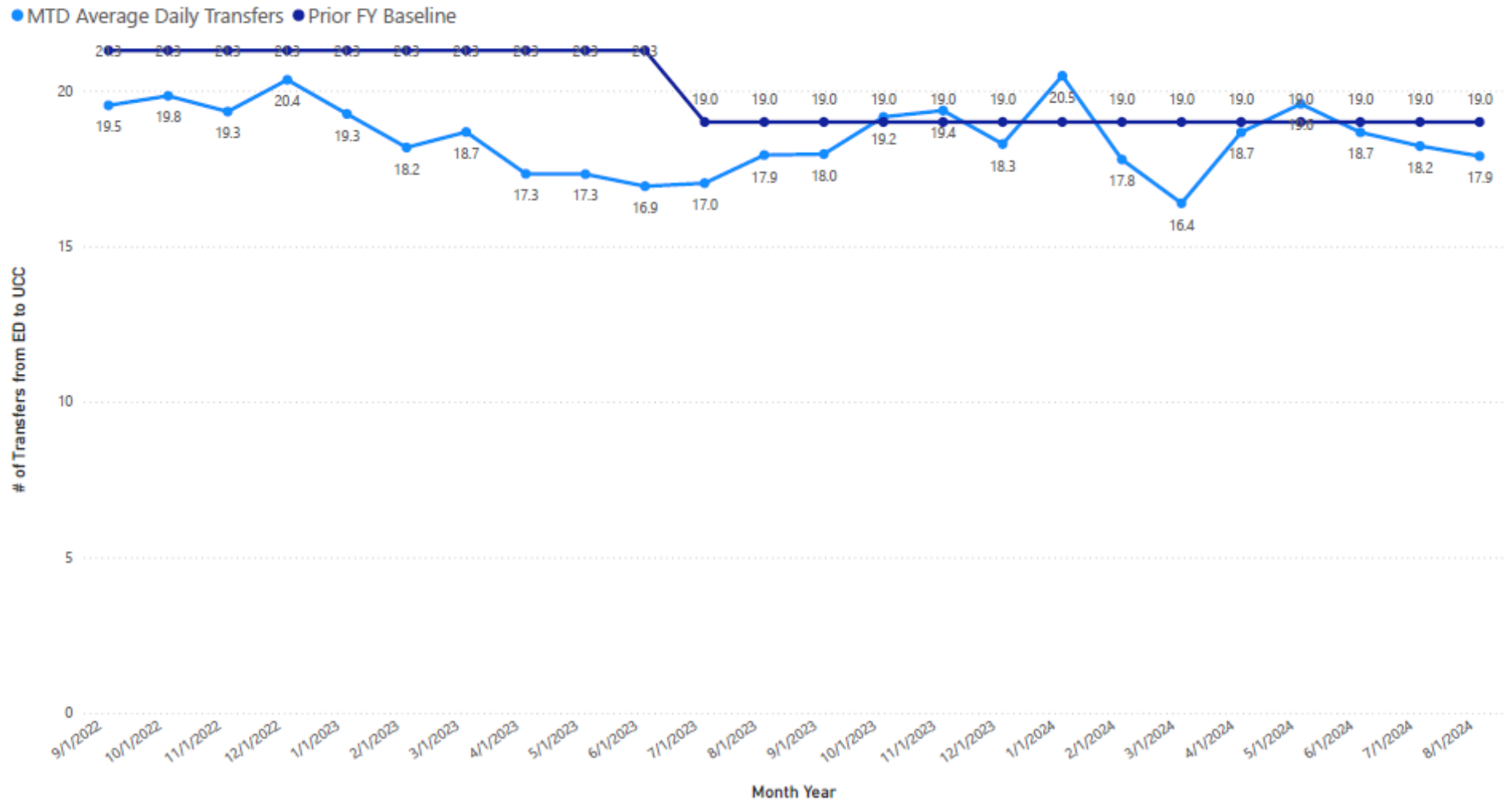
# QUALITY Urgent Care Clinic Activities

## Average Daily UCC Encounters

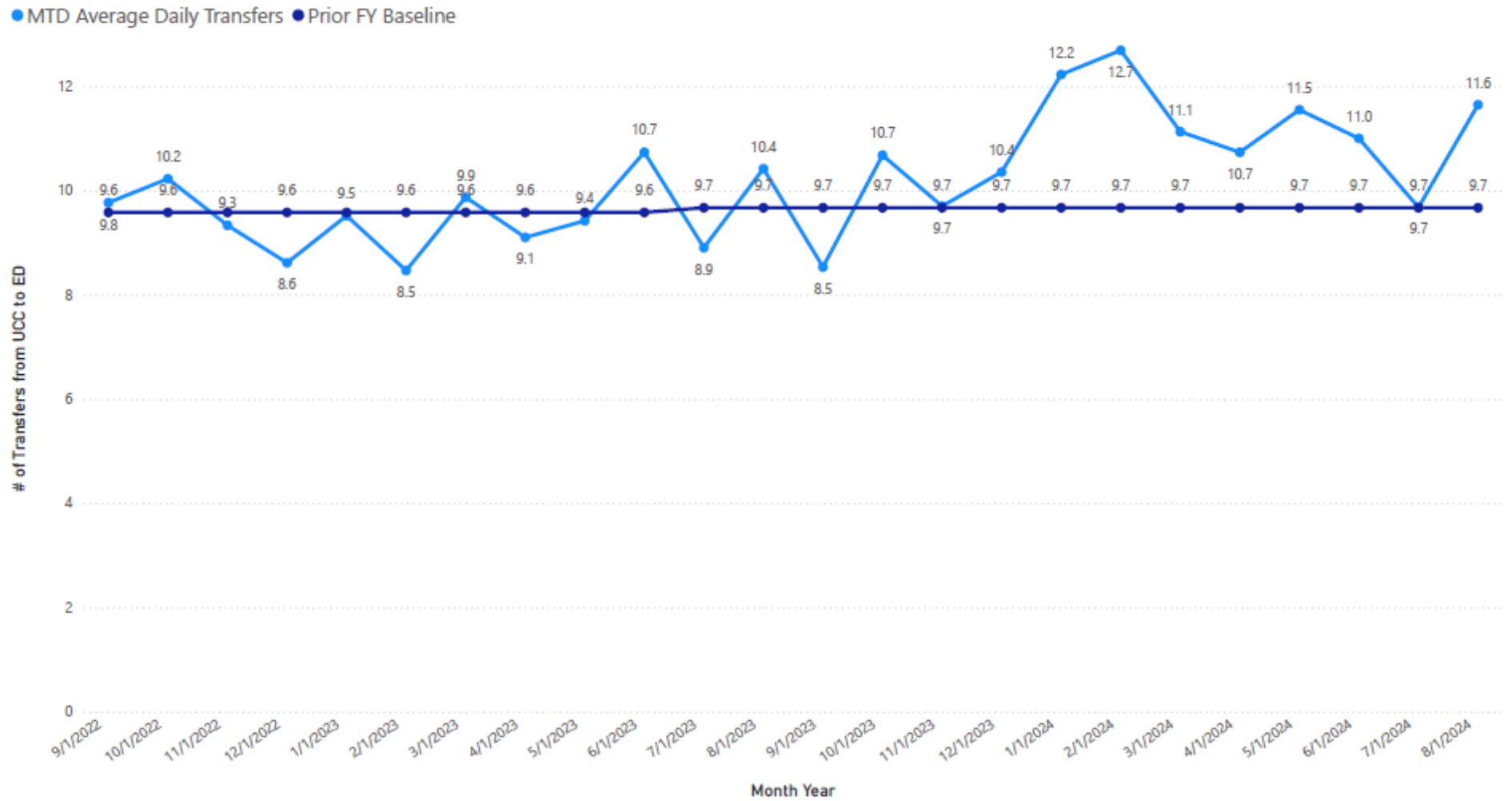
● MTD Daily UCC Encounters ● Prior FY Baseline



### Average Daily Transfers from ED to UCC



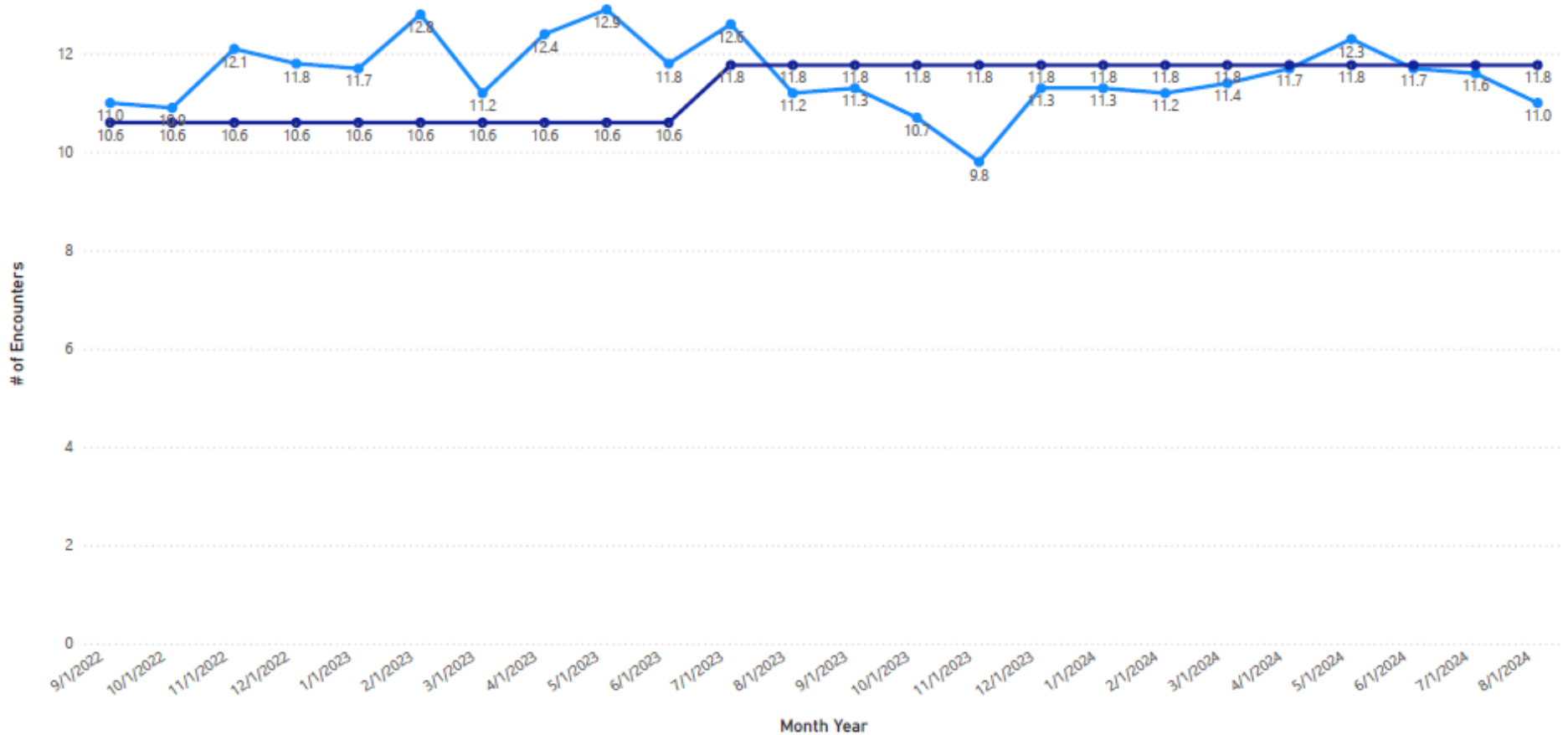
## Average Daily Transfers from UCC to ED



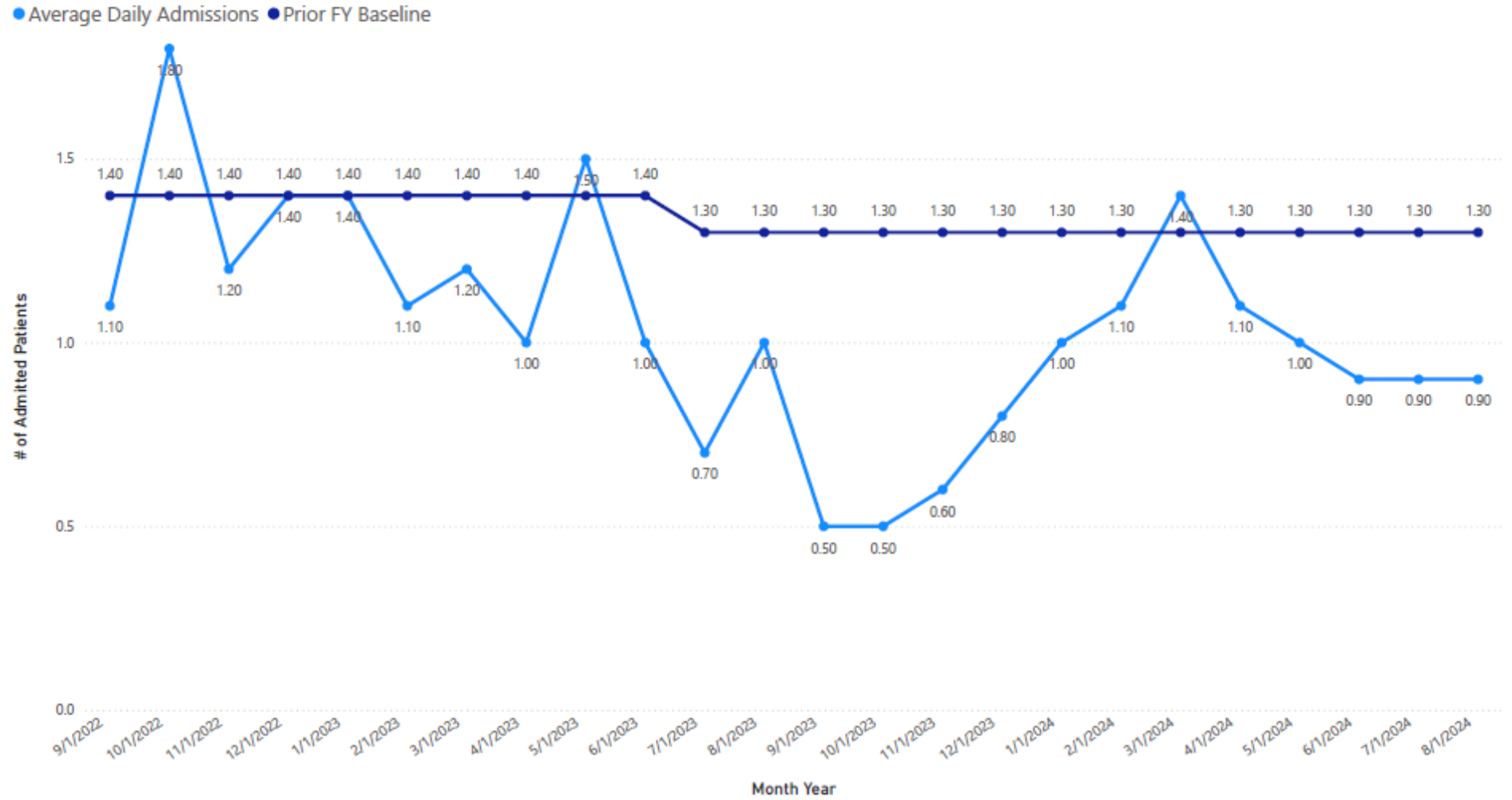
# QUALITY Psychiatric Emergency Services Activities

## Average Daily PES Encounters

● Average Daily Encounters ● Prior FY Baseline

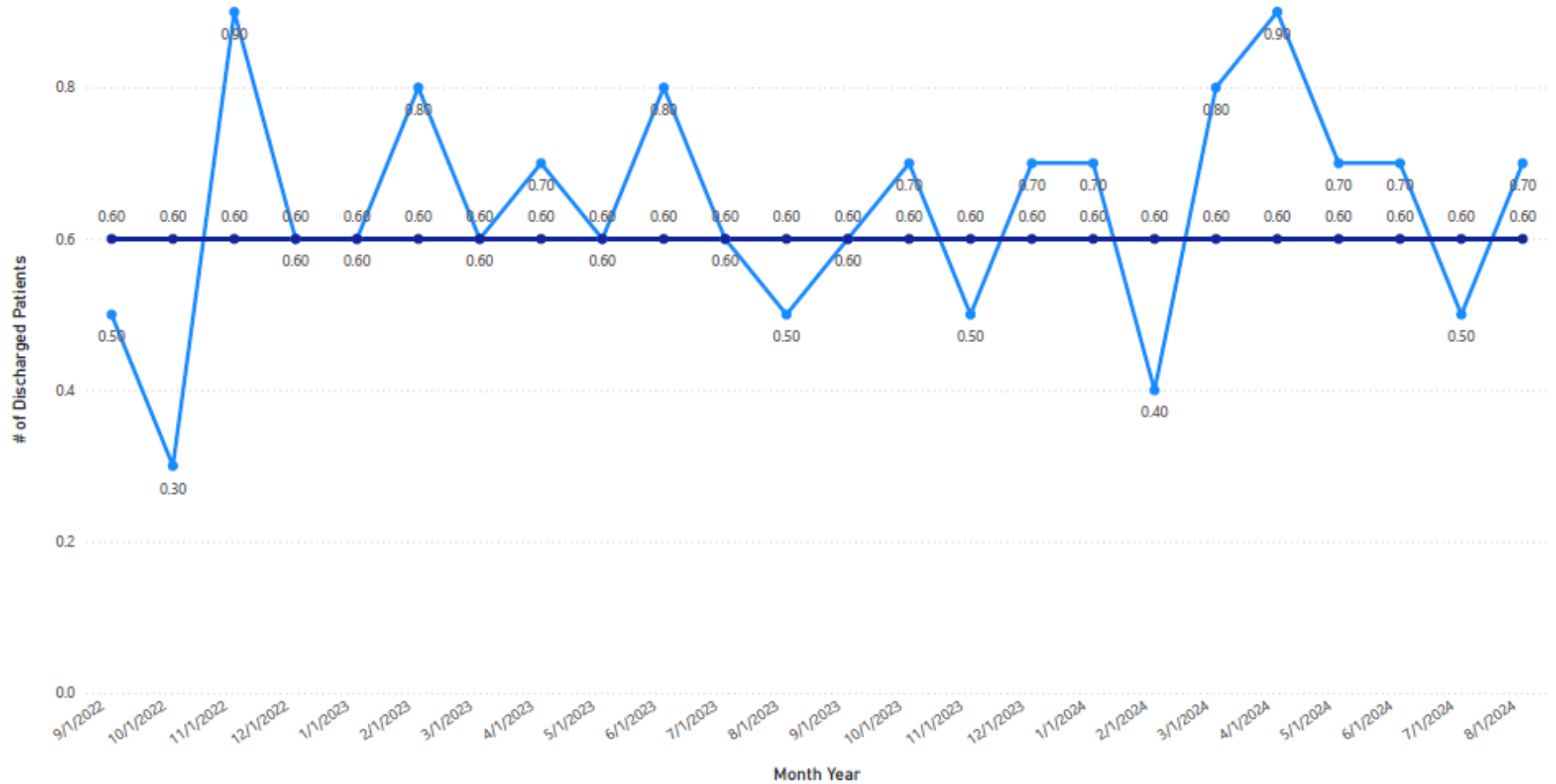


## Average Daily Admissions to Inpatient Psych (7B & 7C) from PES



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

● Average Daily Discharges ● Prior FY Baseline





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# QUALITY

## Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 192.3 which is 112.46% of budgeted staffed beds and 104.51% of physical capacity. 41.55% of the Medical/Surgical days were lower level of care days: 9% administrative and 32.55% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 30.1 which is 107.5% of budgeted staffed beds and 51.9% of physical capacity of the hospital.

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

Average Daily Census of MCH was 36 which is 120% of budgeted staffed beds and 85.71% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

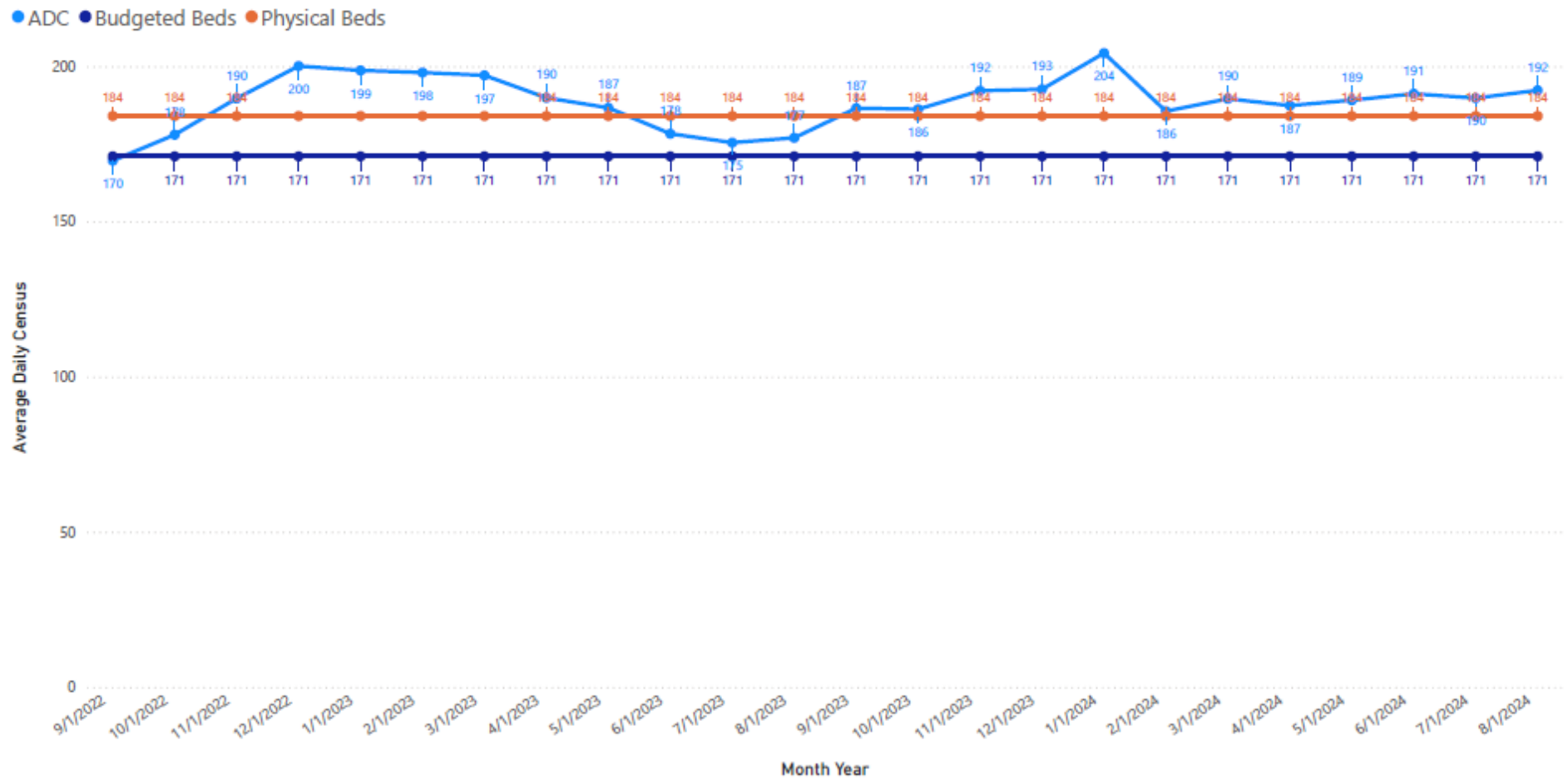
Average Daily Census for Psychiatry beds, excluding 7L, was 42.6 which is 96.82% of budgeted staffed beds and 63.58% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.7, which is 81.43% of budgeted staffed beds (n=7) and 47.5% of physical capacity (n=12).

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

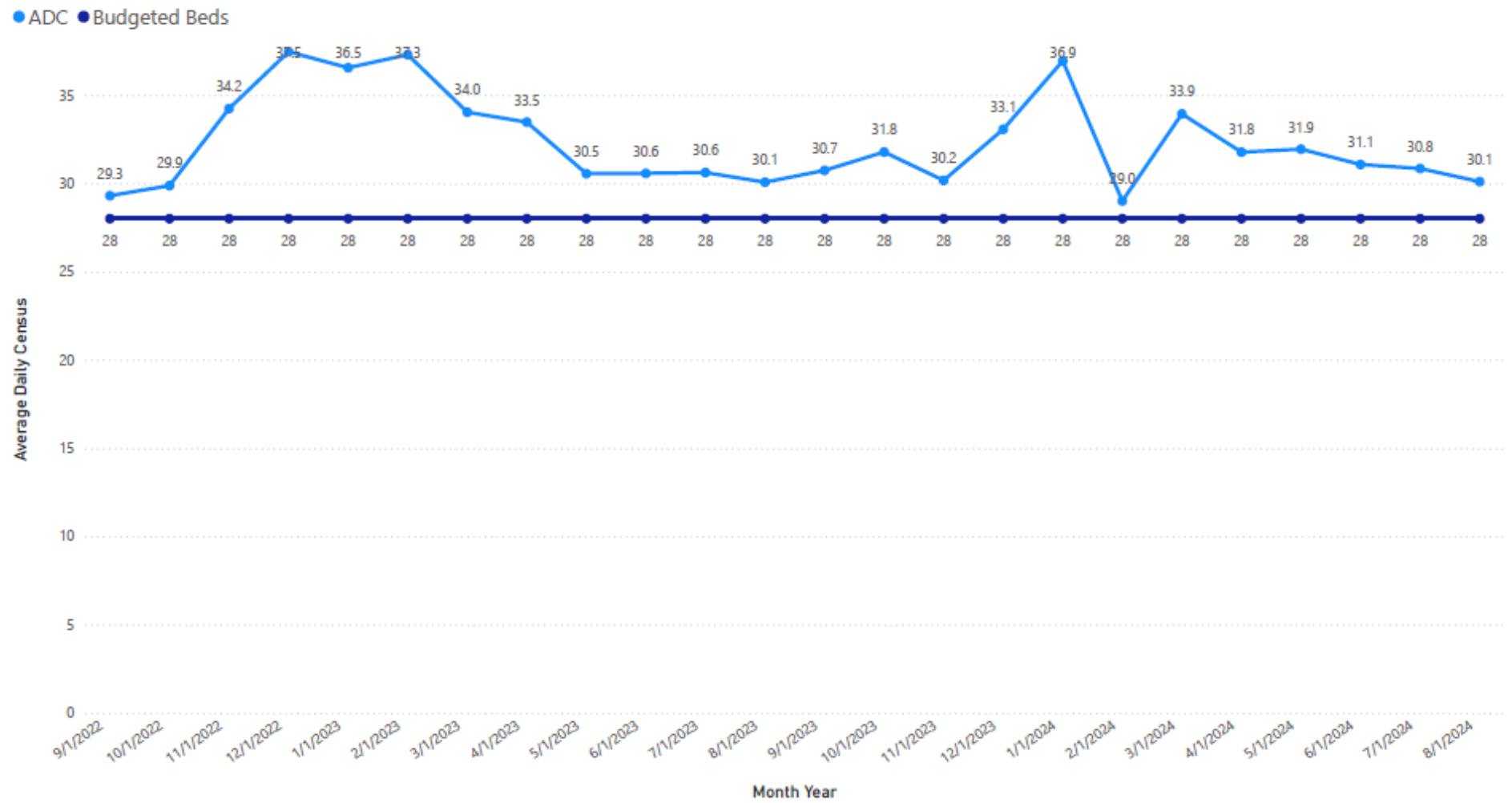
Average Daily Census for our skilled nursing unit was 9.7, which is 33.57% of our budgeted staffed beds and 31.33% of physical capacity.

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

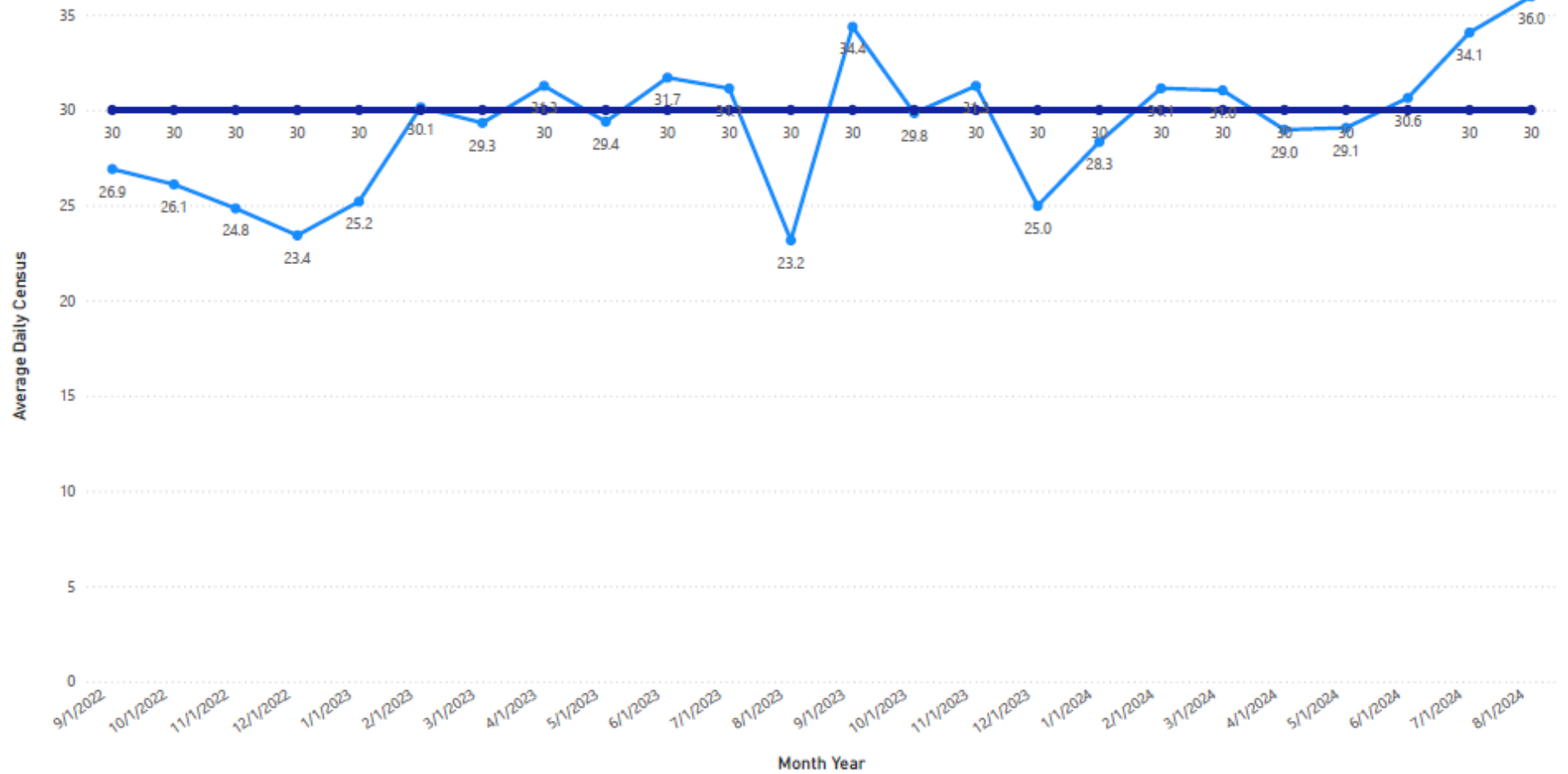


## Intensive Care Unit Average Daily Census

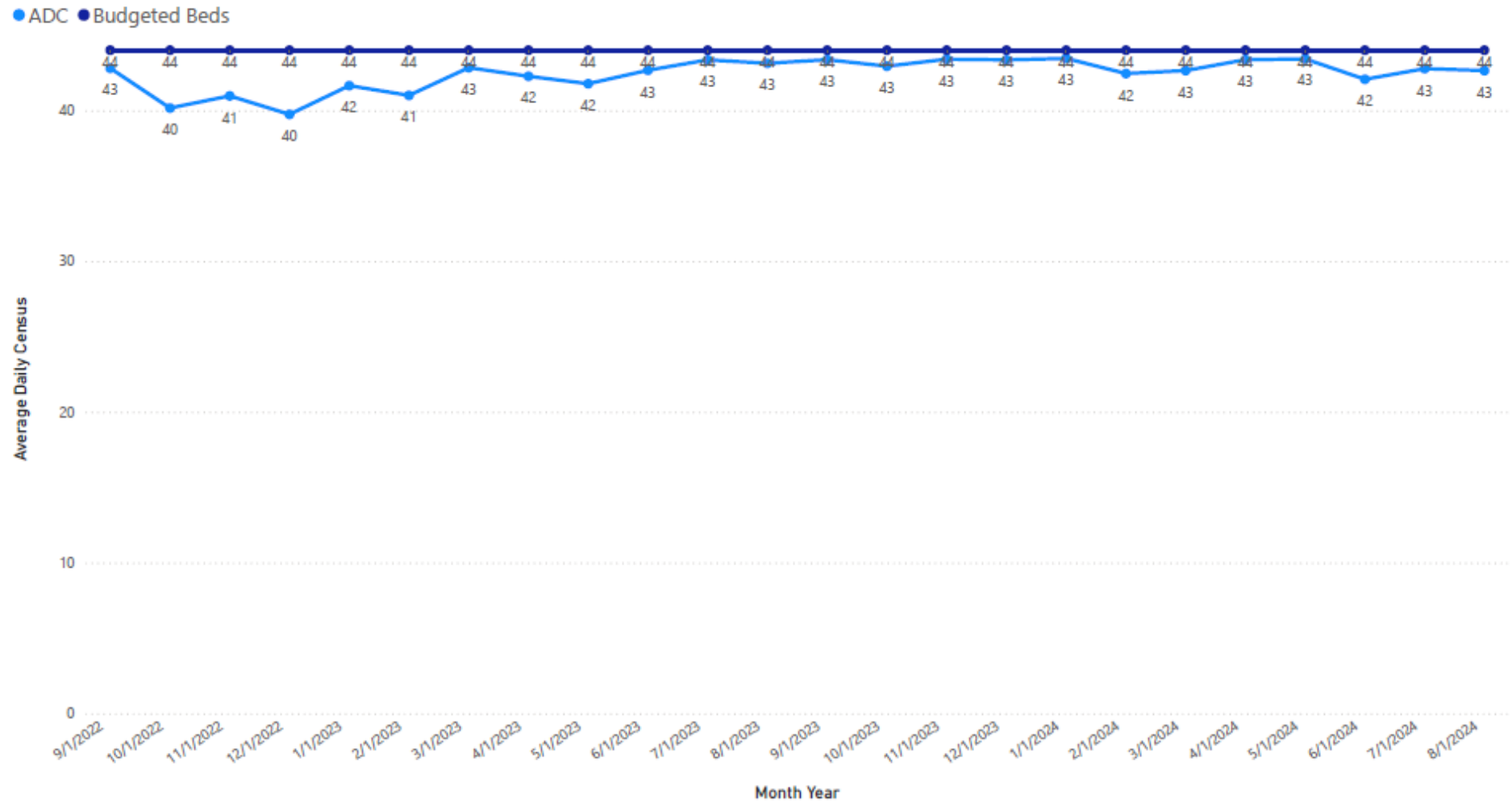


## Maternal Child Health Average Daily Census

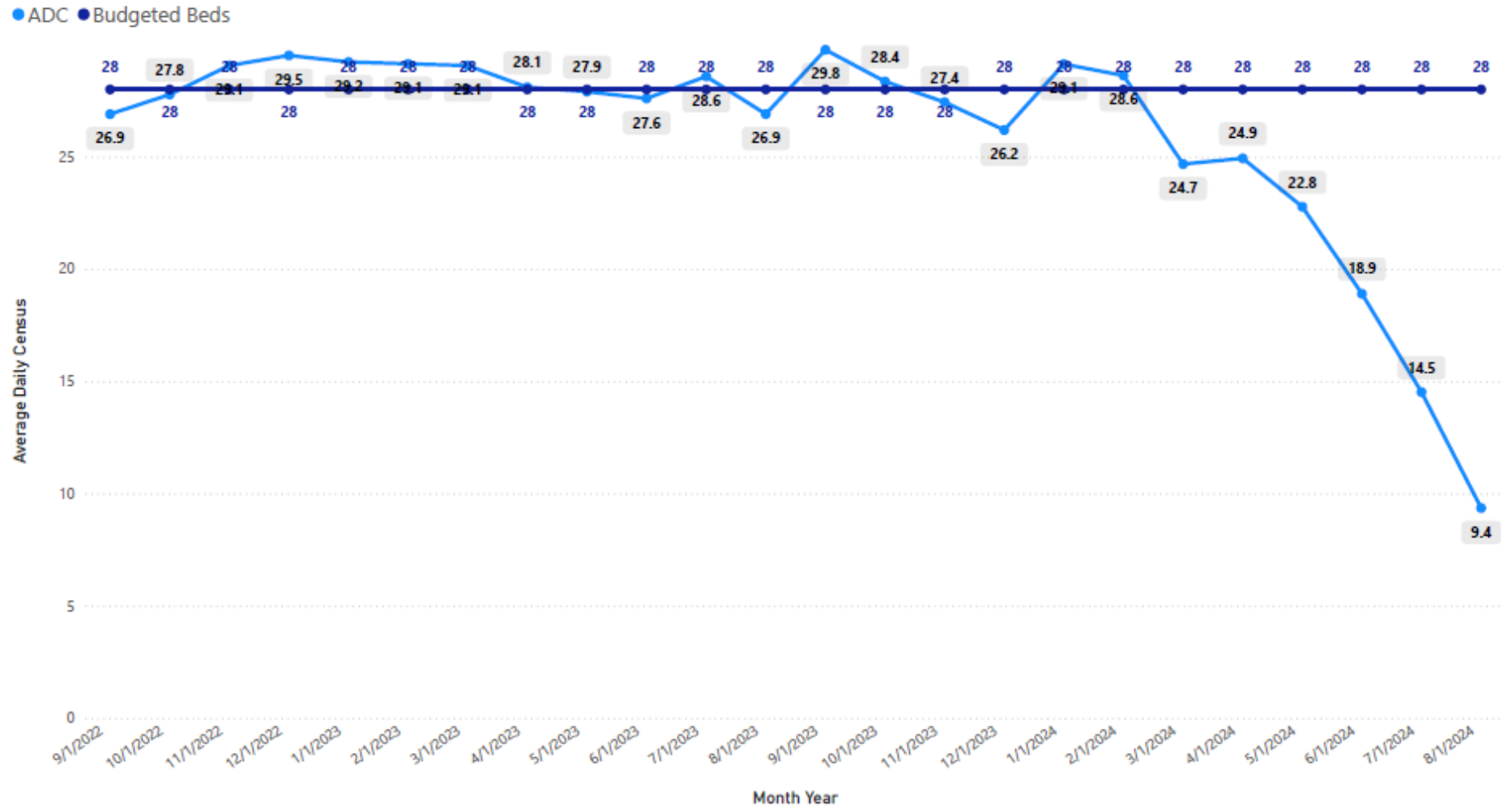
● ADC ● Budgeted Beds



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



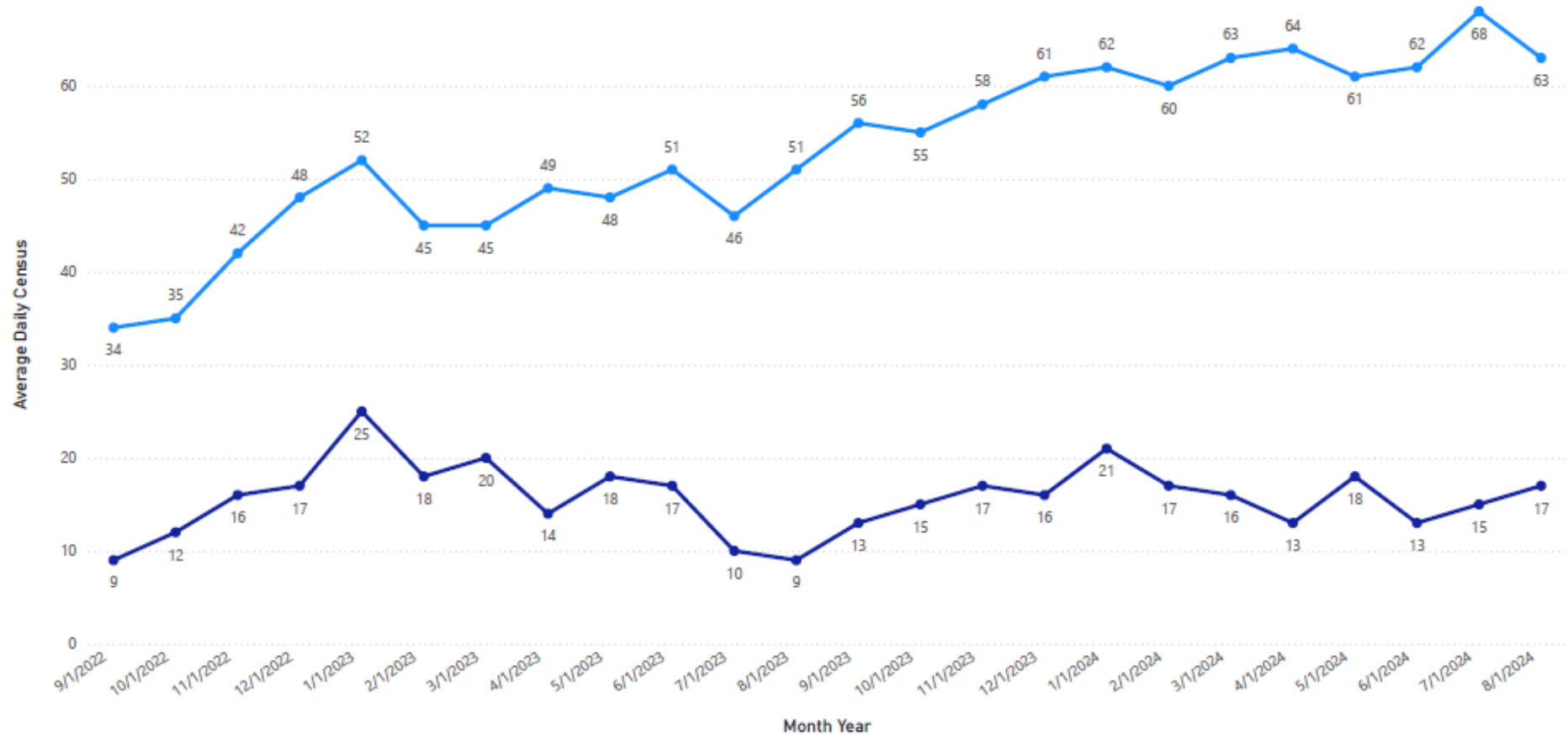
### 4A Skilled Nursing Facility Average Daily Census



# QUALITY Lower Level of Care Average Daily Census

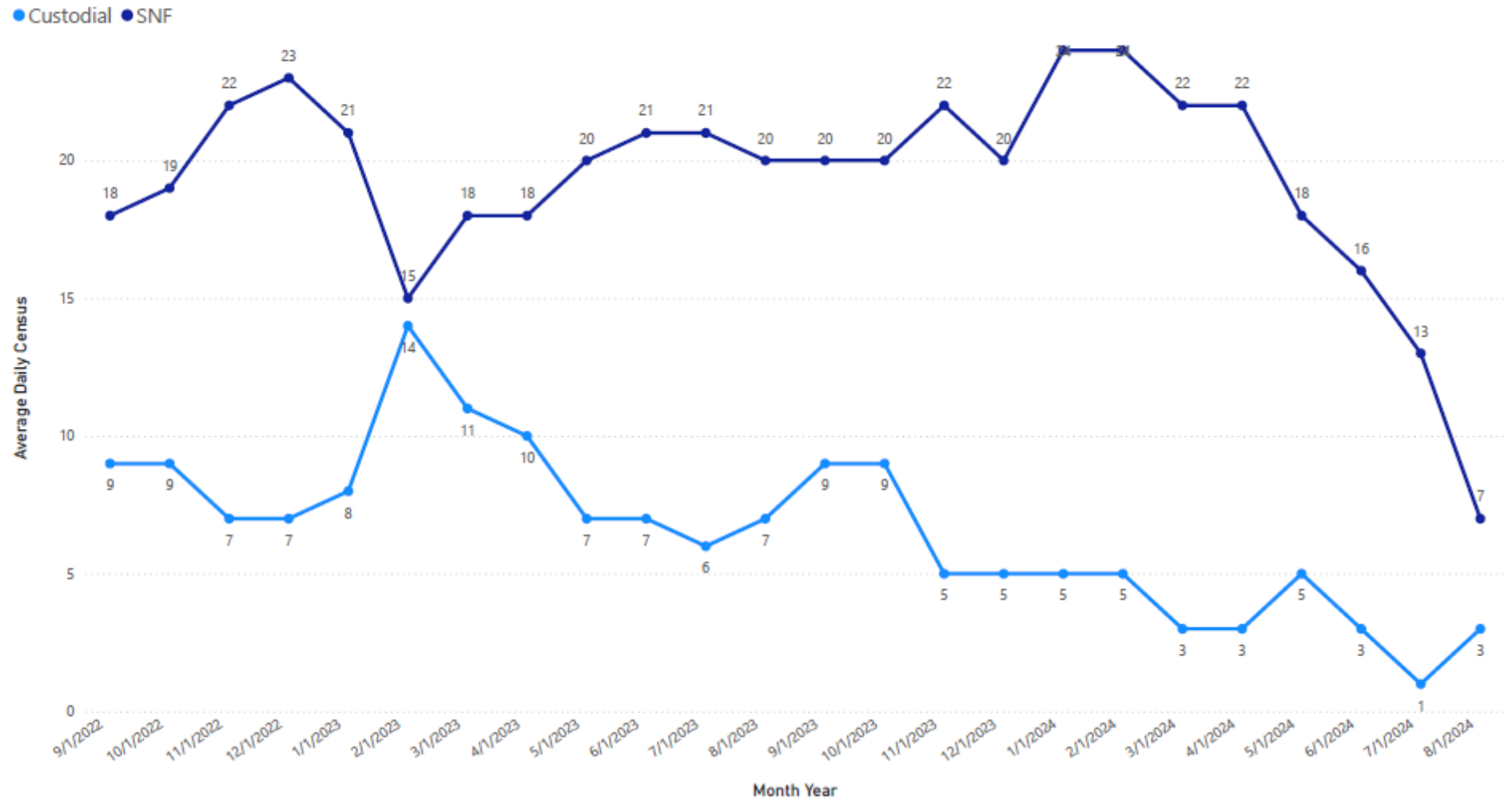
## Medical Surgical Lower Level of Care Average Daily Census

● Custodial ● SNF

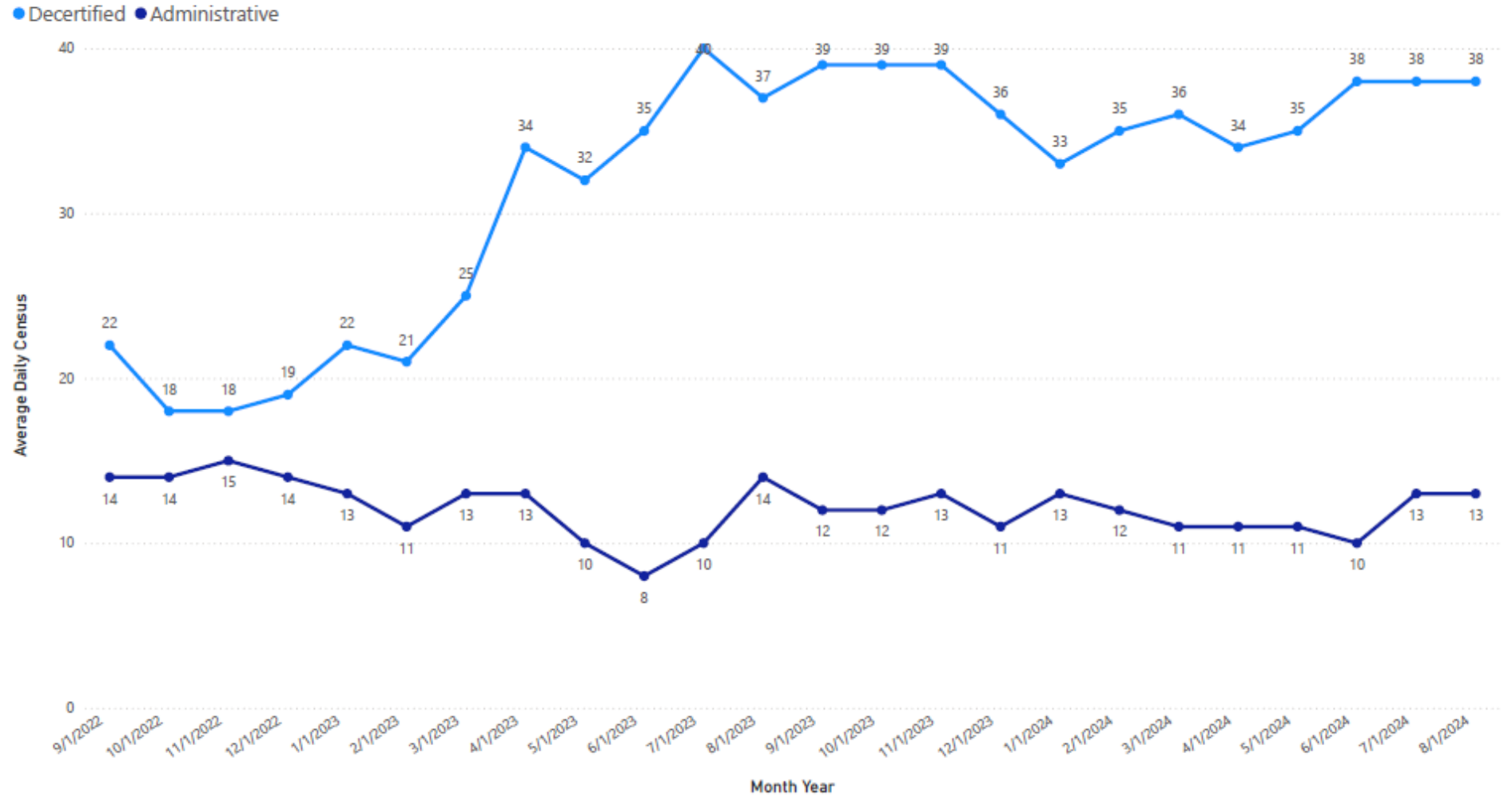




#### 4A Skilled Nursing Facility Lower Level of Care Average Daily Census



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

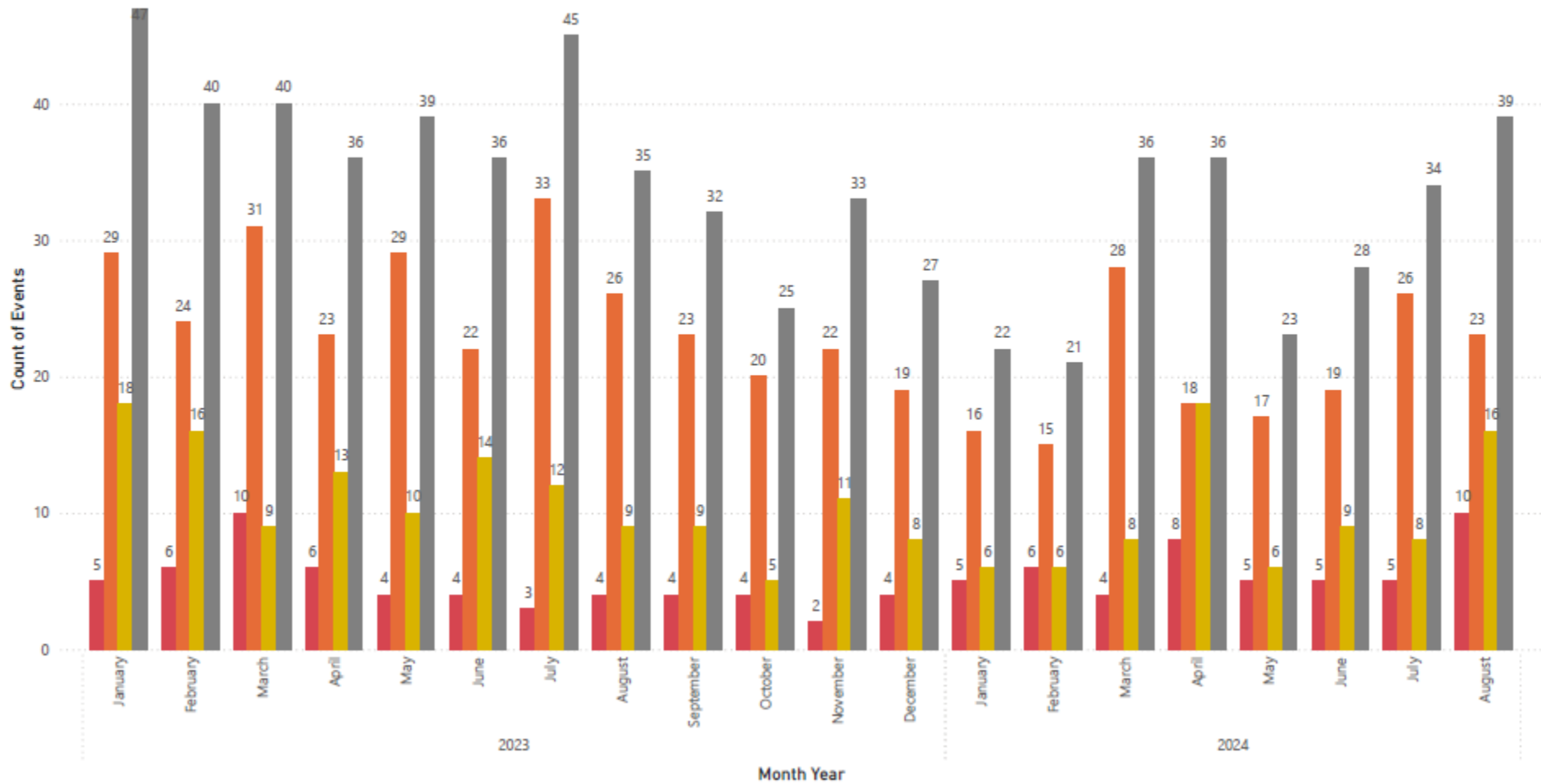


# SAFETY Workplace Violence Activity\*

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

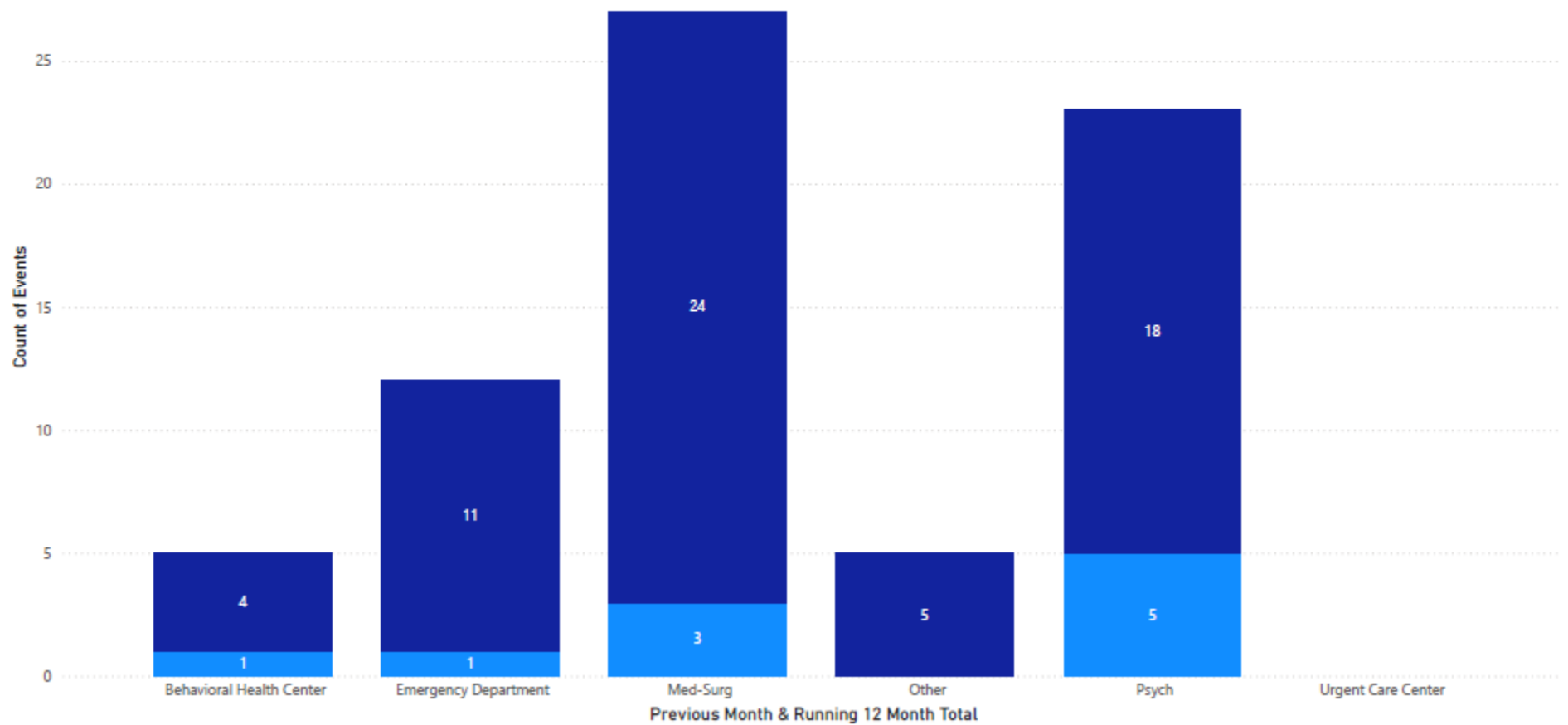
## ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24

● 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 (2024-08) ● 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

