2024 Scorecard: 77.8% **Departments Driving Equity** 2024 Current: True North: 65.0% **Equity** 2024 Target: Ehrlich Owner: 74.0% 2023 Baseline: Goal Statement: 5.11% *Increase % departments with an active equity driver >= 65%* % Improvement From Last Year: 120.0% 100.0% 100.0% 100.0% 100.0% 100.0% 100.0 77.8% 79.2% 80.0% 82.8% 74% 80.0% 76.5% 71.4% 65% 60.0% 60.0% 40.0% 20.0% 0.0% Feb Apr May Jun Jul Aug Sep Oct Nov Dec Jan Mar

---Target

---Baseline

**→**YTD

2024 Scorecard: **Sepsis Bundle Compliance (SEP-1)** 2024 Current: 28% True North: Safety 59% 2024 Target: Owner: Smith 40% 2023 Baseline: Goal Statement: Increase % of Sepsis Bundle Compliance (SEP-1) >= 59% % Improvement From Last Year: 70% 59% 60% 50% 50% 42% 40% 40% 33% 30% 25% 28% 27% 27% 26% 25% 24% 20% 10% 0% Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec **→**MTD **→**YTD ---Target ---Baseline

2024 Scorecard: **Hospital Acquired Pressure Injuries (HAPI)** 2024 Current: 0.05 True North: Safety 0.20 2024 Target: Smith Owner: 0.20 2023 Baseline: Reduce rate of patient hospital acquired pressure injuries per 1,000 Goal Statement: -75.00% % Improvement From Last Year: midnight census <= 0.2 0.25 0.20 0.20 0.19 0.15 0.10 0.10 0.09 0.05 0.05 0.05 0.00 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec **→**YTD ---Target ---Baseline

Falls with injury (med surg, 4A, ED, inpatient psych) 2024 Scorecard: 2024 Current: 0.79 True North: Safety 0.45 2024 Target: Smith Owner: 0.60 2023 Baseline: Goal Statement: 31.67% Reduce rate of patient falls per 1,000 midnight census <= 0.45 % Improvement From Last Year: 0.90 0.80 0.79 0.71 0.70 0.73 0.70 0.67 0.67 0.60 0.60 0.50 0.45 0.40 0.30 0.20 0.10 0.00 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec **→**YTD ---Target ---Baseline

2024 Scorecard: **Emergency Department - Diversion Rate** 45.3% 2024 Current: True North: Quality 35.0% 2024 Target: Owner: Staconis, Colwell 46.9% 2023 Baseline: Goal Statement: -3.44% Reduce Emergency Department ambulance diversion rate = <35% % Improvement From Last Year: 80.0% 69.3% 70.0% 69.3 58.8% 60.0% 52.2% 44.9% 45.3% 50.0% 44.9% 47.6% 45.3% 48.0% 44.8% 40.0% 35% 39.4% 36.1% 30.0% 31.5% 20.0% 10.0% 0.0% Feb Mar Apr May Jun Jul Aug Sep Oct Jan Nov Dec

---Target

---Baseline

**→**YTD

2024 Scorecard: **Emergency Department - Left Without Being Seen** 6.8% 2024 Current: True North: Quality 4.0% 2024 Target: Staconis, Colwell Owner: 6.8% 2023 Baseline: Goal Statement: -0.27% Reduce Emergency Department Left Without Being Seen rate <=4% % Improvement From Last Year: 10.0% 9.4% 9.0% 8.4% 8.0% 7.0% 7.0% 6.8% 6.1% 6.5% 5.8% 6.0% 6.1% 5.9% 5.8% 5.6% 5.5% 5.0% 4% 4.0% 3.0% 2.0% 1.0% 0.0% Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

---Target

---Baseline

**→**YTD

2024 Scorecard: Perioperative - OR Add-on Case % 65.0% 2024 Current: True North: Quality 95.0% 2024 Target: Owner: Coggan, Palaniappa 58.0% 2023 Baseline: Goal Statement: 12.07% Completion rate of Urgent-24 hour OR add-ons within 24 hours >95% % Improvement From Last Year: 100% 95% 90% 80% 73% 70% 66% 65.2% 65.4% r 65.0% 66.5% 64.3% 60% 59<del>.</del>0% 50% 40% 30% 20% 10% 0% Oct Jan Feb Mar Apr May Jun Jul Aug Sep Nov Dec

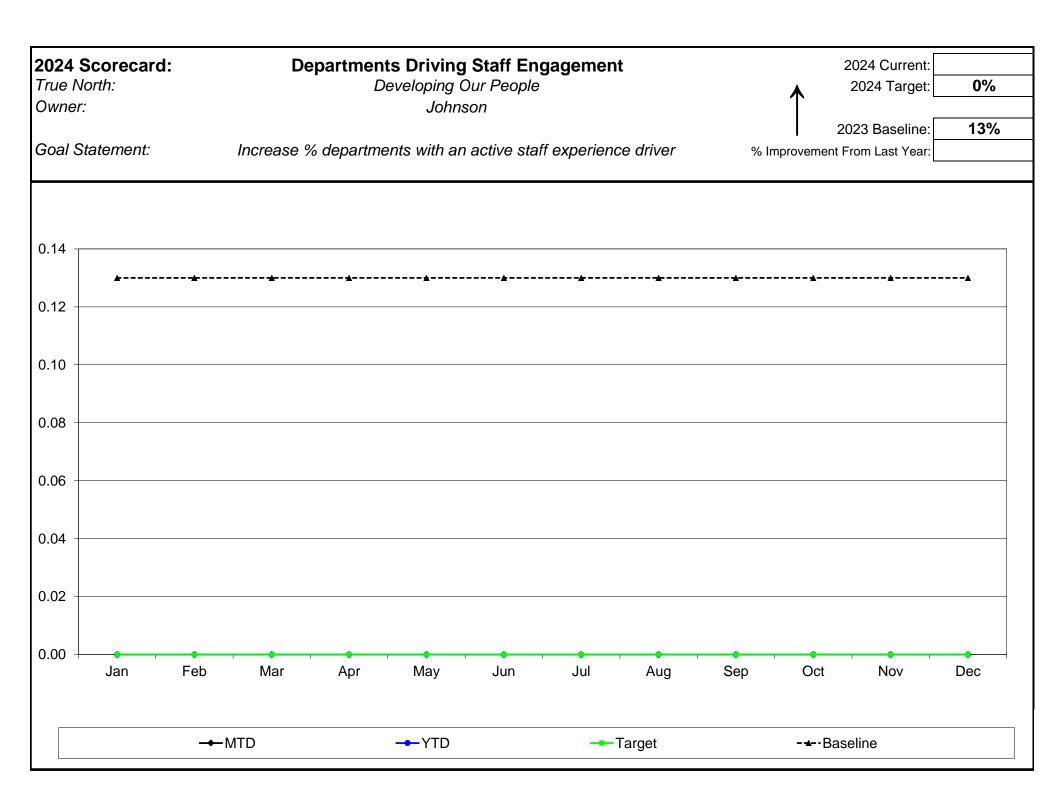
---Target

---Baseline

**→**YTD

2024 Scorecard: 83.3% **Specialty Clinics - Third Next Available Appointment** 2024 Current: True North: Quality 90.0% 2024 Target: Owner: Tuot 85.0% 2023 Baseline: Increase % of outpatient adult clinics with Thrid Next Available Goal Statement: -2.01% % Improvement From Last Year: Appointment less than 21 days, >= 90% 120.0% 100.0% 95.8% 90.9% 89.6% 90% 83.8% 83.6% 92.7% 83.3% 87.2% 80.0% 82.6% 80.9% 80.9% 76.6% 72.3% 60.0% 40.0% 20.0% 0.0% Feb Apr May Jul Aug Sep Oct Nov Jan Mar Jun Dec → MTD **→**YTD ---Target ---Baseline

2024 Scorecard: **Dept of Care Coordination - Lower Level of Care** 2,030 2024 Current: True North: Quality 1,100 2024 Target: Owner: Iverson, Ou, Morgos 1,674 2023 Baseline: Goal Statement: 21.26% Reduce Lower Level of Care patient days <=1100 days % Improvement From Last Year: 2,500 2,205 2,139 2,047 2,034 2,037 1,983 1,975 1,949 2,000 2,034 2,030 2,014 1,987 1,981 1,955 1,959 1,863 1,674 1,500 1,100 1,000 500 0 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Dec Nov **→**MTD **→**YTD ---Target ---Baseline



## 2024 Scorecard:

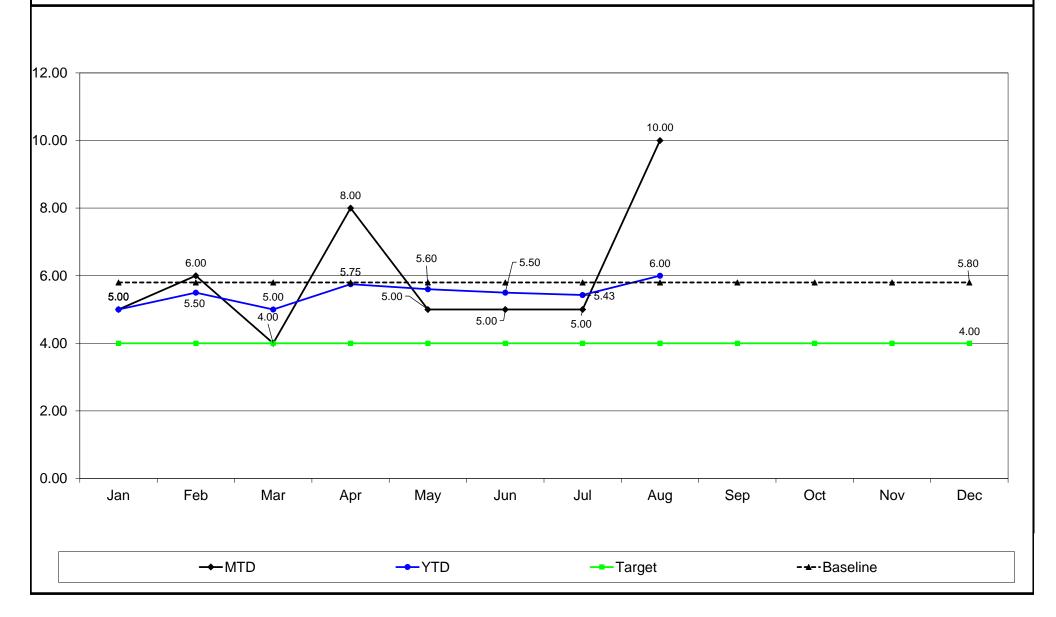
## **Physical Assaults with Injury**

True North: Owner: Developing Our People Smith, Journagin 2024 Current: **6.00**2024 Target: **4.00** 

Goal Statement:

Reduce the # of physical assaults with injury to ZSFG staff from a rate of 5.8 per month to less than 4.0 per month for the combined high risk areas (PSYCH, ED, BHC, UCC, M/S)

2023 Baseline: 5.80
% Improvement From Last Year: 3.45%



2024 Scorecard: **Denial Rate - Hospital Billing** 2024 Current: Financial Stewardship True North: 2024 Target: Owner: Wu, Kanzaria 2023 Baseline: Reduce Hospital Billing Denial rate for primary payers from 18.6% to Goal Statement: % Improvement From Last Year: 15.6% by July 2024. 25.0% 21.5% 20.0% 18.2% 17.1% 17.0% 17.0% 16.9% 16.7% 18.2% 16.5% 16.0% 17.0% 16.1% 15.0% 15.9% 15.4% 14.5% 10.0%

5.0%

0.0%

Jan

Feb

**→**MTD

Apr

Mar

May

**→**YTD

Jun

Jul

---Target

Aug

Sep

Oct

---Baseline

Nov

16.7%

15%

18.6%

-9.98%

19%

15%

Dec

**CMS Star Rating** 2024 Scorecard: 2024 Current: 2.00 True North: Quality 2.00 2024 Target: Owner: **Ehrlich** 2.00 2023 Baseline: Goal Statement: Increase ZSFG Star Rating to 2 Stars 0.00% % Improvement From Last Year: 5 3 2 2 2 2.00 2 1 0 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec **→**MTD **→**YTD Target ---Baseline

2024 Scorecard: Likelihood to Recommend Hospital to Friends & Family 2024 Current: 75.8% True North: Care Experience 77% 2024 Target: Owner: Ehrlich 76.4% 2023 Baseline: Goal Statement: -0.79% *Increase % of positive responses for inpatients >=77%* % Improvement From Last Year: 100% 95% 90% 85% 80% 77.0% 76.1% 76.0% 75% 76.4% 76% 76% 76% 76% 76% 76% 70% 65% 60% 55% 50% Jan Feb Mar Apr May Jul Aug Sep Oct Dec Jun Nov **→**MTD **→**YTD ---Target ---Baseline

2024 Scorecard: Likelihood to Recommend Provider's Office to Friends & Family 77.4% 2024 Current: True North: Care Experience 80% 2024 Target: Owner: Ehrlich 77.5% 2023 Baseline: Goal Statement: -0.15% Increase % of positive responses for outpatients >= 80% % Improvement From Last Year: 100.0% 95.0% 90.0% 85.0% 80% 80.0% 78.1% 77.4% 77.4% 77.4% 77.1% 77.2% 76.9% 77.8% 77.7% 77.7% 77.4% 77.6% 77.6% 77.5% 77.2% 75.0% 76.0% 70.0% 65.0% 60.0% 55.0% 50.0% Feb Apr May Jul Aug Sep Oct Nov Jan Mar Jun Dec **→**MTD **→**YTD ---Target ---Baseline

2024 Scorecard: Likelihood to Recommend ZSFG as a Workplace 2024 Current: 33% Developing Our People True North: 33% 2024 Target: Owner: Ehrlich 33% 2023 Baseline: Goal Statement: 0.00% Increase % of positive responses for staff >= 33% % Improvement From Last Year: 35% 33% 33% 33% 33% 33% 33% 33% 33% 33% 30% 25% 20% 15% 10% 5% 0% Jan Feb Mar Apr May Jul Aug Sep Oct Nov Dec Jun **→**MTD **→**YTD ---Target ---Baseline

2024 Scorecard: **General Fund Spend To Not Exceed Budgeted Amount (Millions)** \$103.65 2024 Current: True North: Financial Stewardship \$143.69 2024 Target: Owner: Ehrlich \$111.08 2023 Baseline: Goal Statement: Decrease \$ of general fund spend to <\$143.69 (Millions) -6.69% % Improvement From Last Year: \$160.00 \$143.69 \$140.00 \$137.74 \$137.74 \$137.74 \$120.00 \$111.08 \$100.00 \$103.65 \$103.65 \$103.65 \$95.83 \$95.83 \$95.83 \$80.00 \$60.00 \$40.00 \$20.00 \$0.00 Jul Aug Sep Oct Feb Apr May Nov Dec Jan Mar Jun **→**YTD ---Target ---Baseline