

# JCC CEO Data Report October 2024

**Part 1:** True North Scorecard Key Performance Indicators

**Part 2:** Flow Data

# Part 1: True North Scorecard

1. Departments Driving Equity
2. Achieving Safe & Equitable Patient Care
  - Sepsis Bundle Compliance
  - Hospital Acquired Pressure Injuries
  - Falls with Injury
3. Harmonizing and Synergizing Access and Flow Across the ZSFG Campus
  - Ambulance Diversion %
  - Left without Being Seen %
  - OR Add-on Case Completion %
  - Third Next Available Appointment Rate
  - Lower Level of Care Patient Days (Med/surg)
4. Achieving Safe & Equitable Staff Experience
  - Physical Assaults with Injury
5. Revenue Cycle Optimization
  - Denial Rate – Hospital Billing

# 2024 Scorecard:

True North:

Owner:

## Departments Driving Equity

Equity

Ehrlich



2024 Current: **77.8%**

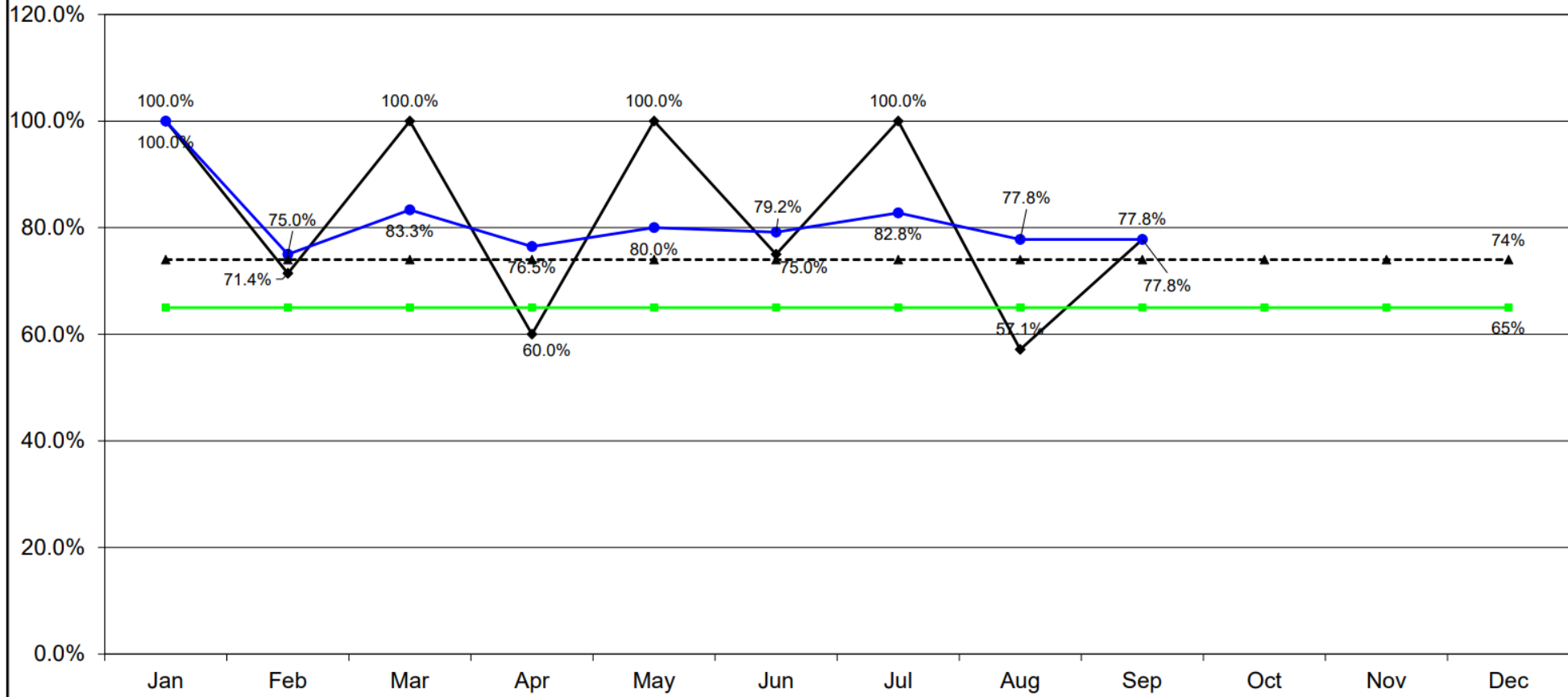
2024 Target: **65.0%**

2023 Baseline: **74.0%**

% Improvement From Last Year: **5.11%**

Goal Statement:

Increase % departments with an active equity driver >= 65%



**2024 Scorecard:**

True North:

Owner:

**Sepsis Bundle Compliance (SEP-1)**

Safety

Smith



2024 Current: **28%**

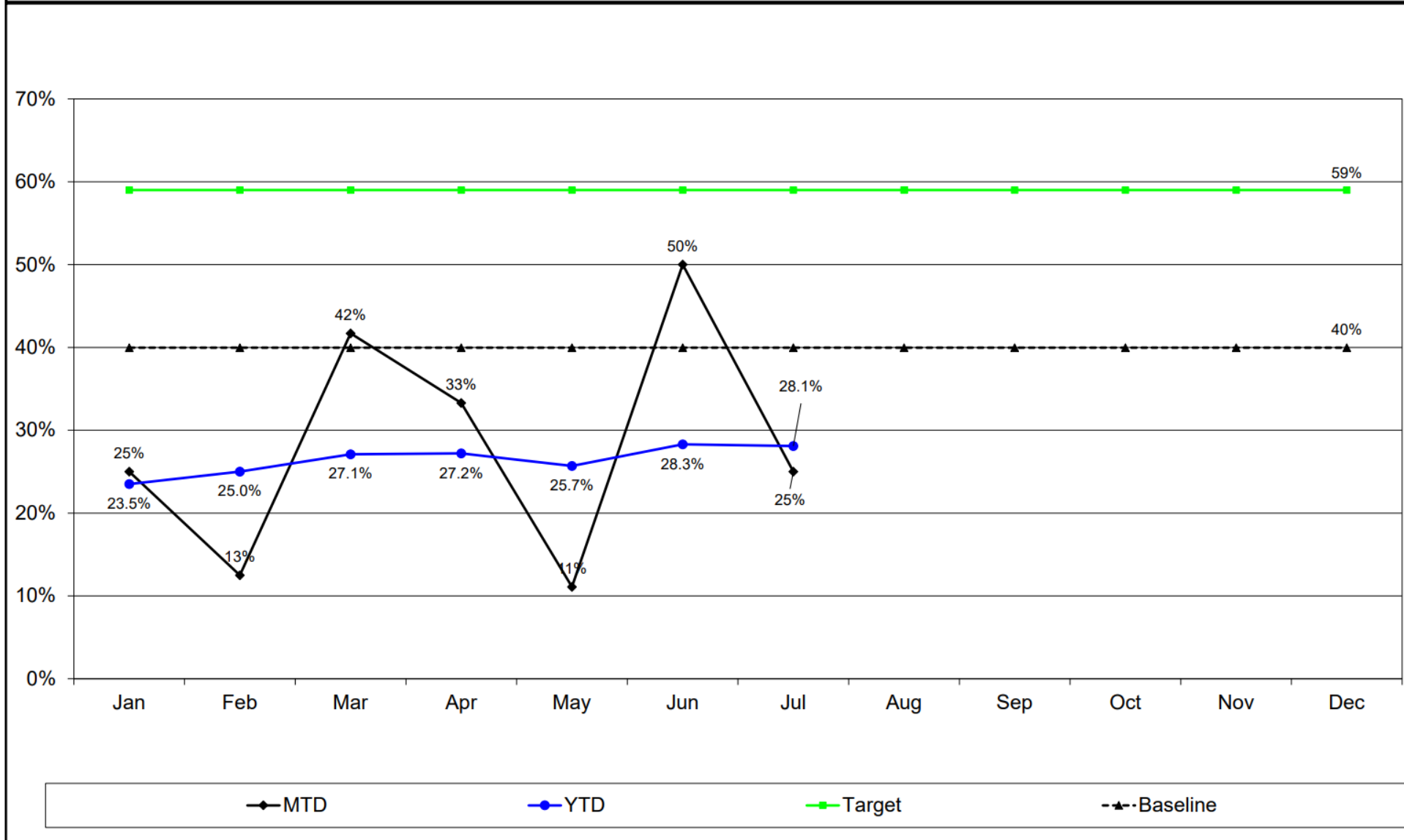
2024 Target: **59%**

2023 Baseline: **40%**

Goal Statement:

Increase % of Sepsis Bundle Compliance (SEP-1) >= 59%

% Improvement From Last Year:



# 2024 Scorecard:

True North:

Owner:

Goal Statement:

## Hospital Acquired Pressure Injuries (HAPI)

Safety

Smith

Reduce rate of patient hospital acquired pressure injuries per 1,000 midnight census  $\leq 0.2$

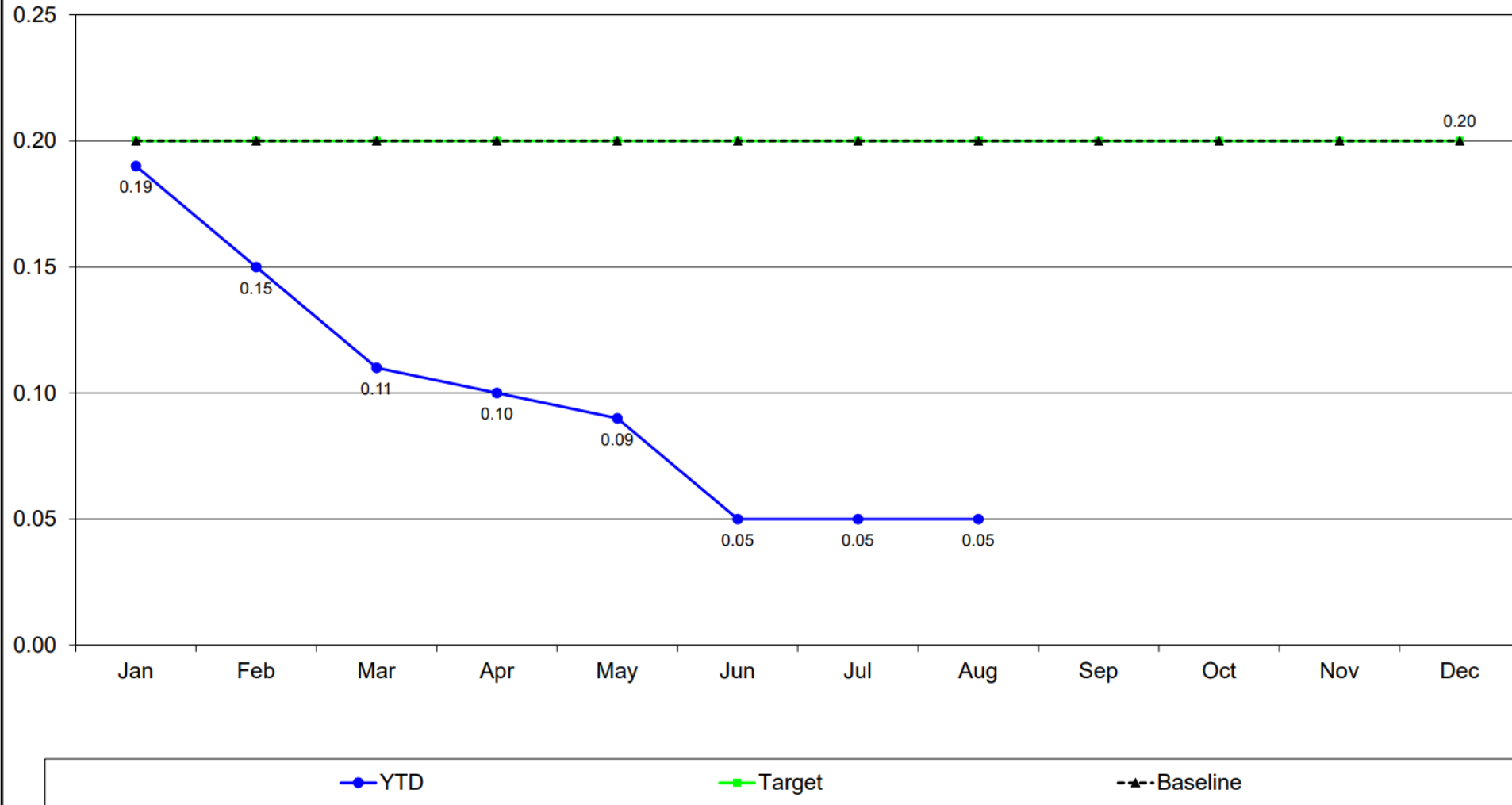


2024 Current: **0.05**

2024 Target: **0.20**

2023 Baseline: **0.20**

% Improvement From Last Year: **-75.00%**



**2024 Scorecard:**

True North:

Owner:

**Falls with injury (med surg, 4A, ED, inpatient psych)**

Safety

Smith



2024 Current: **0.78**

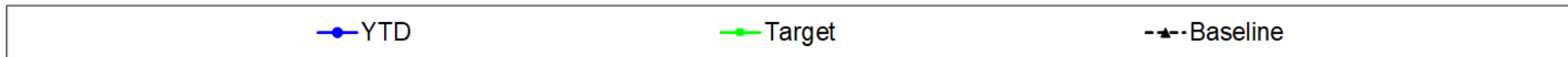
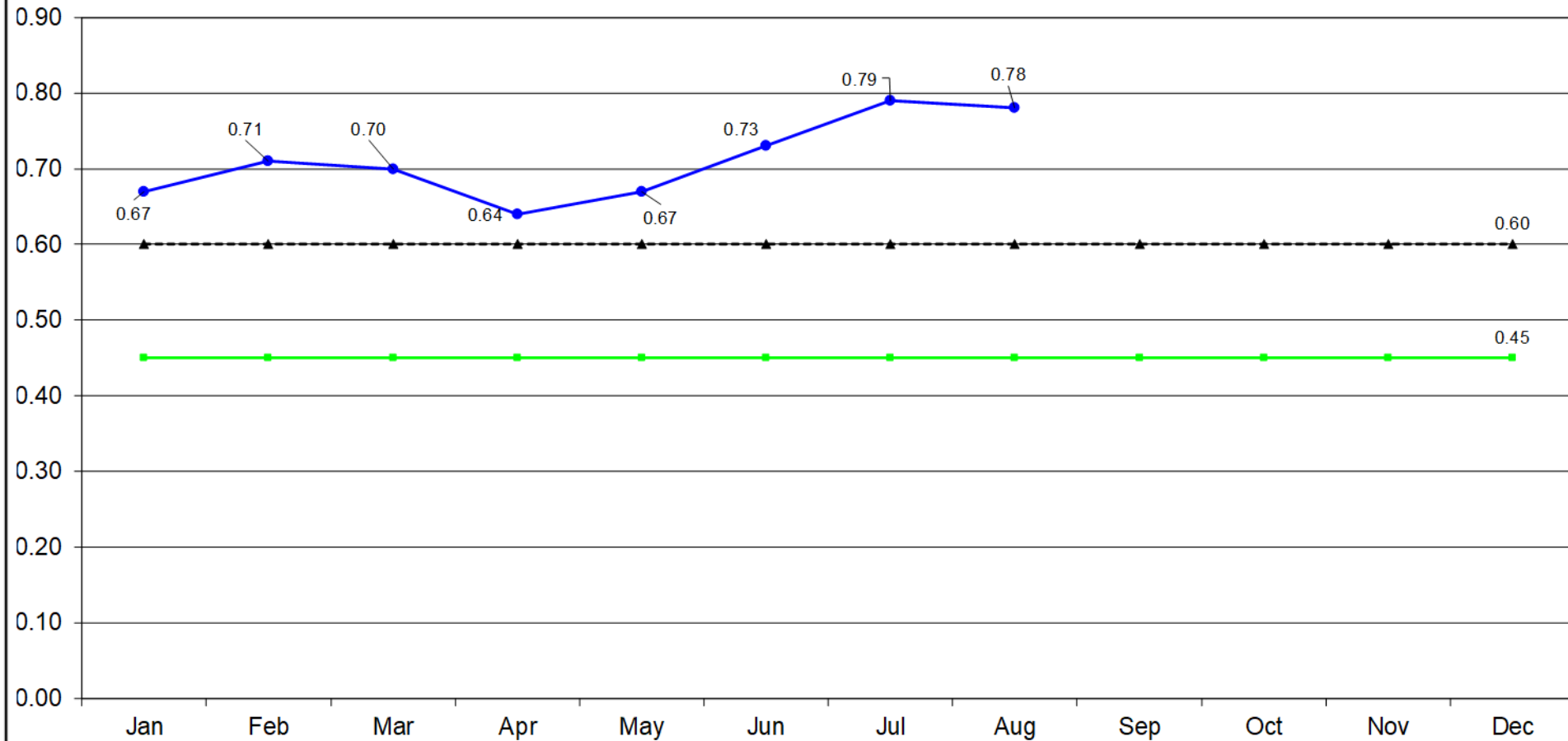
2024 Target: **0.45**

2023 Baseline: **0.60**

% Improvement From Last Year: **30.00%**

Goal Statement:

Reduce rate of patient falls per 1,000 midnight census  $\leq 0.45$



# 2024 Scorecard:

True North:

Owner:

Goal Statement:

## Emergency Department - Diversion Rate

Quality

Staconis, Colwell

Reduce Emergency Department ambulance diversion rate = <35%

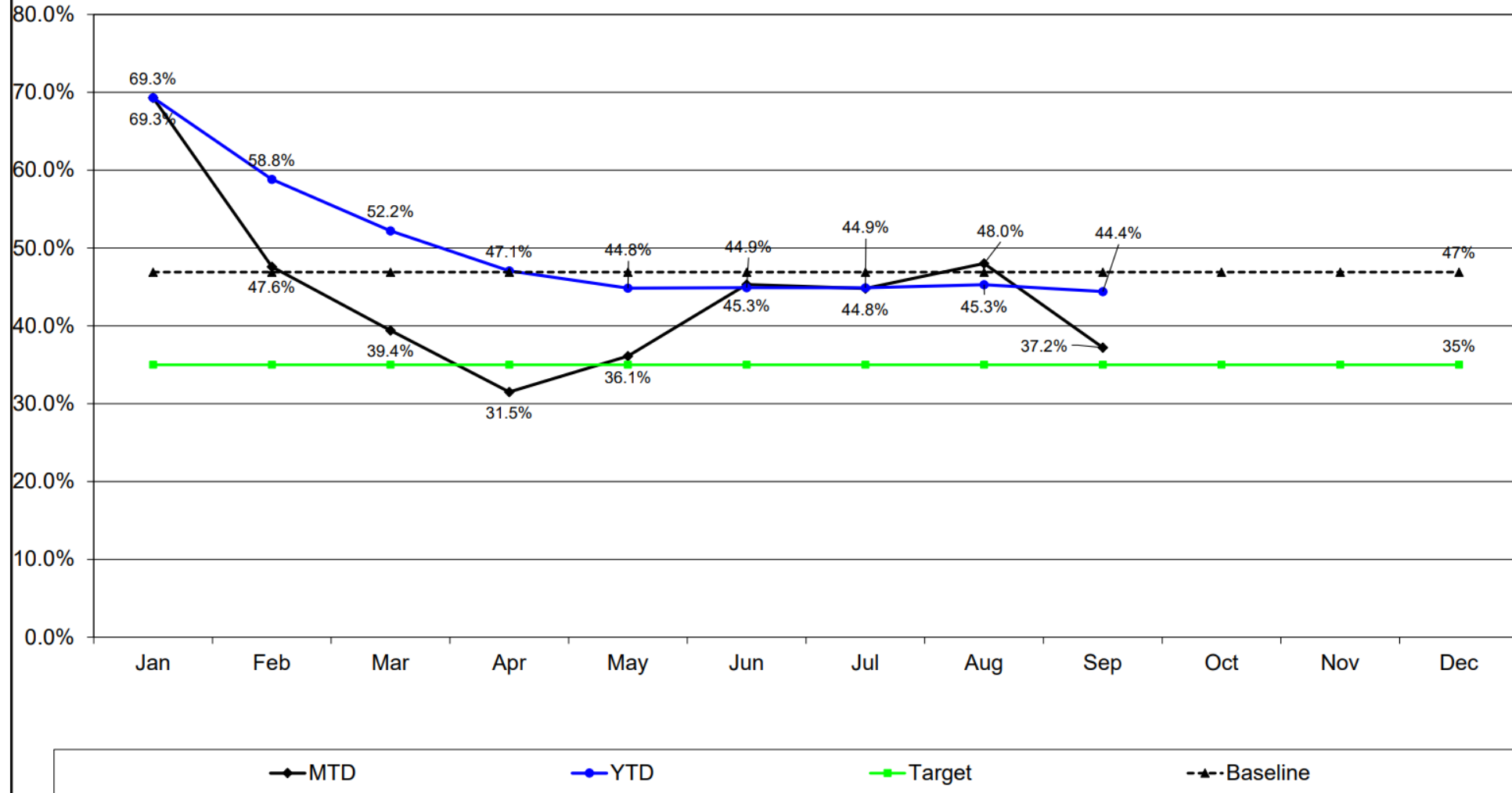


2024 Current: **44.4%**

2024 Target: **35.0%**

2023 Baseline: **46.9%**

% Improvement From Last Year: **-5.33%**



**2024 Scorecard:**

True North:

Owner:

Goal Statement:

**Emergency Department - Left Without Being Seen**

Quality

Staconis, Colwell

Reduce Emergency Department Left Without Being Seen rate <=4%

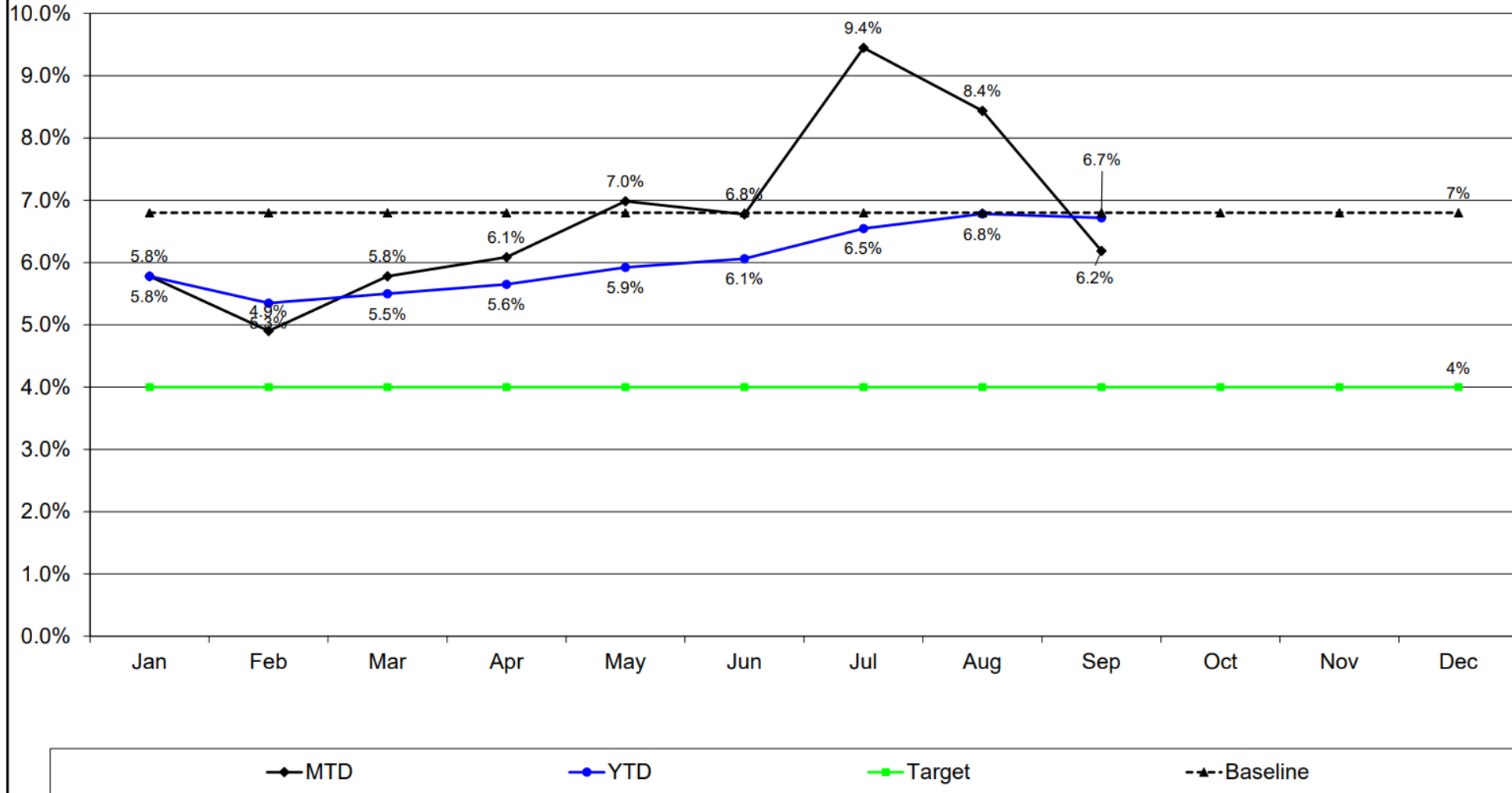


2024 Current: **6.7%**

2024 Target: **4.0%**

2023 Baseline: **6.8%**

% Improvement From Last Year: **-1.22%**





# 2024 Scorecard:

True North:

Owner:

Goal Statement:

## Perioperative - OR Add-on Case %

Quality

Coggan, Palaniappa



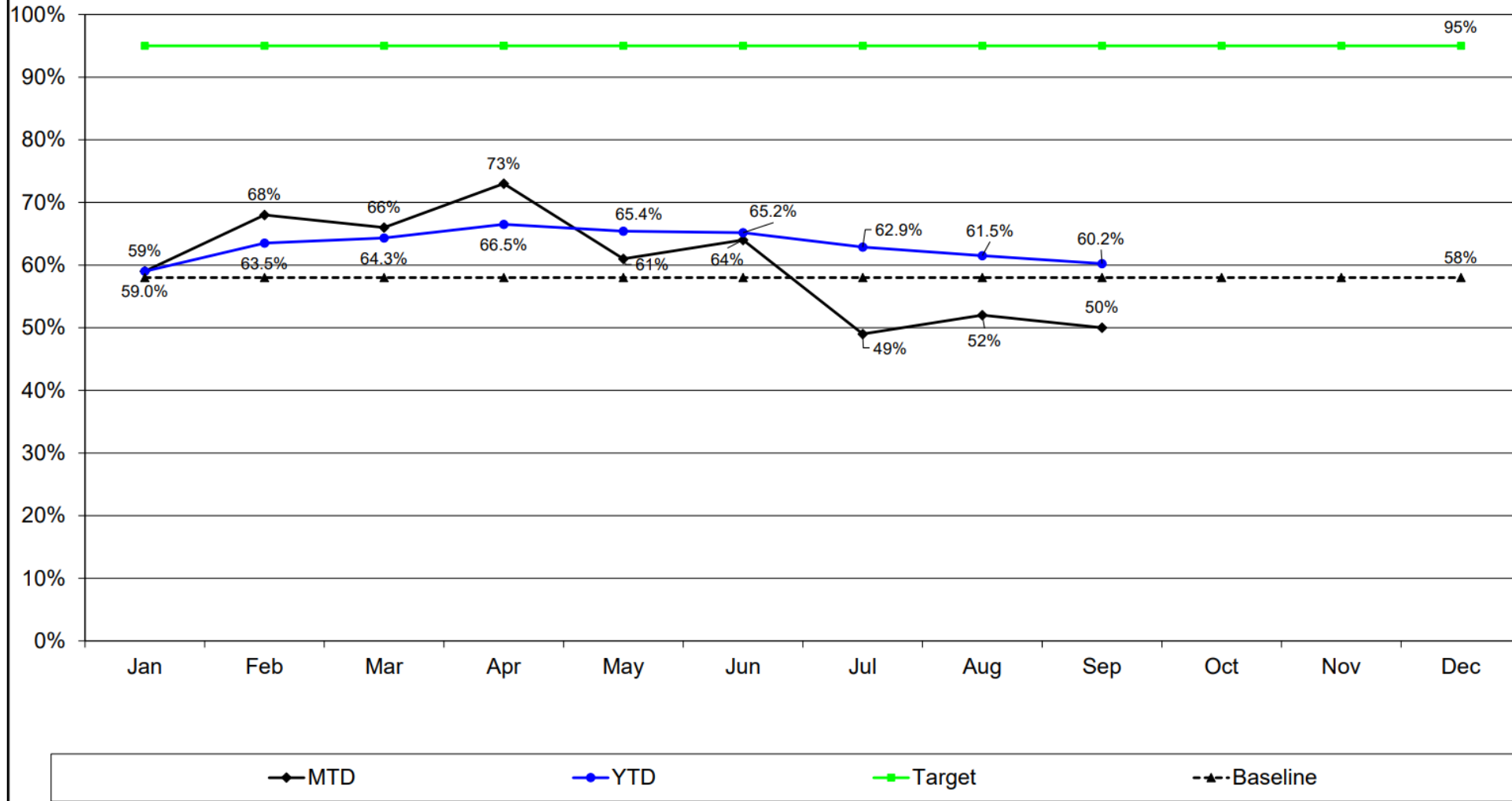
2024 Current: **60.2%**

2024 Target: **95.0%**

2023 Baseline: **58.0%**

% Improvement From Last Year: **3.83%**

Completion rate of Urgent-24 hour OR add-ons within 24 hours >95%



**2024 Scorecard:**

True North:

Owner:

Goal Statement:

**Specialty Clinics - Third Next Available Appointment**

Quality

Patel

*Increase % of outpatient adult clinics with Thrid Next Available Appointment less than 21 days, >= 90%*

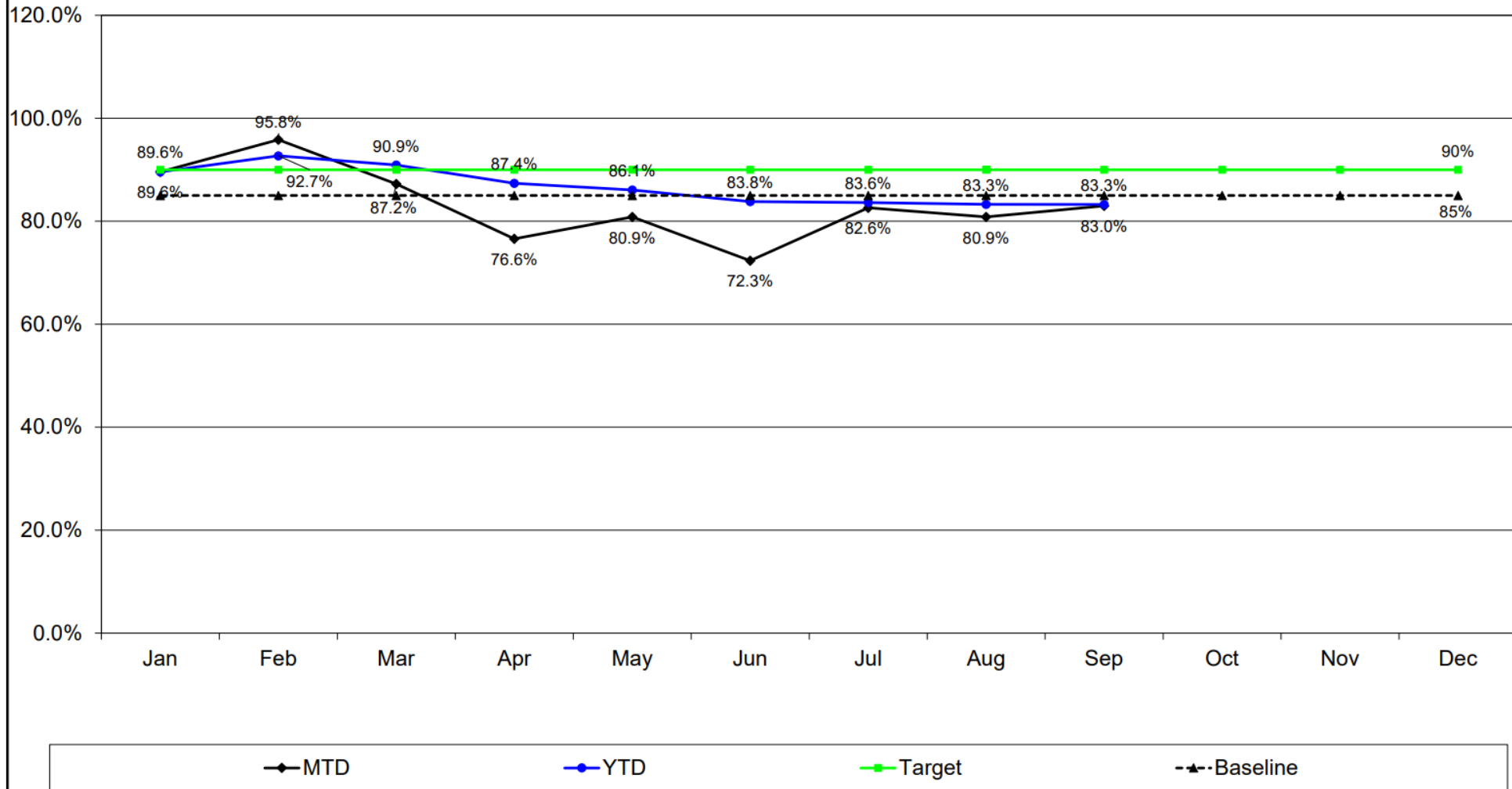


2024 Current: **83.3%**

2024 Target: **90.0%**

2023 Baseline: **85.0%**

% Improvement From Last Year: **-2.05%**



**2024 Scorecard: Dept of Care Coordination - Lower Level of Care (med/surg LLOC)**

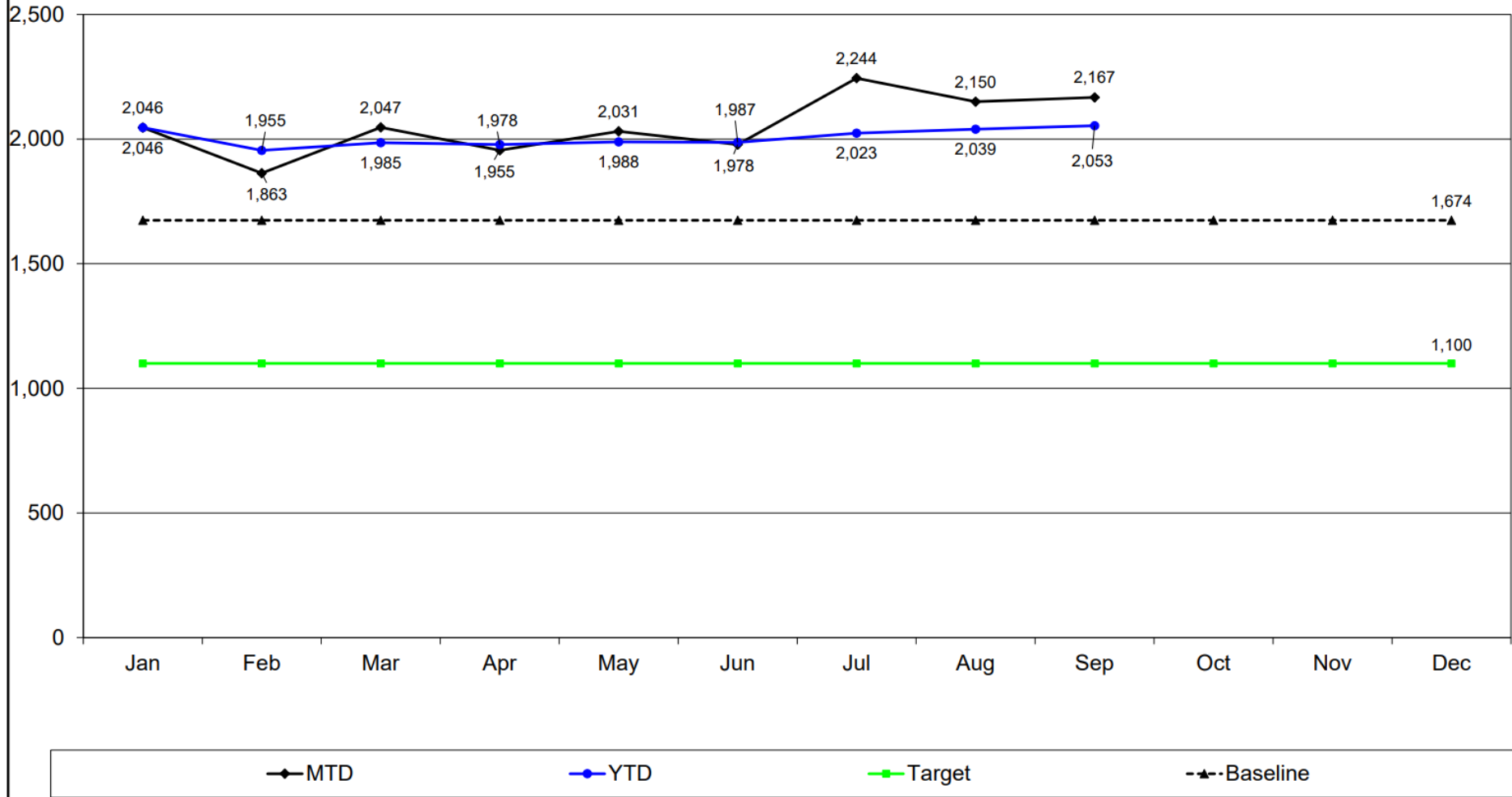
True North:  
Owner:

Quality  
Iverson, Ou, Morgos



2024 Current:	<b>2,053</b>
2024 Target:	<b>1,100</b>
2023 Baseline:	<b>1,674</b>
% Improvement From Last Year:	<b>22.67%</b>

Goal Statement: *Reduce Lower Level of Care patient days <=1100 days*



# 2024 Scorecard:

True North:

Owner:

Goal Statement:

## Physical Assaults with Injury

Developing Our People

Smith, Journagin

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)

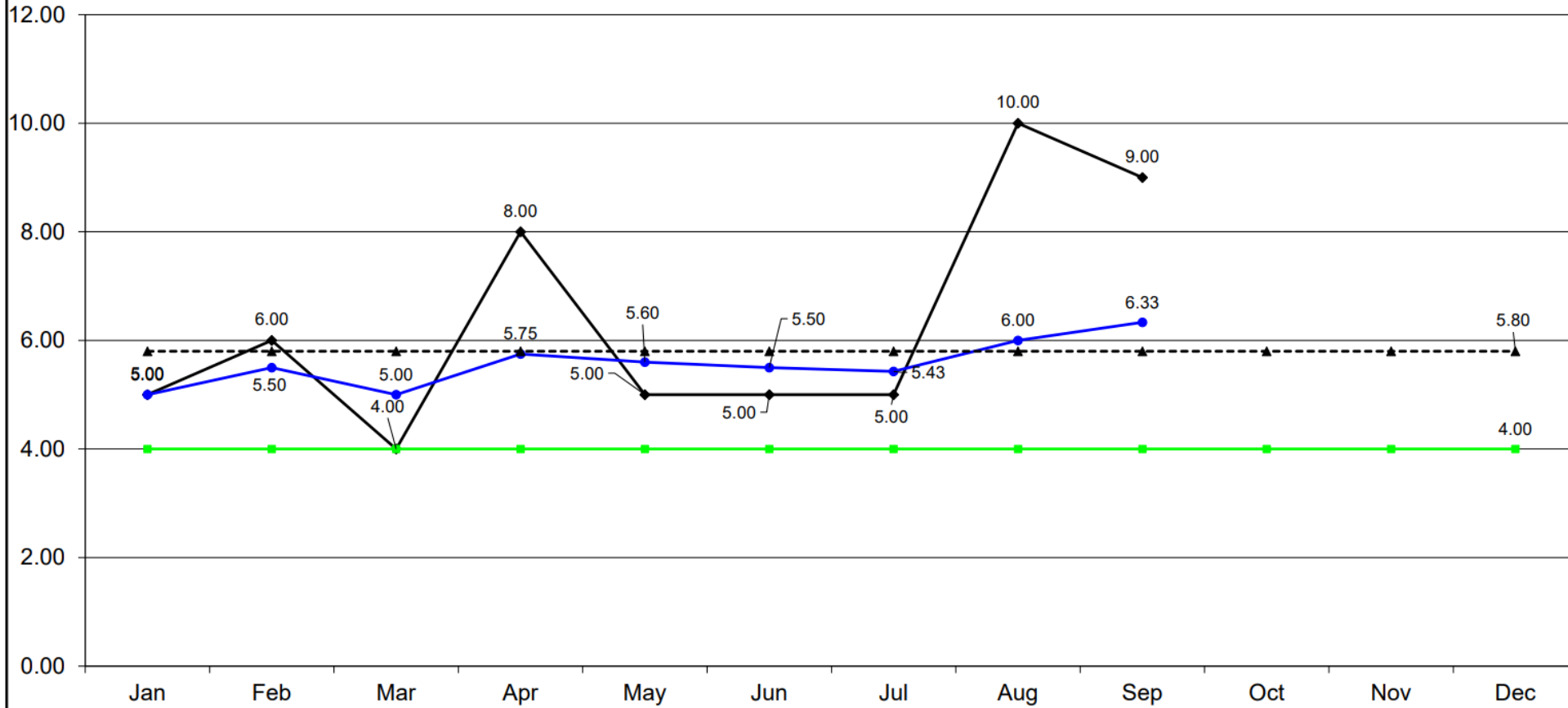


2024 Current: **6.33**

2024 Target: **4.00**

2023 Baseline: **5.80**

% Improvement From Last Year: **9.20%**



# 2024 Scorecard:

True North:

Owner:

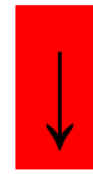
Goal Statement:

## Denial Rate - Hospital Billing

Financial Stewardship

Wu, Kanzaria

Reduce Hospital Billing Denial rate for primary payers from 18.6% to 15.6% by July 2024.

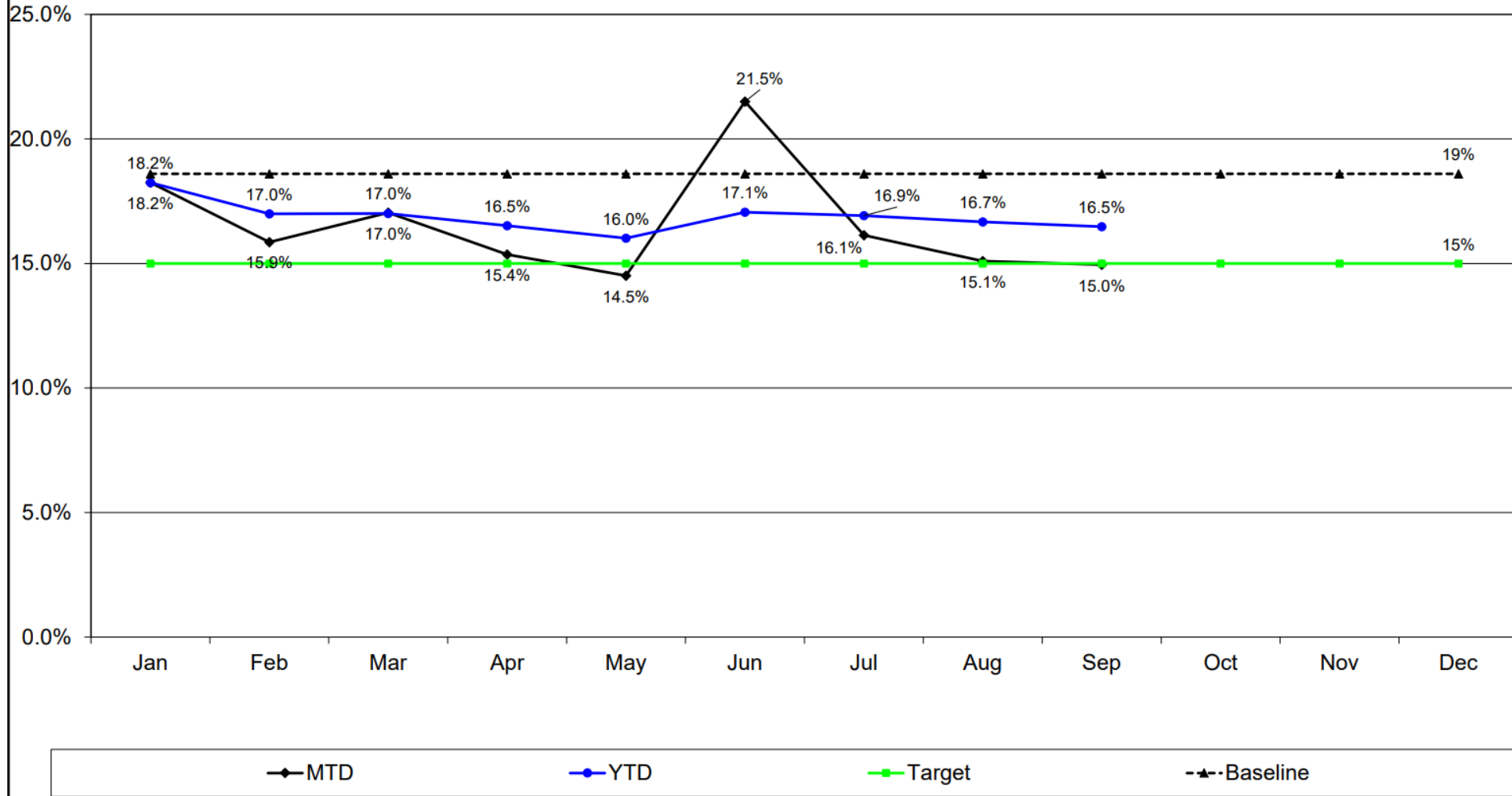


2024 Current: **16.5%**

2024 Target: **15%**

2023 Baseline: **18.6%**

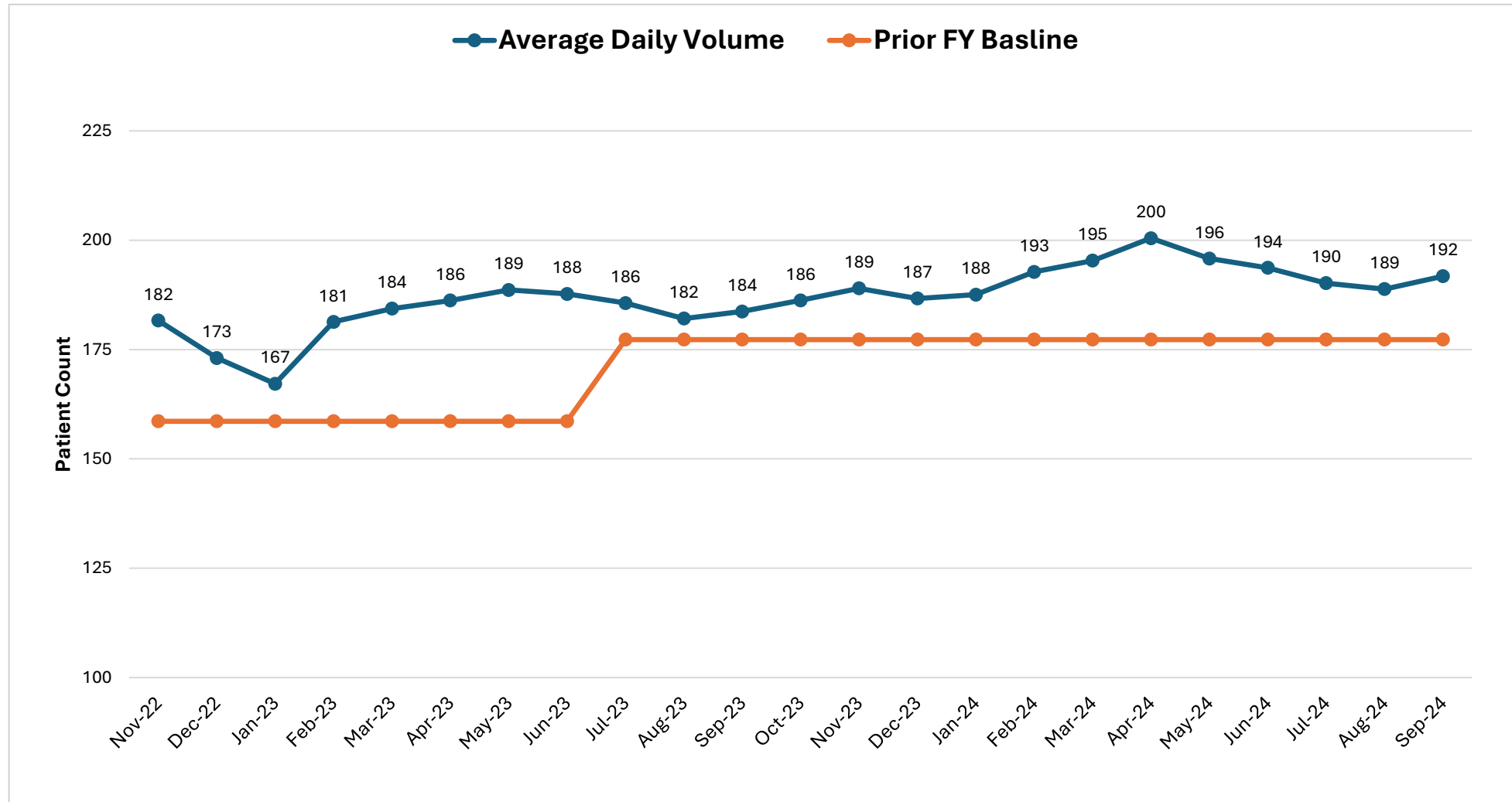
% Improvement From Last Year: **-11.40%**



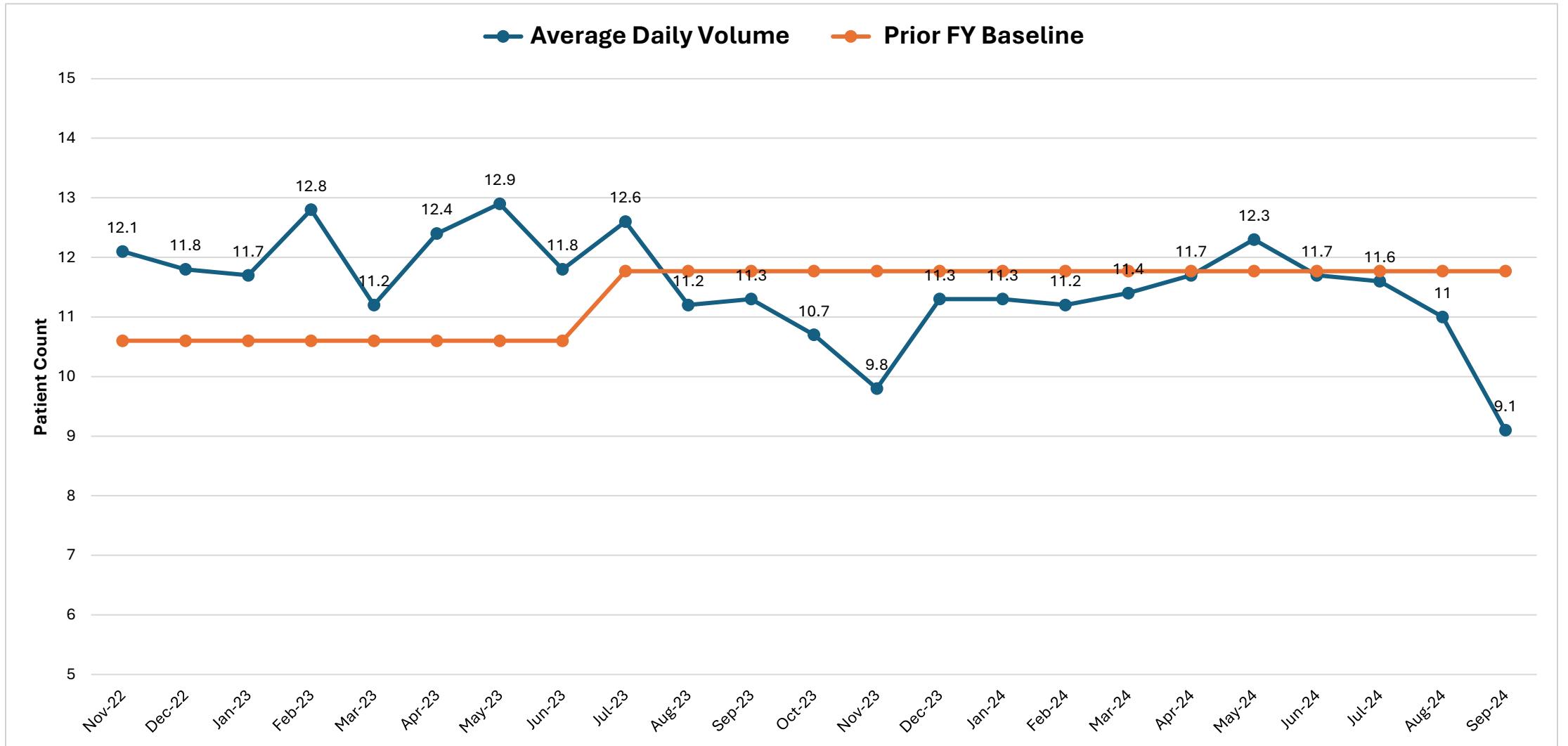
# Part 2: Flow Data

1. Input (Emergency Volume)
  - Medical ED
  - Psychiatric Emergency Services
2. Input and Output (Admissions and Discharges)
  - Physical Health (includes Med/Surg, ICU, Emergency, OR, PACU)
  - Maternal & Child Health
  - Psychiatry
3. Throughput
  - ED Boarding
  - Length of Stay – Physical Health, Maternal & Child Health, Psychiatry
  - LLOC – Physical Health and Psychiatry

# Input - Medical ED Average Daily Volume



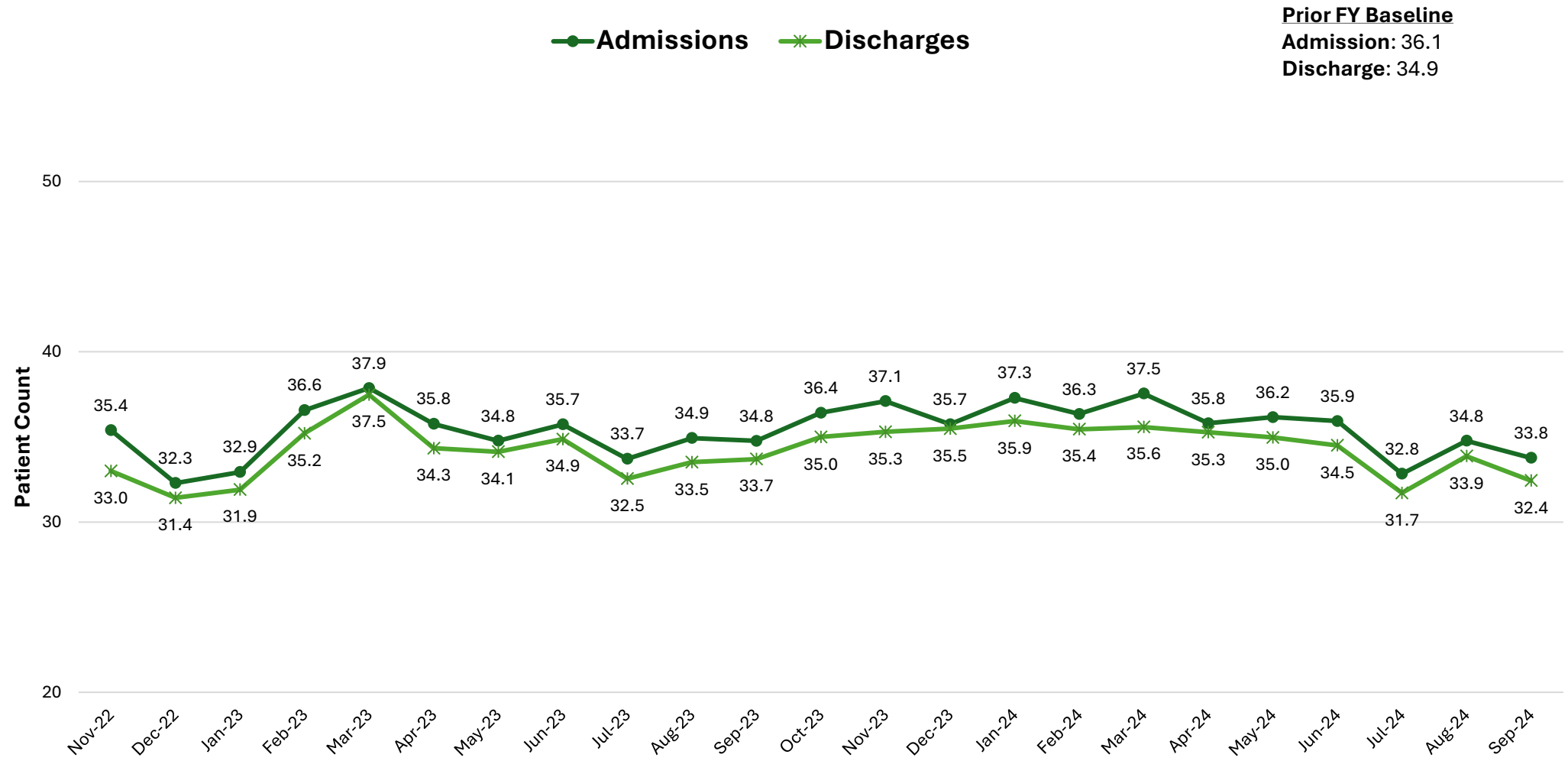
# Input - Psychiatric ED Average Daily Volume



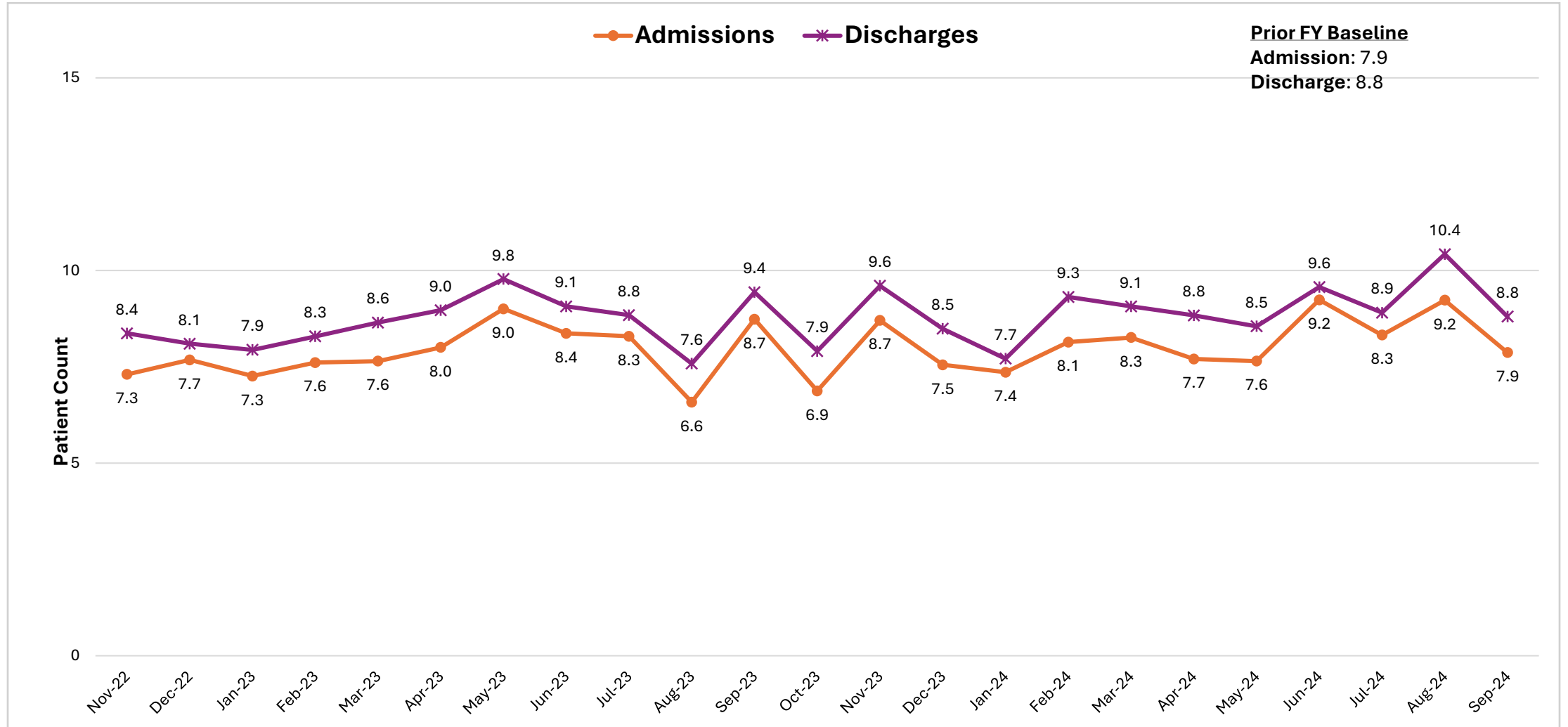


# Inpatient Average Daily Admissions & Discharges

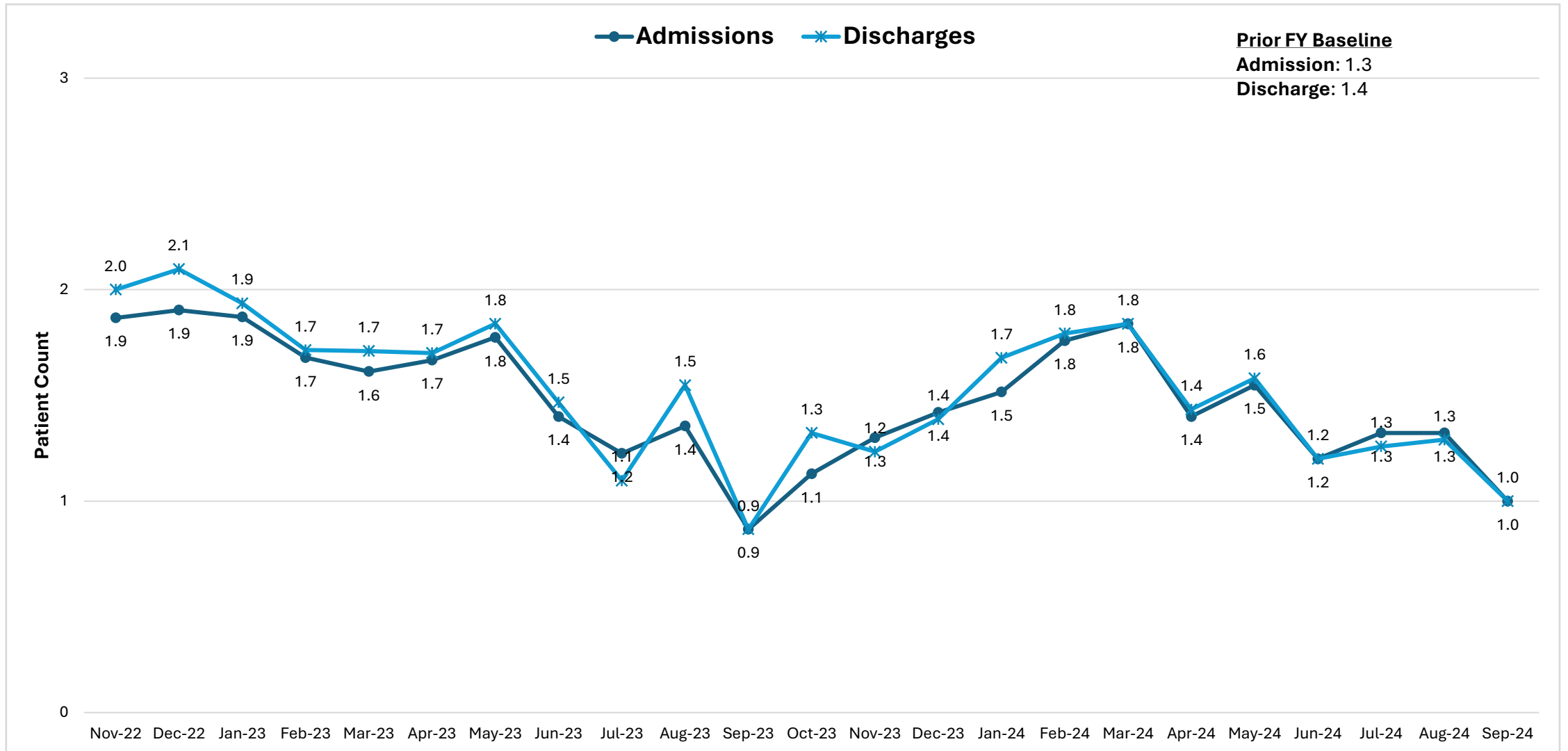
*(Physical Health - MedSurg/ICU/Emergency/OR/PACU)*



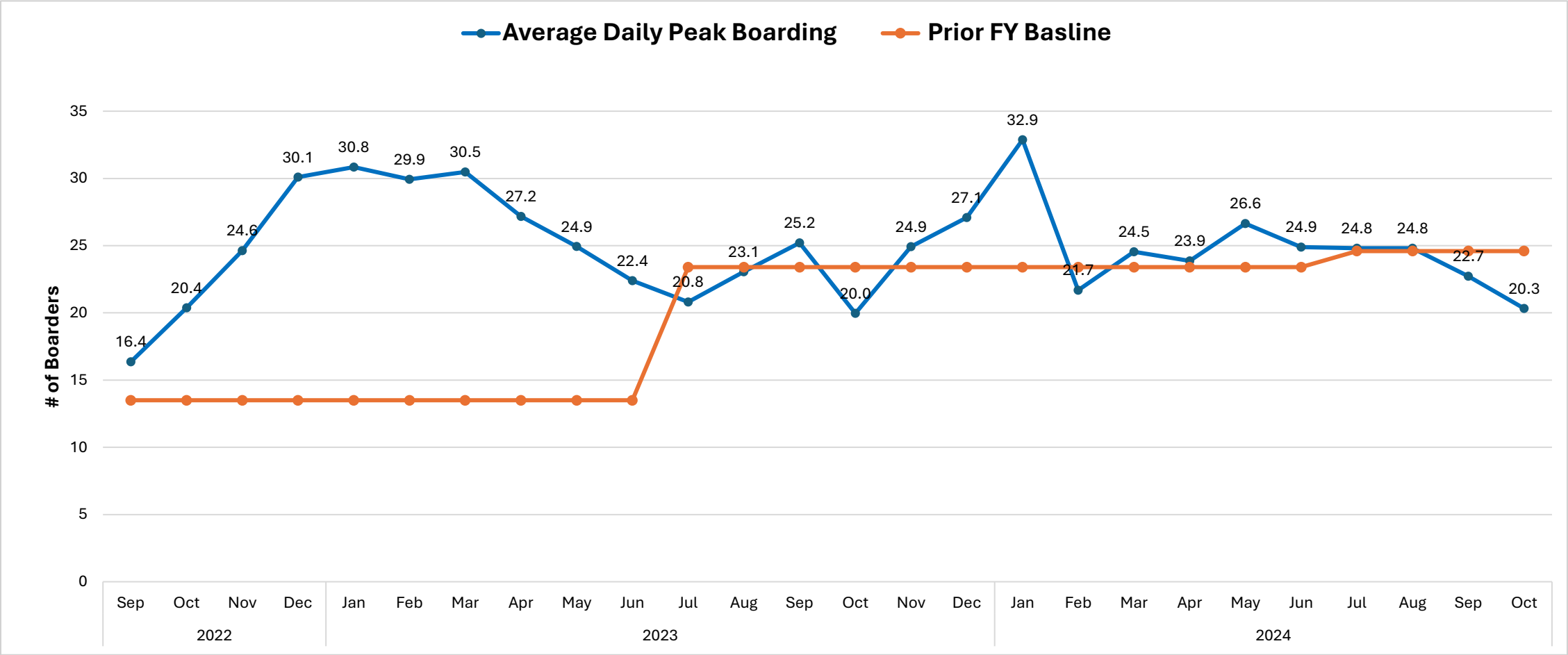
# Inpatient Average Daily Admissions & Discharges (*Maternal & Child Health*)



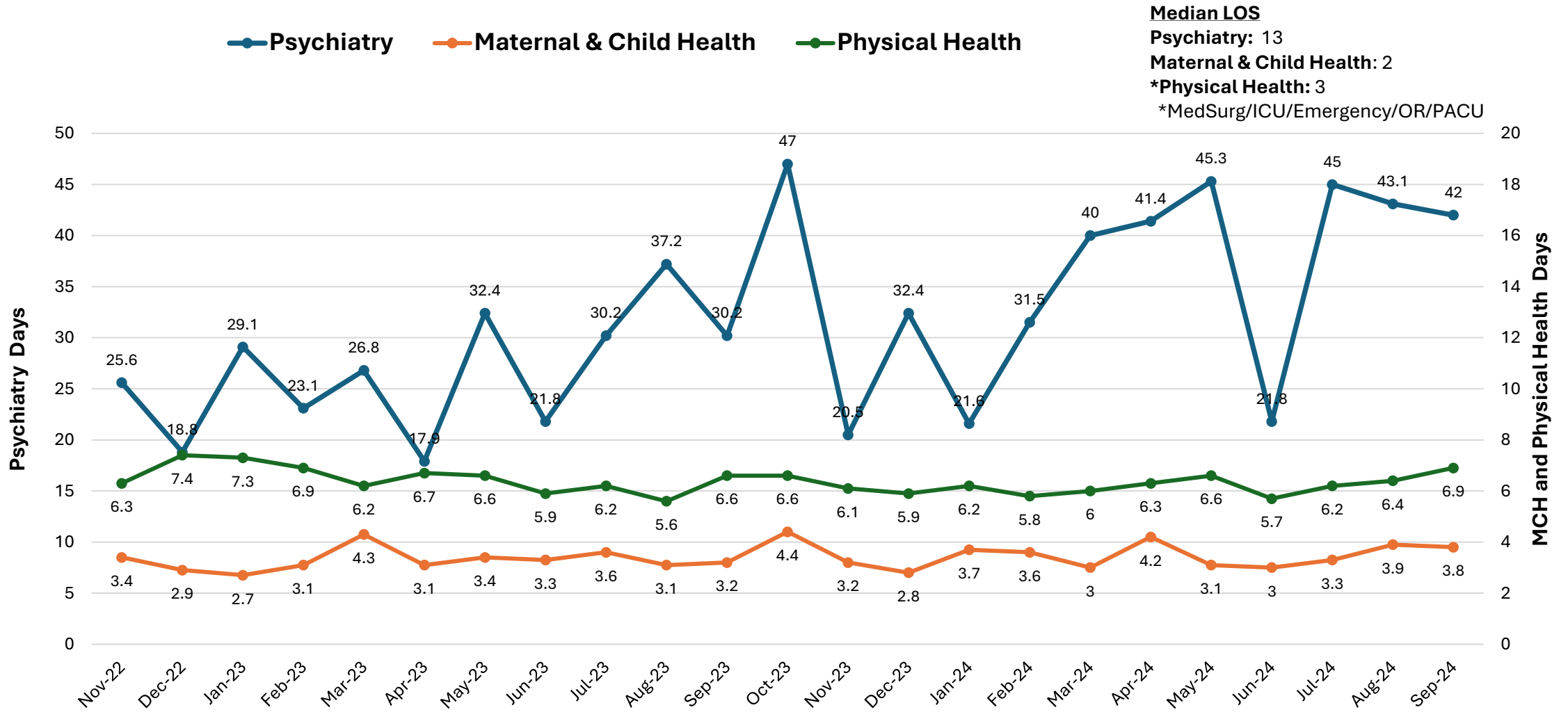
# Inpatient Average Daily Admissions & Discharges (Psychiatry)



# Throughput – Average Daily Peak Medical ED Boarding



# Throughput – Inpatient Average Length of Stay (in Days)



# Throughput – Lower Level of Care

