

HOSPITAL HEALTHCARE UPDATE REPORT
Presented to the JCC-ZSFG on August 23, 2016
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1 INPATIENT FLOW TEAM IMPROVEMENT WORKSHOP

During the week of July 25th, the Inpatient Flow Team held their first Improvement (kaizen) workshop since moving into Building 25. The team focused its improvement efforts in three areas: (1) minimizing unnecessary telemetry use and reducing distracting alarms, (2) identifying early in their admission patients with a high risk of accumulating non-acute days, and (3) cohorting patients by clinical service.

By the end of the week, 30% of patients (up from 0%) were screened for risk of accumulating non-acute days. This early detection and preemptive relocation of non-acute patients ensures that each patient is seen by the right person, at the right time for the right service.

The team was successful in addressing excessive inpatient alarm activation.. Their goal was to reduce the numbers of alarms per hour by 50% (220 alarms to 110). By the end of the week they reduced the rates of alarms to 84 per hour, exceeding their goal.

Congratulations to the team on a successful week-long improvement event!

2 BUILDING 25 LOBBY INTERACTIVE WALL IS LAUNCHED

The beautiful interactive donor wall is now complete in our lobby! The donor wall is the result of a year-long effort with Zuckerberg San Francisco General's philanthropic partner, the San Francisco General Hospital Foundation. The wall is a great asset for the Foundation and the hospital. The display is a touch screen, allowing you and our visitors to interact with it by touching the screen. A few highlights to the display include:

Recognizing donors to the campaign: The wall serves as a testament to the more than 2,000 donors, including more than 1,200 of our very own staff, who donated to the Heart of Our City Capital Campaign.

The hospital and the San Francisco General Hospital Foundation remain extremely grateful to the generosity of all ZSFG staff who donated to the Capital Campaign. Donors may visit the wall to search for their name in the display and see a special thank you message. Visitors in the community can also learn more about our donors to the campaign by touching select names that will display a photo, video or quote.

Telling our Story: Prop A, the Building 25 bond, required us to create a historical display to share the rich history of ZSFG, and the many ways the hospital is part of San Francisco's history through photos from the Gold Rush to the AIDS Epidemic. Thank you to our colleagues at the ZSFG Library and Archives for compiling this incredible archive that we can share with staff and visitors alike.

Learning about the many architectural and building features: The wall also features a fascinating description for the features of the new hospital -- from its seismic safety to its environmentally sound building practices.

The wall includes video testimonials from our city and national leaders who describe how important Zuckerberg San Francisco General is to them and the community.

In addition to our partners at the Foundation, special thanks to our Facilities Team, ZSFG Library and Archives and our colleagues at the Department of Public Works for bringing this wall to completion.

3 EMERGENCY DEPARTMENT IMPROVEMENT WORKSHOP

During the week of August 1st, the Emergency Department team held their second Improvement (kaizen) workshop since moving into Building 25. The team continued to focus their improvement efforts around acuity-based flow and how to best optimize their new space to provide compassionate care for our patients. Working with our imaging team, they also looked to improving the flow for the Emergency Department's imaging resources.

The team had impressive results: by the end of the week, they reduced lead time from triage to fast track from 48 mins to 2.5 mins, reduced the median fast track lead time from 144 mins to 130 mins, and reduced x-ray order to completion time from 56 mins to 30 mins. Congratulations to the team!

4 AMERICAN COLLEGE OF SURGEONS LEVEL 1 TRAUMA CENTER RE-VERIFICATION SURVEY

The American College of Surgeons (ACS) Level I Trauma Center re-verification survey was conducted during the week on August 1st and 2nd. The purpose of the survey is to assist us in the evaluation and improvement of trauma care and validate that we have the necessary resources and personnel to provide optimal care for trauma patients.

Two surgeons, Dr. Sherry Melton and Dr. Fredrick Cole, conducted the survey. Over the course of the two day visit, the surveyors met with administrative and clinical leaders, toured the new hospital, spoke with frontline staff, performed chart reviews, and carefully evaluated the Trauma Program performance improvement activities.

In their preliminary report, the surveyors highlighted numerous strengths, including:

- Strong hospital administration and leadership support of the trauma program
- Excellent clinical care
- Well-designed and well-equipped new facility
- Experienced Trauma Program Leadership and a mature Trauma PI Program
- Dedicated Research and Injury Prevention programs

They noted one minor finding (or single element or deficiency) that needs correction.

ZSFG expects to receive the final report in approximately 14 – 16 weeks. It is highly likely that, when the final report is released, we will be re-verified as a Level I Trauma Center.

PATIENT FLOW REPORT FOR JULY 2016

Attached please find a series of charts depicting changes in the average daily census.

Medical/Surgical

Average Daily Census was 201.03, which is 103% of budgeted staffed beds level and 80% of physical capacity of the hospital. 9.95 % of the Medical/Surgical days were lower level of care days: 0.96% administrative and 8.99% decertified/non-reimbursed days.

Acute Psychiatry

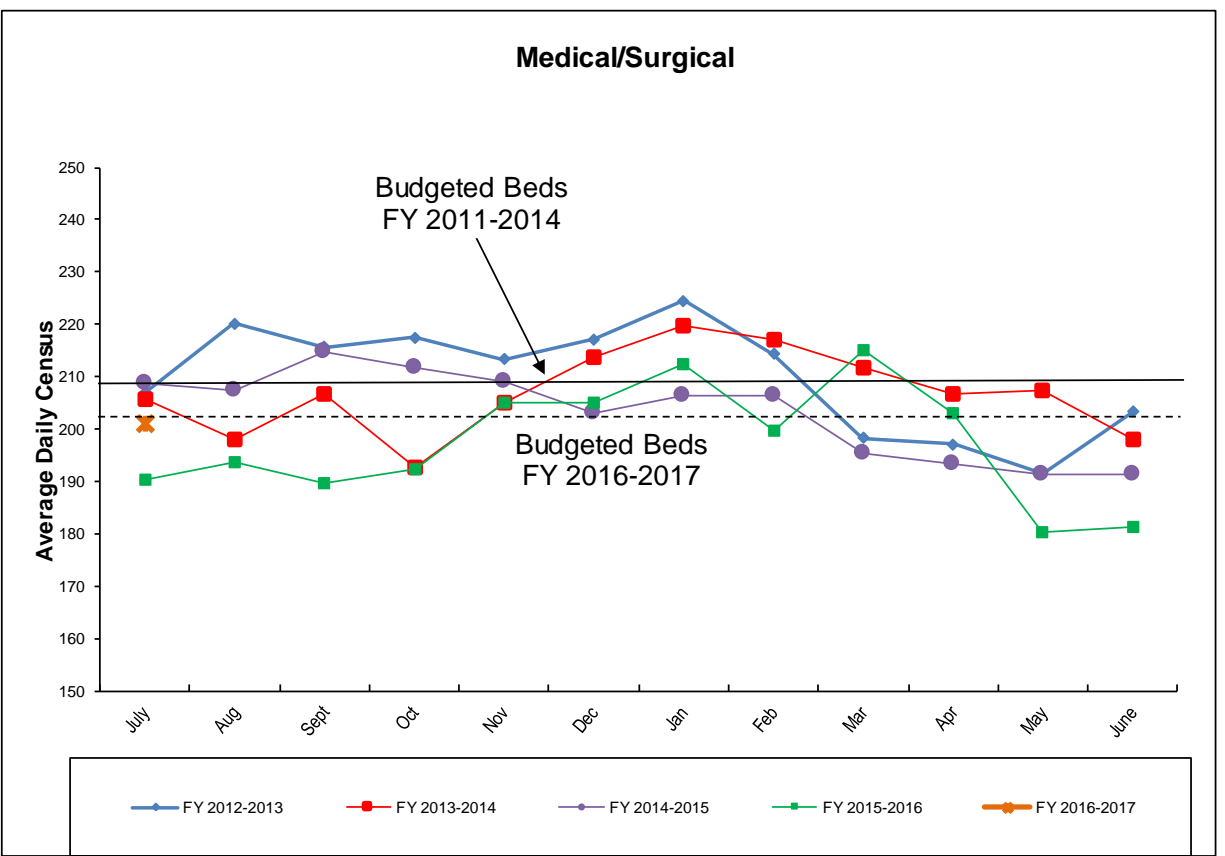
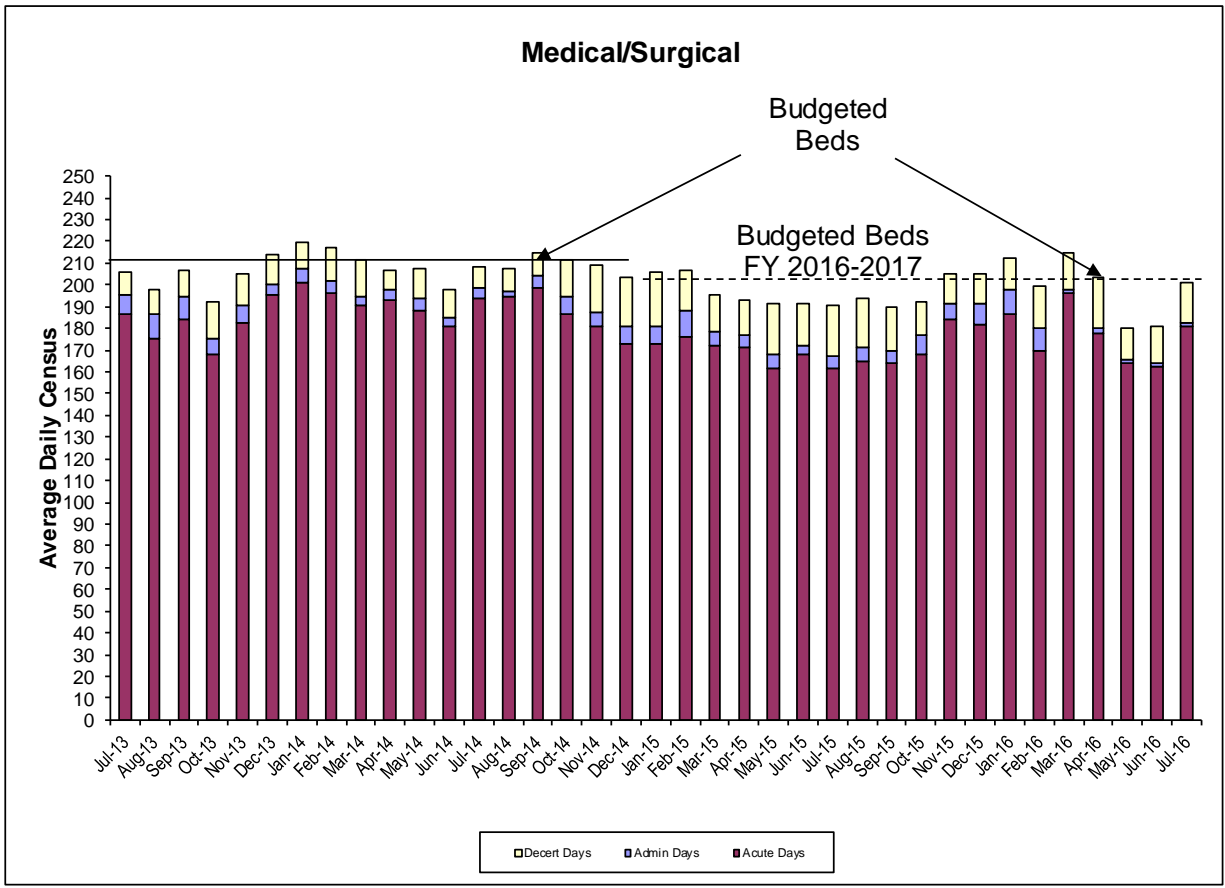
Average Daily Census for Psychiatry beds, **excluding 7L**, was 44.07, which is 100.2% of budgeted staffed beds and 65.8% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 6.06, which is 86.5% of budgeted staffed beds (n=7) and 50.5% of physical capacity (n=12). Latest Utilization Review data from the INVISION System shows 76.78% non-acute days (76.78% lower level of care and 0% non-reimbursed).

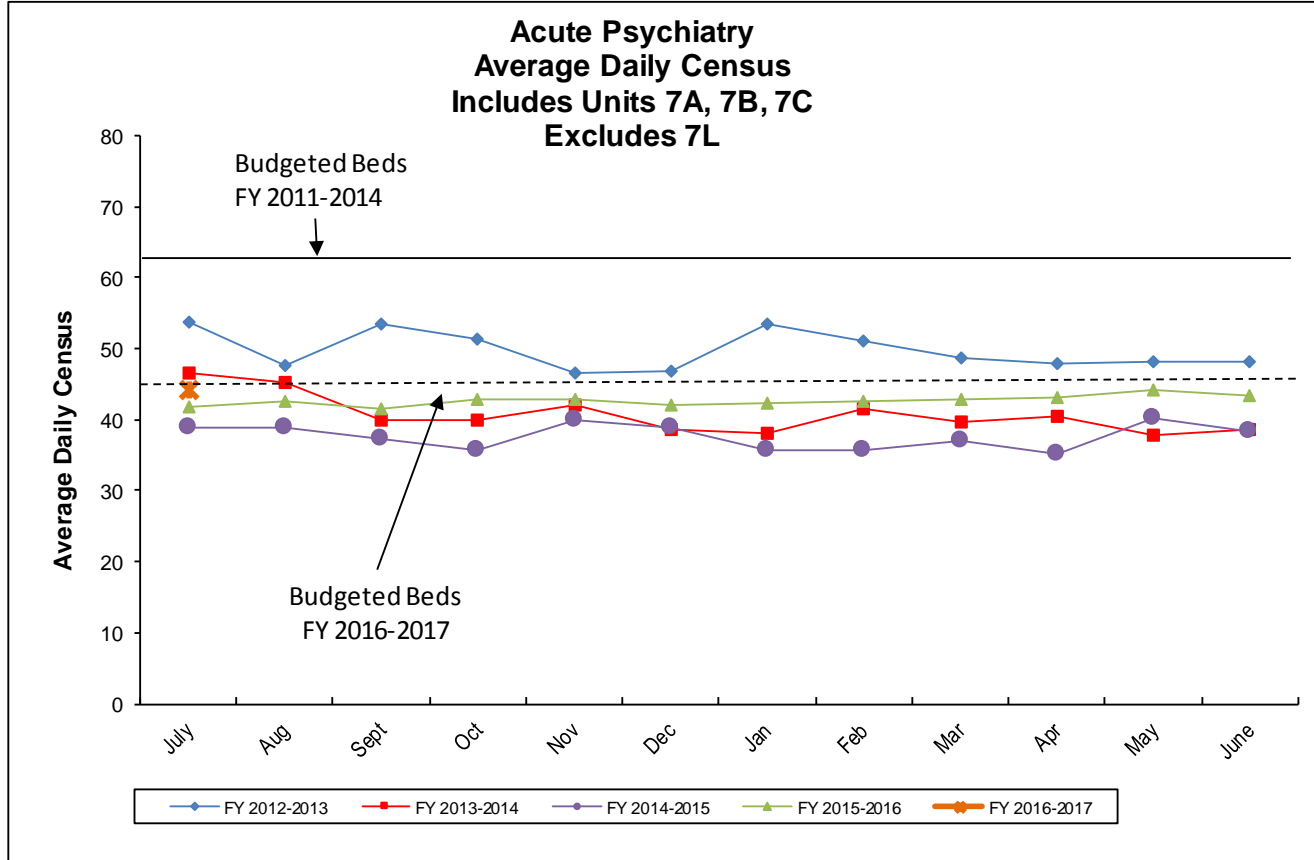
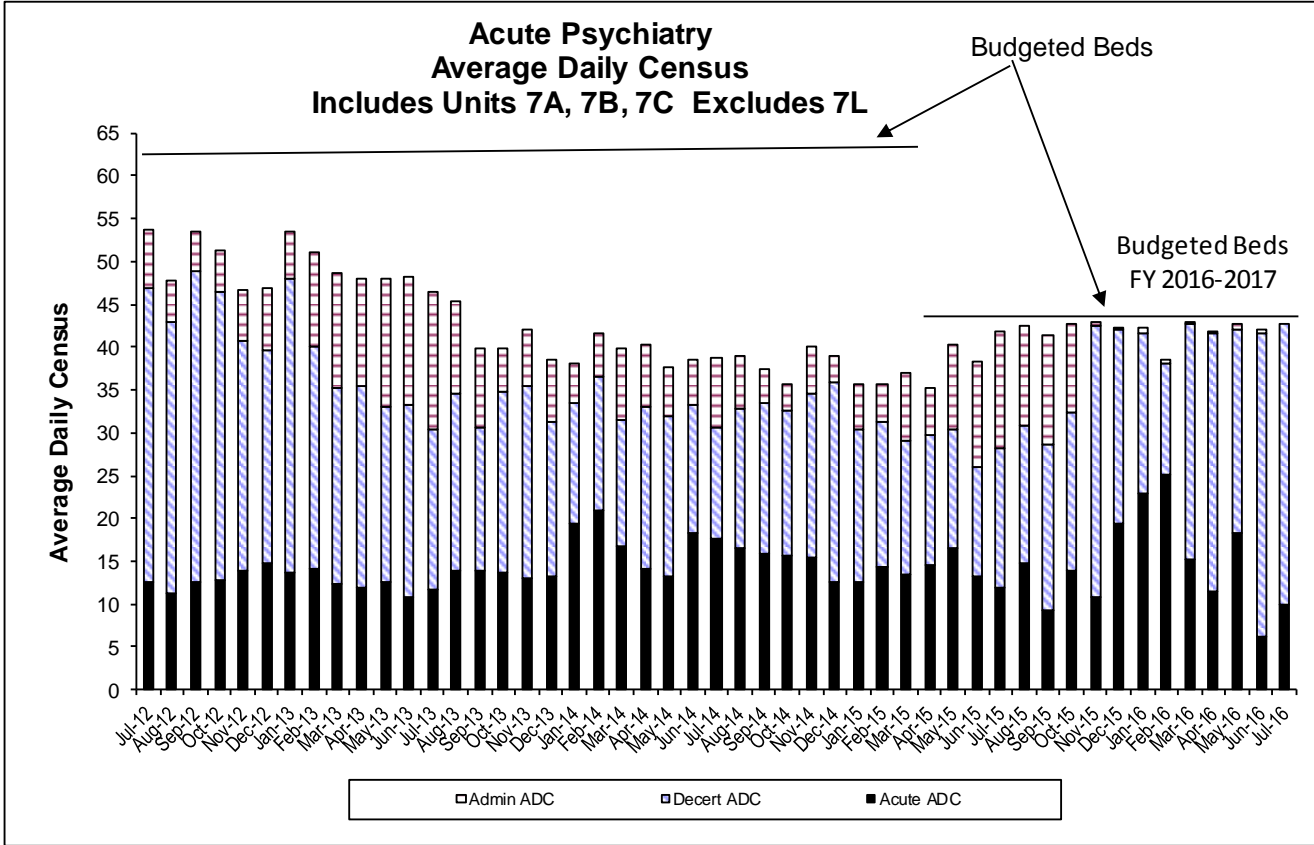
4A Skilled Nursing Unit

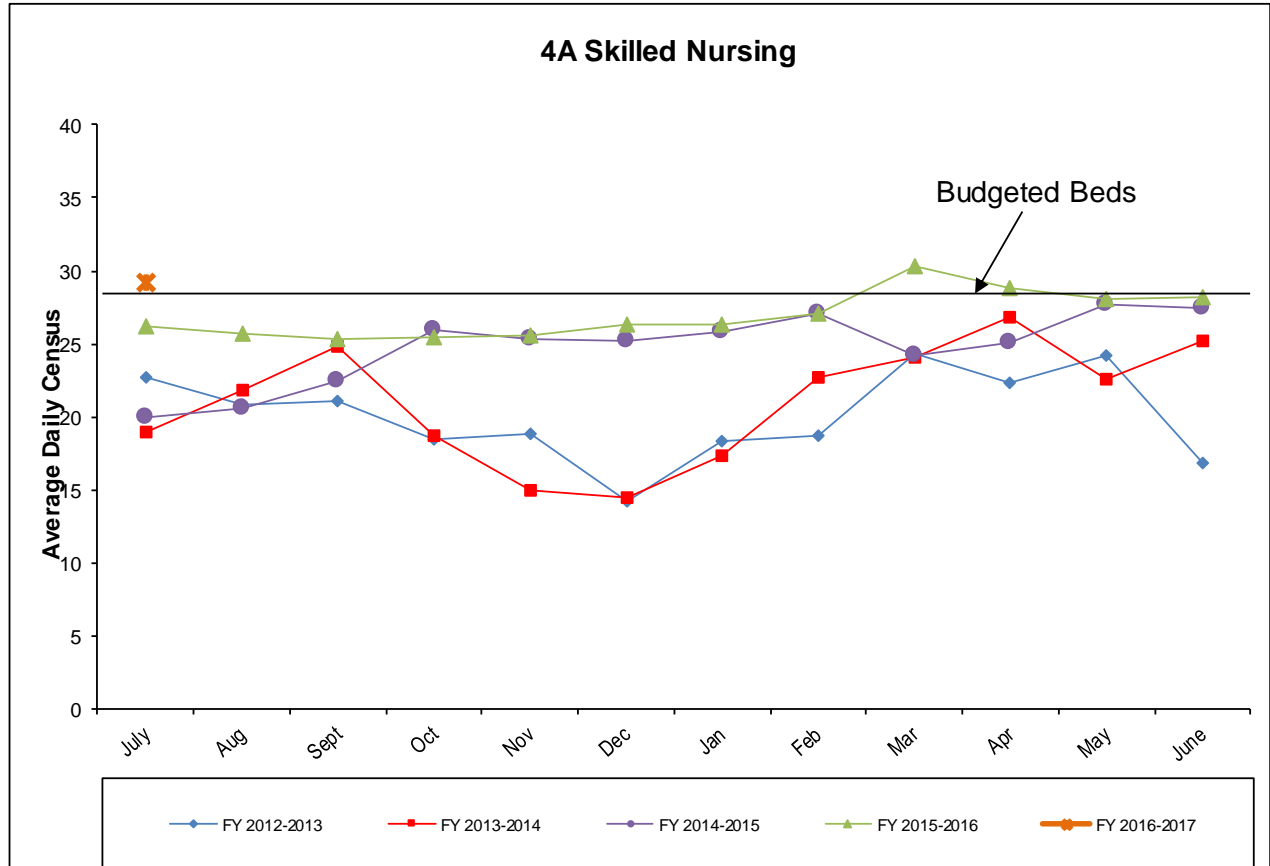
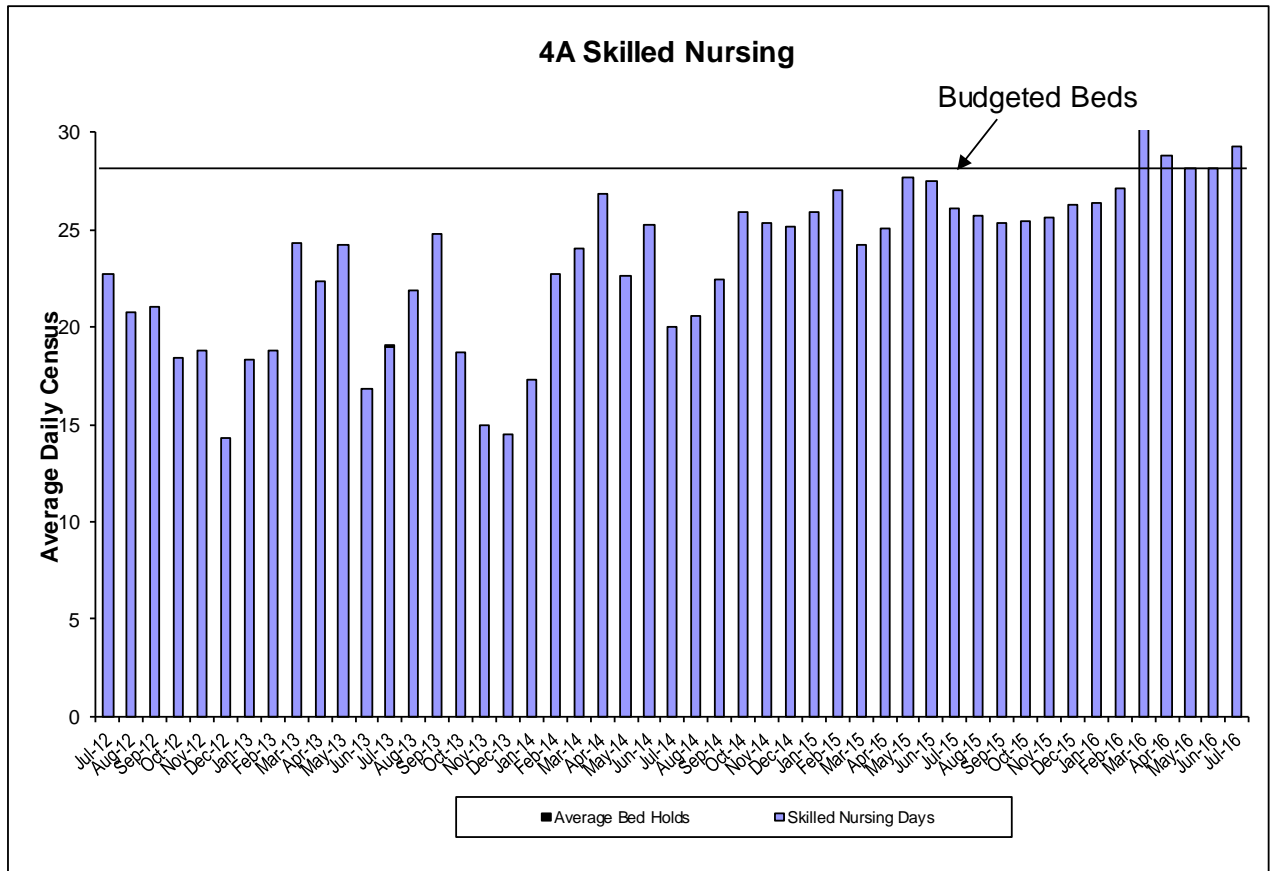
ADC for our skilled nursing unit was 29.25, which is 104% of our budgeted staffed beds and 97.5% of physical capacity.

5 SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2016-2017

For Pay Period ending July 29, 2016, Zuckerberg San Francisco General recorded a 1.54 % variance between Actual and Budgeted salary cost – actuals were \$203,796 over budget. For variance to budget year-to-date, San Francisco General Hospital has a negative variance of \$262,937 /0.9%.







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

