

JCC CEO Data Report

May 2025

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
 - Falls with Moderate or Major Injury
3. Optimizing Patient Connectivity: Synergizing Access and Flow Across the ZSFG Campus
 - Adult Hospitalized – Inpatient Length of Stay (LOS)
 - Psychiatry – % Acute Patients
 - Boarding – Psychiatric Emergency Services Patients (PES)
 - Boarding – Medical Patients (ED, PACU, ICU)
4. Achieving Safe & Equitable Staff Experience
 - Physical Assaults with Injury
5. Revving up Revenue to Improve our Care
 - Accounts Receivable Days
 - % Realized Revenue
 - Denial Rate – Hospital Billing

2025 Scorecard:

True North:

Owner:

Goal Statement:

Departments Driving Equity

Equity

Ehrlich

Maintain % of departments with an active equity driver $\geq 65\%$, through Dec 2025.

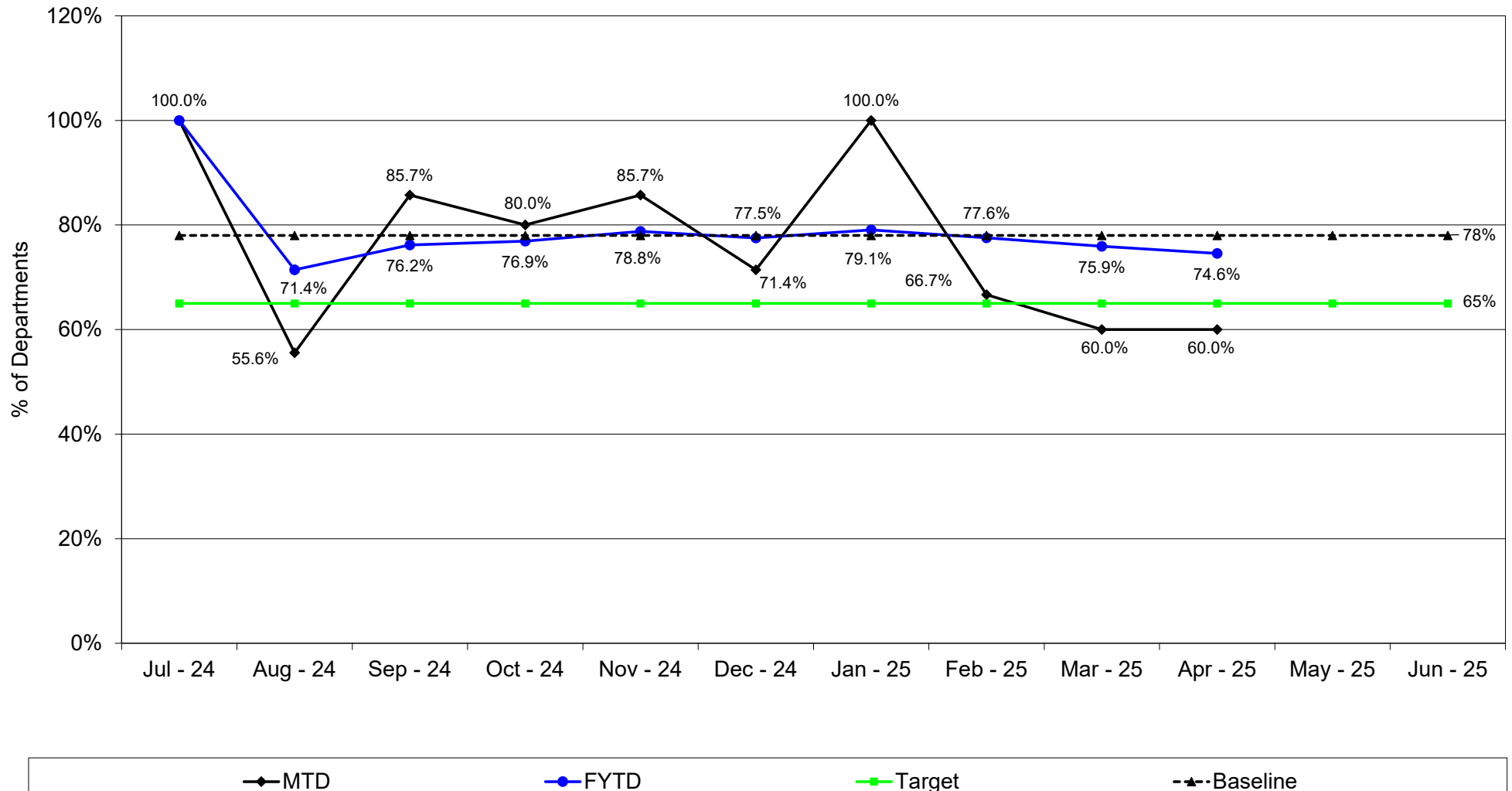


2025 FYTD: **74.6%**

2025 Target: **65%**

2024 Baseline: **78%**

% Change From Last Year: **-4.39%**



2025 Scorecard:

True North:

Owner:

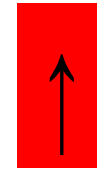
Goal Statement:

Sepsis Bundle Compliance (SEP-1)

Safety

Smith, Mercer

Increase % of Sepsis Bundle Compliance (SEP-1) $\geq$ 59%, by Dec 2025.

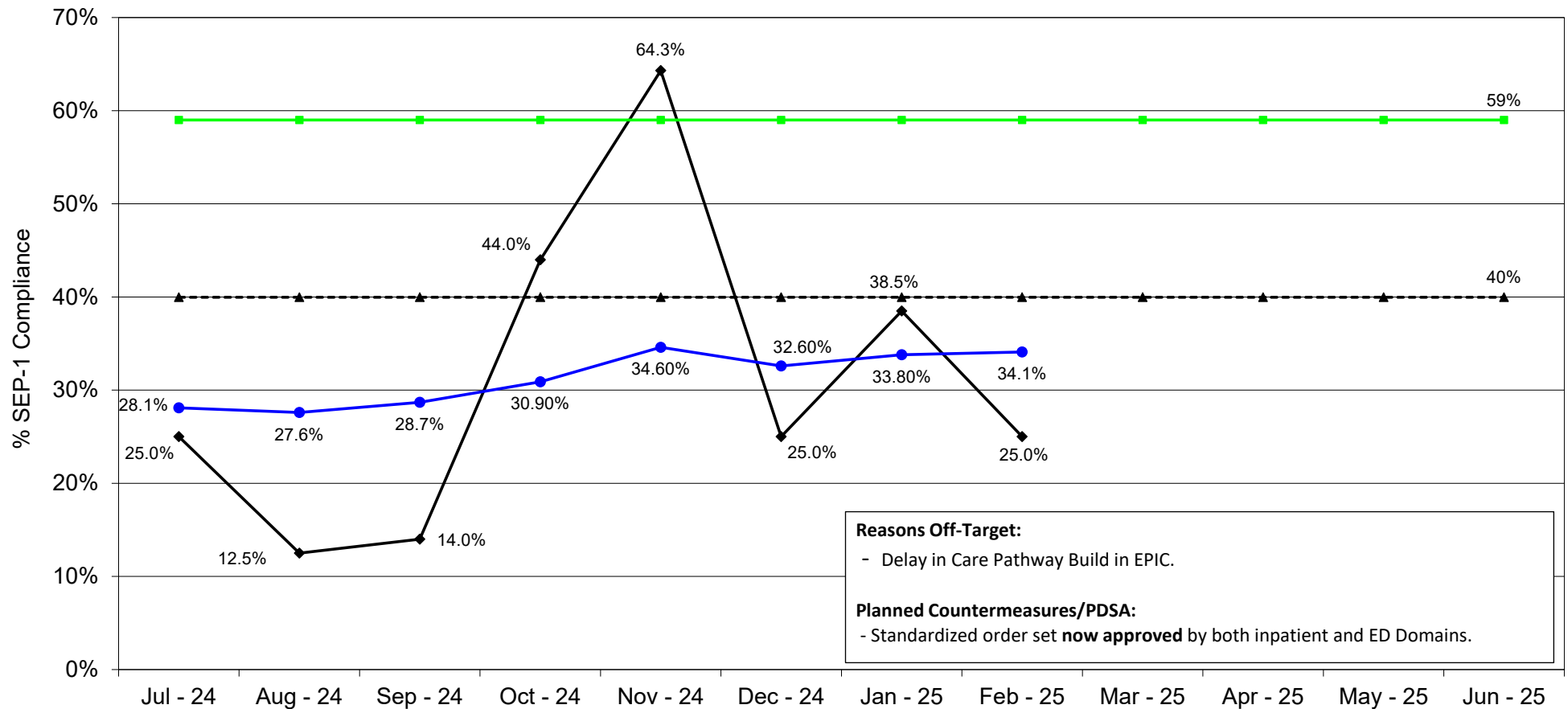


2025 FYTD: **34%**

2025 Target: **59%**

2024 Baseline: **40%**

% Change From Last Year: **-15%**



Reasons Off-Target:

- Delay in Care Pathway Build in EPIC.

Planned Countermeasures/PDSA:

- Standardized order set **now approved** by both inpatient and ED Domains.

—◆— MTD

—●— FYTD

—■— Target

—▲— Baseline

2025 Scorecard:

True North:

Owner:

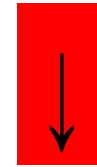
Goal Statement:

Falls with Moderate or Major Injury

Safety

Smith, Mercer

Reduce rate of patient falls with moderate or major injury per 1,000 midnight census
≤ 0.07, across Med Surg, 4A, ED, and Inpatient Psych, by Dec 2025.

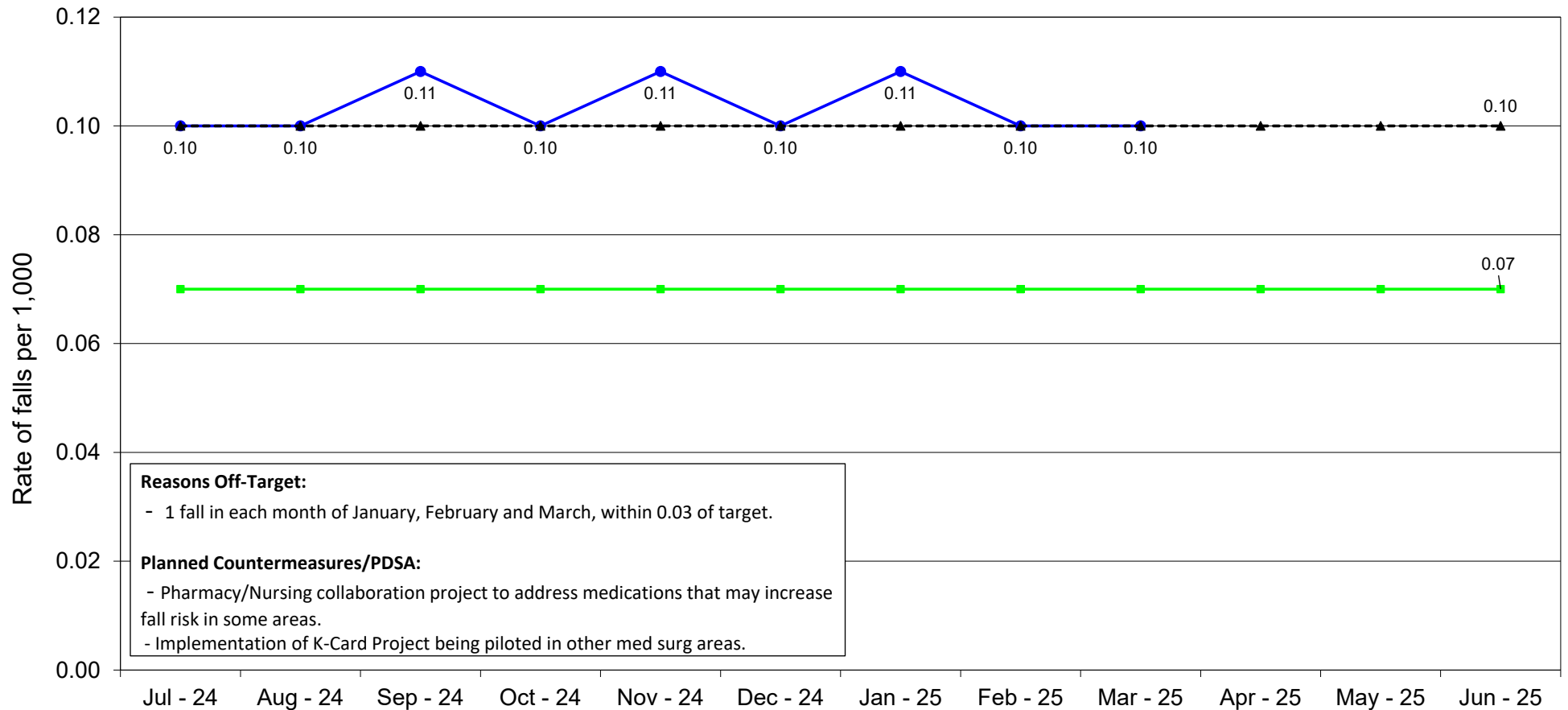


2025 FYTD: 0.10

2025 Target: 0.07

2024 Baseline: 0.10

% Change From Last Year: 0.00%



● FYTD

■ Target

-▲- Baseline

2025 Scorecard:

True North:

Owner:

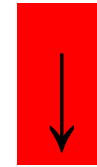
Goal Statement:

Adult Hospitalized - Inpatient Length of Stay

Quality

Ortiz, Otway

Reduce avg. # of patient days from admission order to discharge for adult inpatient/observation stays, from an avg of 5.8 days to less than 5 days, by Dec 2025.

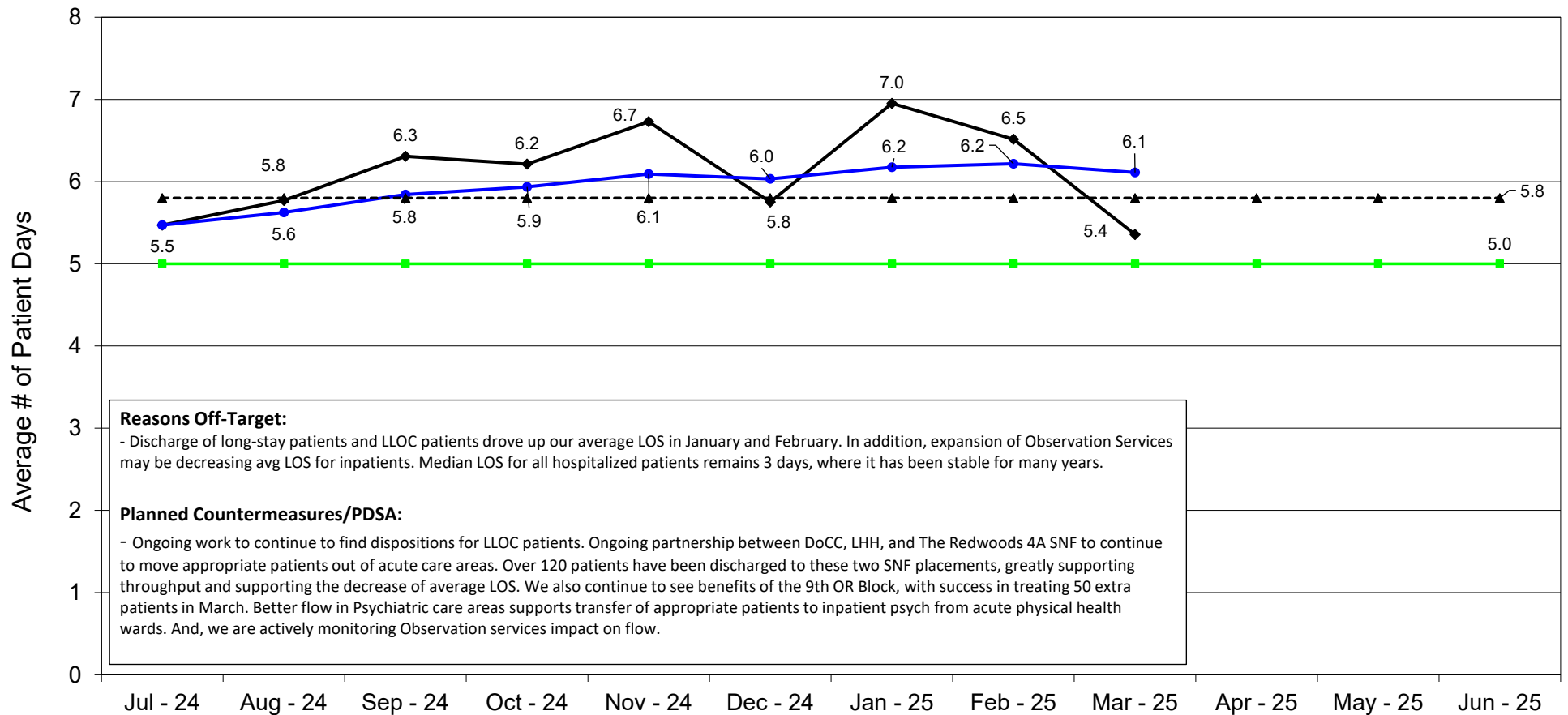


2025 FYTD: **6.1**

2025 Target: **5.0**

2024 Baseline: **5.8**

% Change From Last Year: **5.36%**



—◆— MTD

—●— FYTD

—■— Target

-▲- Baseline

2025 Scorecard:

True North:

Owner:

Goal Statement:

Psych - % Acute Patients

Quality

Almeida

Increase % of inpatient psychiatric acute patients (% of total patient days) from 16.5% to greater than 19.8%, by Dec 2025.

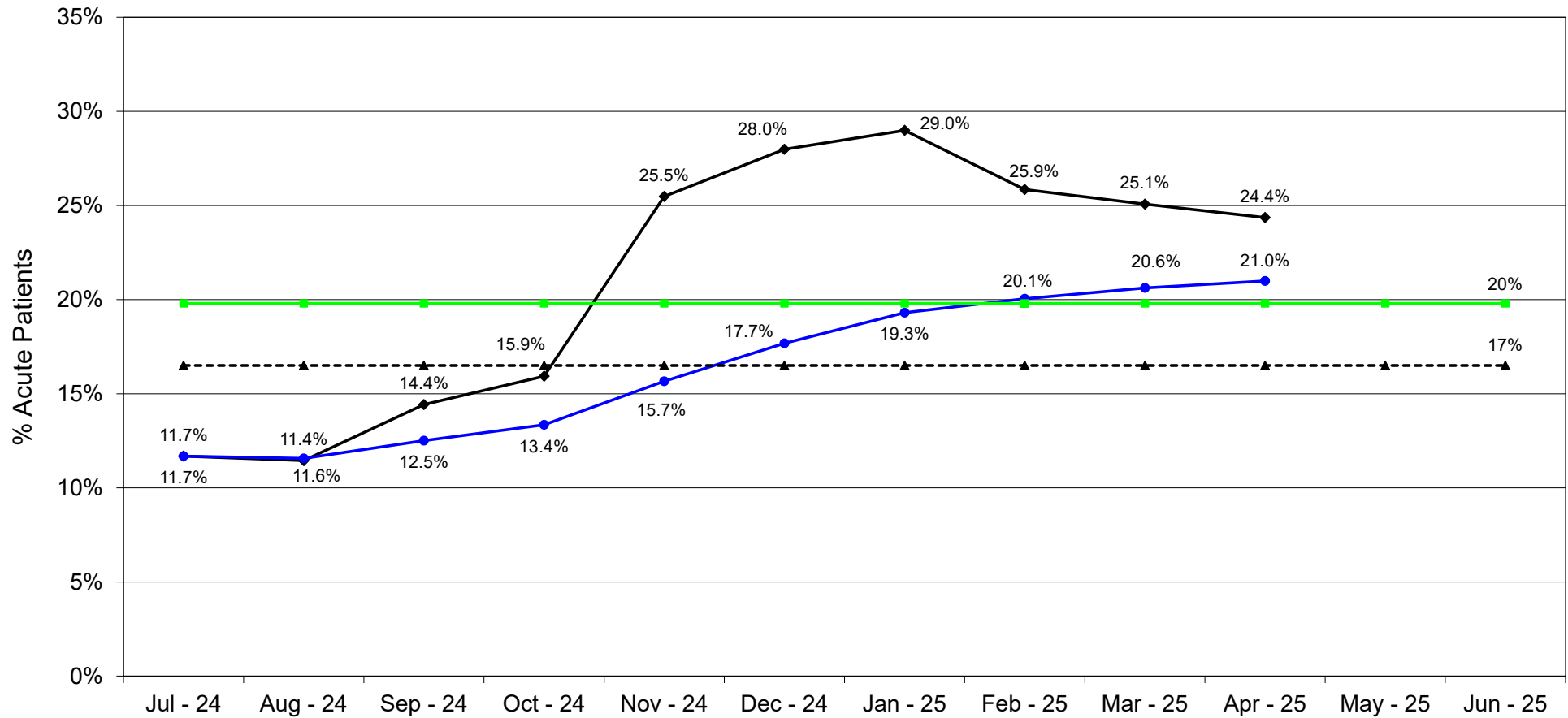


2025 FYTD: **21.0%**

2025 Target: **19.8%**

2024 Baseline: **16.5%**

% Change From Last Year: **27.22%**



—◆— MTD

—●— FYTD

—■— Target

-▲- Baseline

2025 Scorecard:

True North:

Owner:

Goal Statement:

Boarding - PES Patients (PES)

Quality

Almeida

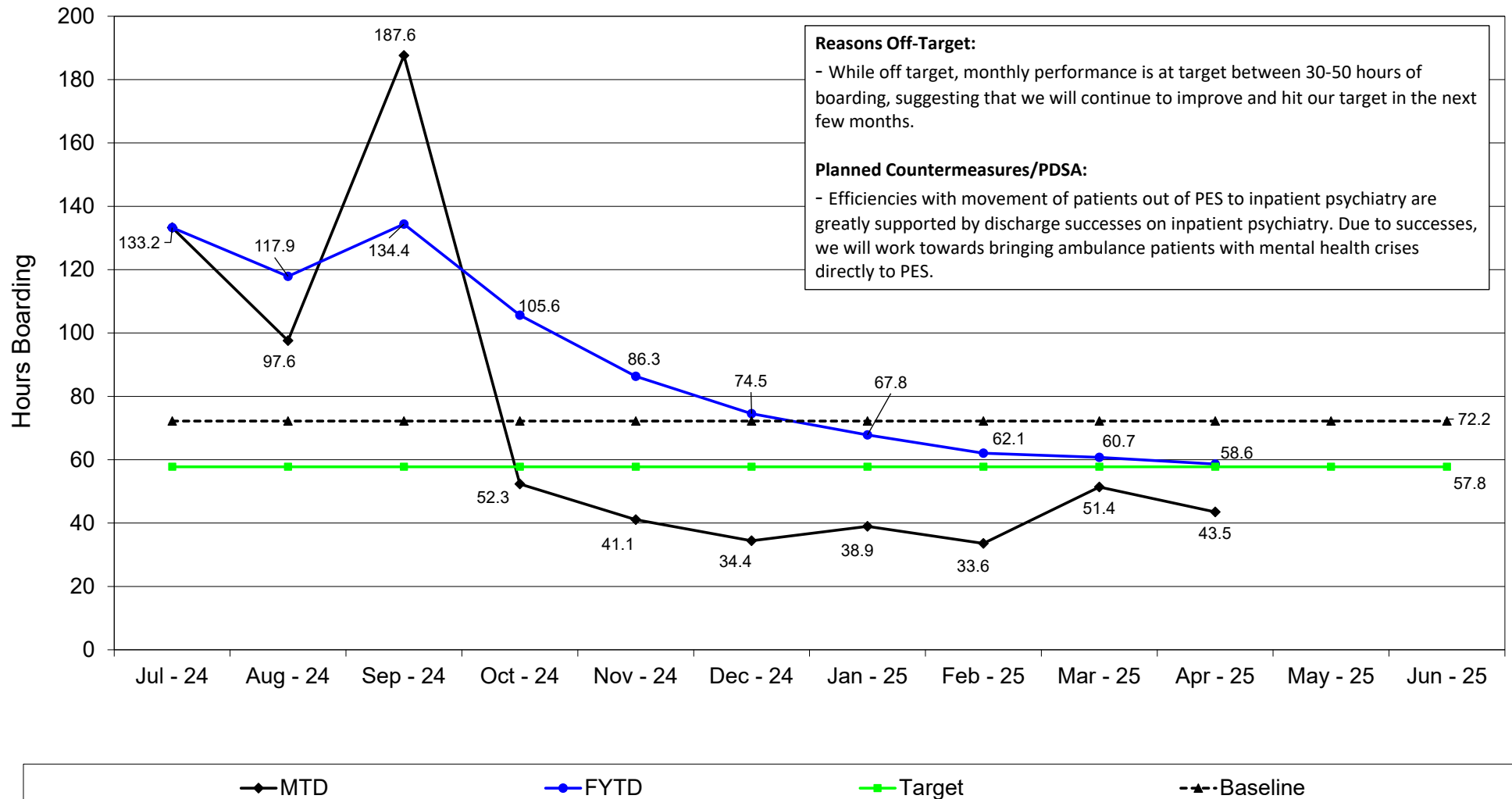
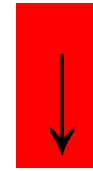
Reduce LOS of PES patients waiting for an inpatient psychiatric bed by 20%,
from baseline of 72.2 hours to 57.8 hours, by Dec 2025.

2025 FYTD: **58.6**

2025 Target: **57.8**

2024 Baseline: **72.2**

% Change From Last Year: **-18.80%**



2025 Scorecard:

True North:

Owner:

Goal Statement:

Boarding - Medical Patients (ED, PACU, ICU)

Quality

Ortiz, Otway

Reduce the average peak number of boarding patients in ED, PACU, and ICU from 34, to fewer than 15, by Dec 2025.



2025 FYTD:

35

2025 Target:

15

2024 Baseline:

34

% Change From Last Year:

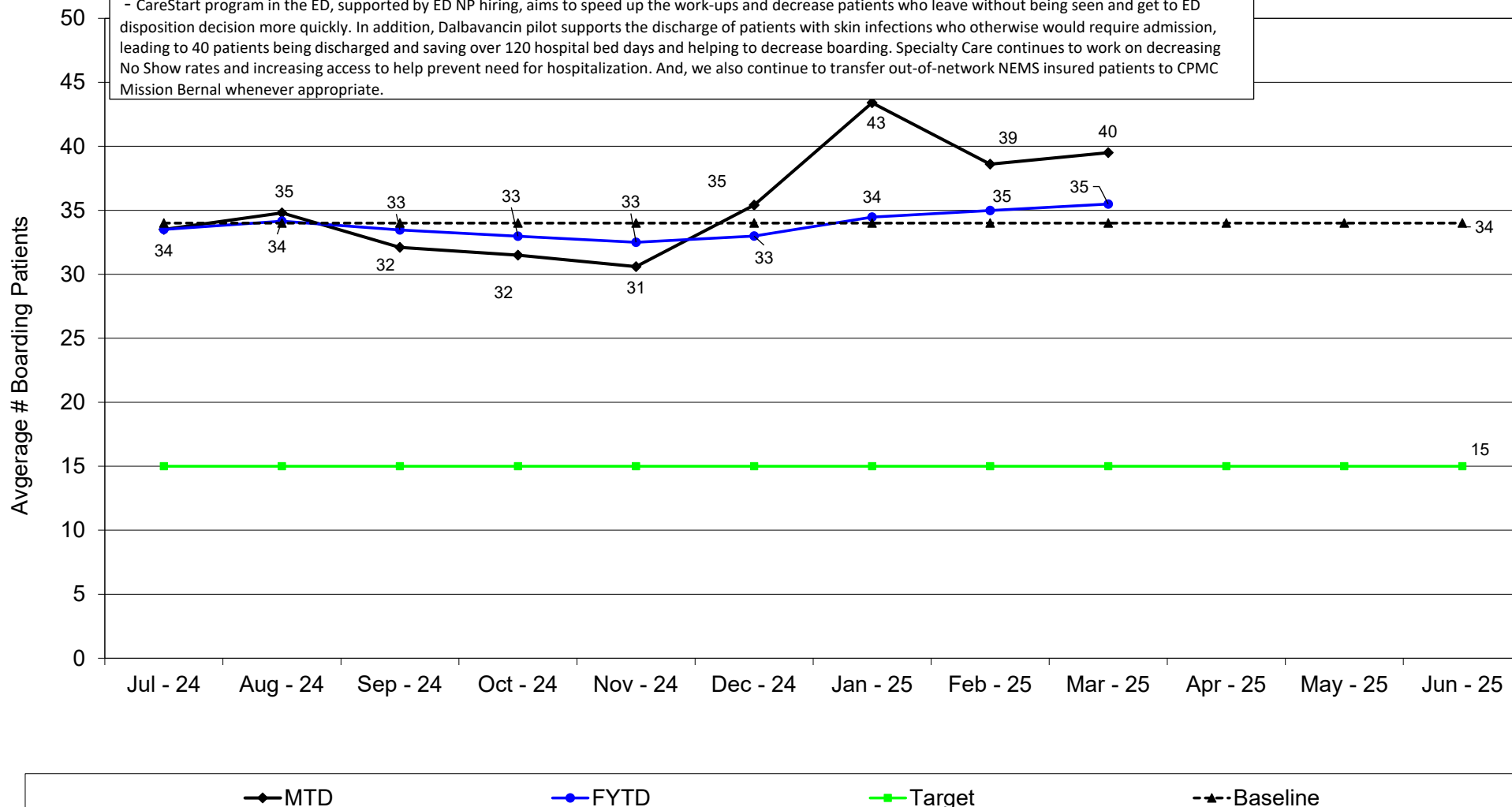
4.38%

Reasons Off-Target:

- Boarding of medical patients continues above target in March due to high demands and low throughput.

Planned Countermeasures/PDSA:

- CareStart program in the ED, supported by ED NP hiring, aims to speed up the work-ups and decrease patients who leave without being seen and get to ED disposition decision more quickly. In addition, Dalbavancin pilot supports the discharge of patients with skin infections who otherwise would require admission, leading to 40 patients being discharged and saving over 120 hospital bed days and helping to decrease boarding. Specialty Care continues to work on decreasing No Show rates and increasing access to help prevent need for hospitalization. And, we also continue to transfer out-of-network NEMS insured patients to CPMC Mission Bernal whenever appropriate.



2025 Scorecard:

True North:

Owner:

Goal Statement:

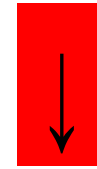
Physical Assaults with Injury

Developing Our People

Robinson

Reduce the # of physical assaults with injury to ZSFG staff from a rate of 6.75 per month to less than 4.0 per month for the combined high risk areas, by Dec 2025.

(PSYCH, ED, BHC, UCC, M/S)

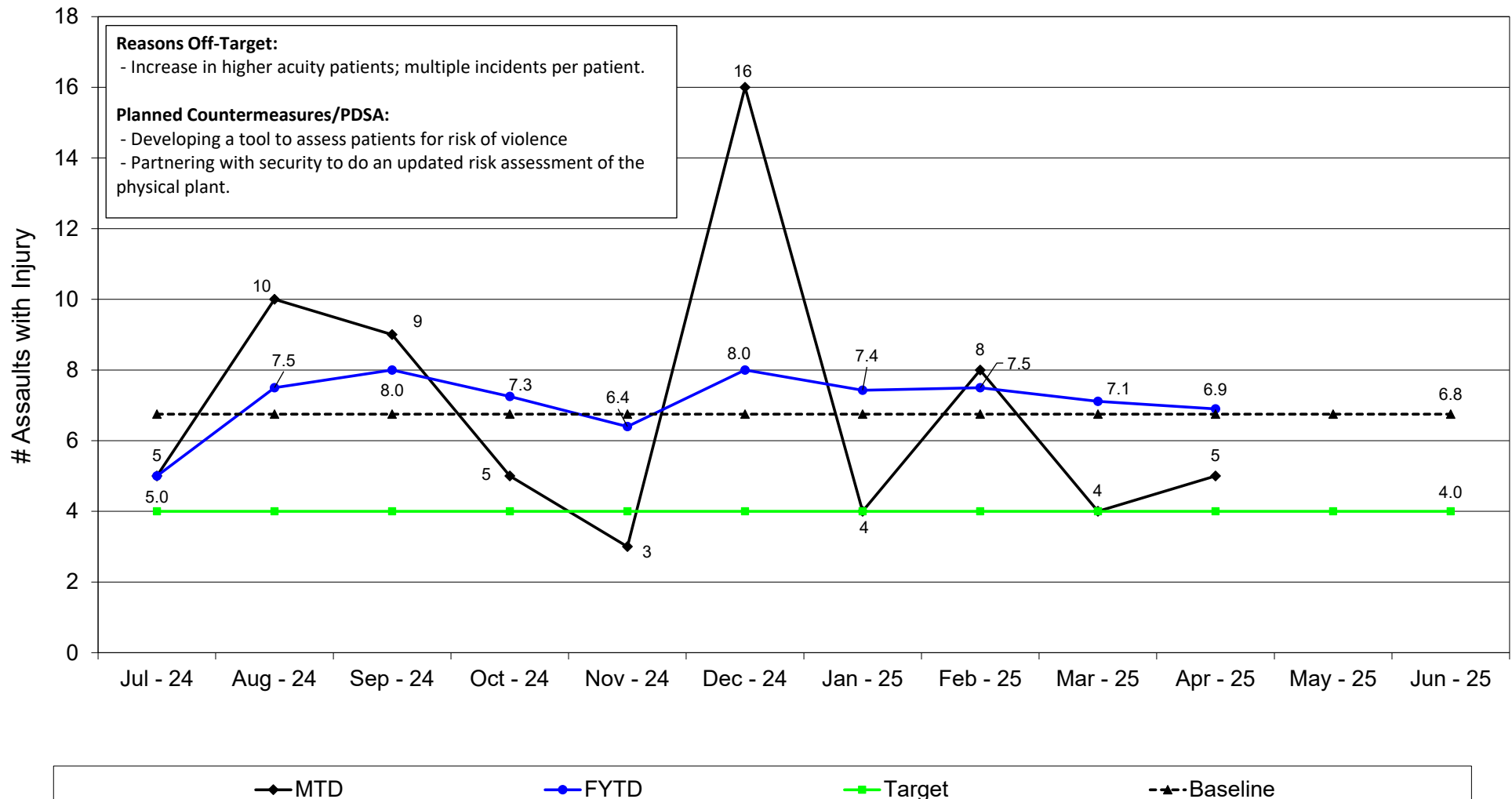


2025 FYTD: **6.9**

2025 Target: **4**

2024 Baseline: **6.8**

% Change From Last Year: **2.22%**



2025 Scorecard:

True North:

Owner:

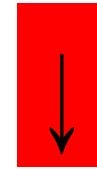
Goal Statement:

Accounts Receivable Days

Financial Stewardship

Wu, Kanzaria

Reduce average # of days it takes to collect payments owed from patients and insurance companies from 61 days to 59 days, by Dec 2025.

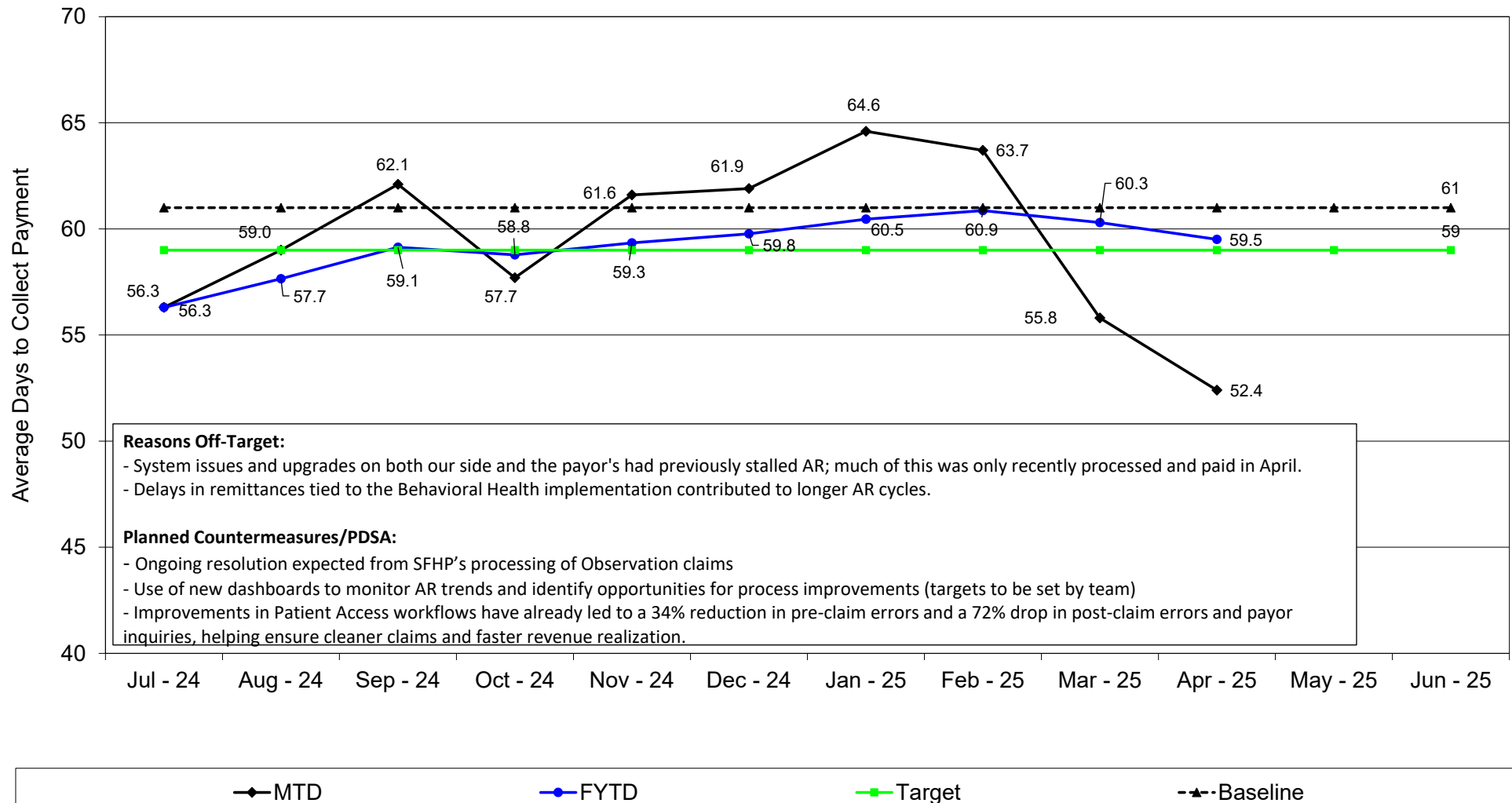


2025 FYTD: **59.5**

2025 Target: **59**

2024 Baseline: **61**

% Change From Last Year: **-2.44%**



2025 Scorecard:

True North:

Owner:

Goal Statement:

% Realized Revenue

Financial Stewardship

Wu, Kanzaria

Increase % of billed revenue that is successfully collected and posted from 13.5% to 14.25%, by Dec 2025.

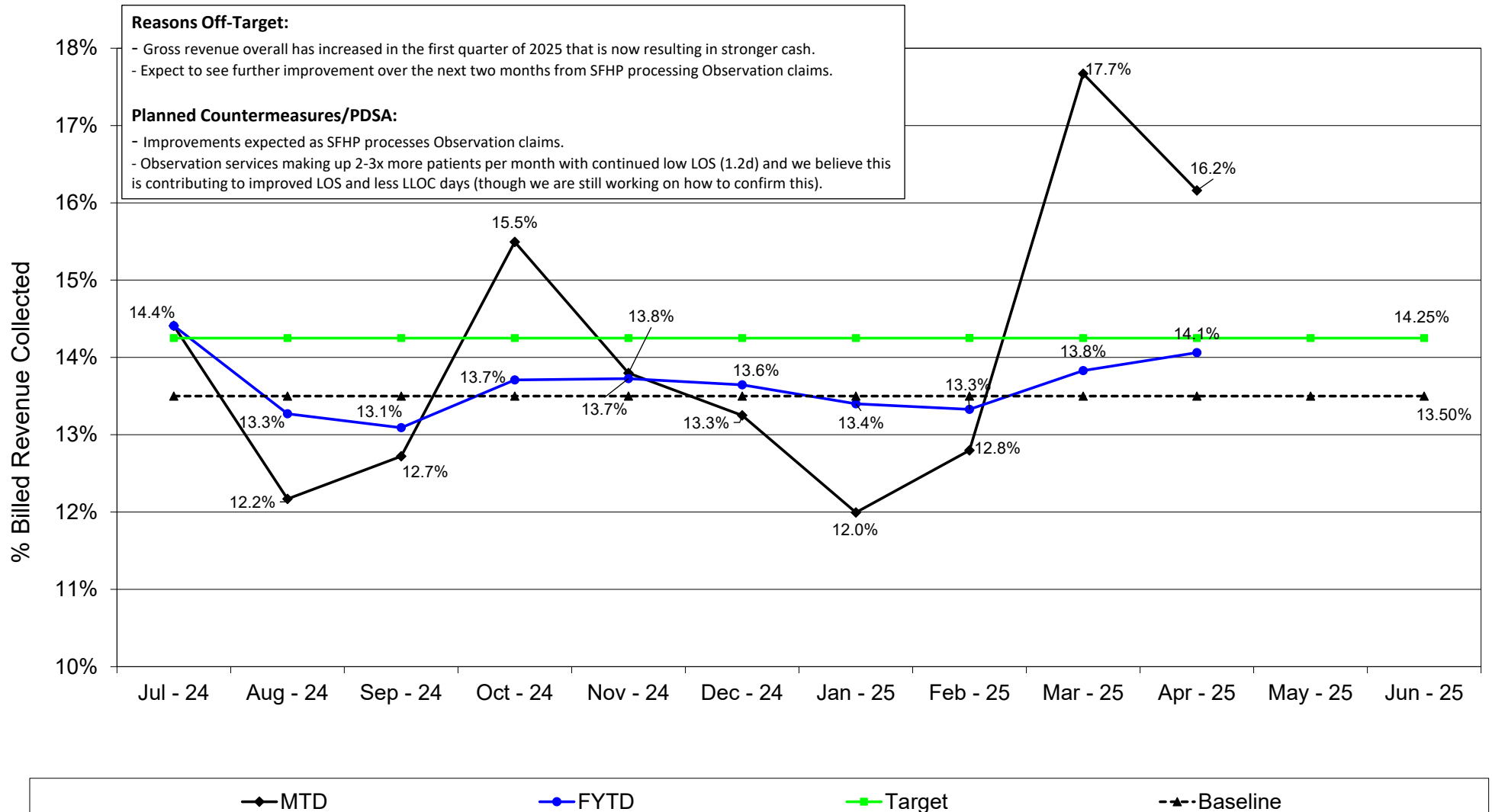


2025 FYTD: **14.06%**

2025 Target: **14.25%**

2024 Baseline: **13.50%**

% Change From Last Year: **4.16%**



2025 Scorecard:

True North:

Owner:

Goal Statement:

Denial Rate - Hospital Billing

Financial Stewardship

Wu, Kanzaria

Reduce Hospital Billing Denial rate for primary payers from 16.4% to 15.6%, by Dec 2025.

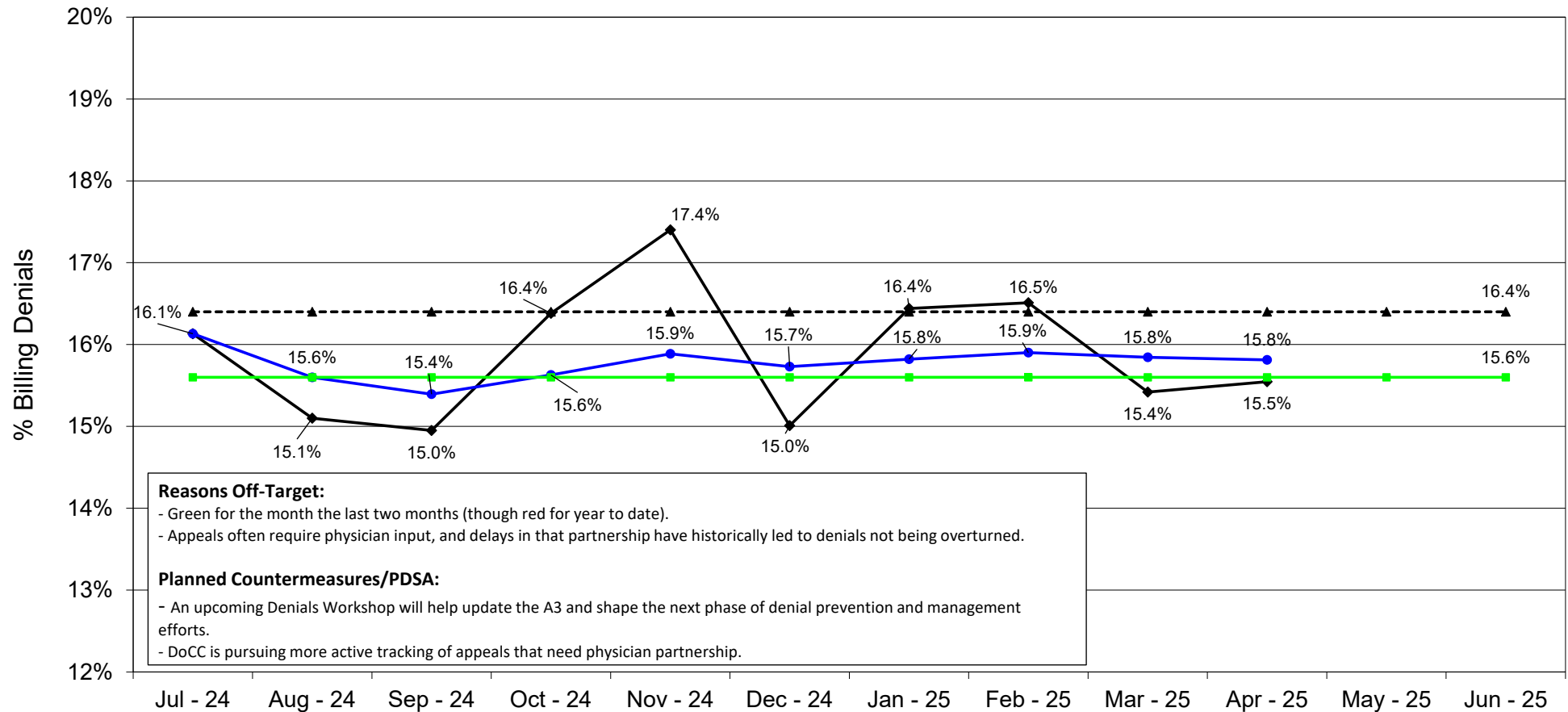


2025 FYTD: **15.8%**

2025 Target: **15.6%**

2024 Baseline: **16.4%**

% Change From Last Year: **-3.58%**



Reasons Off-Target:

- Green for the month the last two months (though red for year to date).
- Appeals often require physician input, and delays in that partnership have historically led to denials not being overturned.

Planned Countermeasures/PDSA:

- An upcoming Denials Workshop will help update the A3 and shape the next phase of denial prevention and management efforts.
- DoCC is pursuing more active tracking of appeals that need physician partnership.

—◆— MTD

—●— FYTD

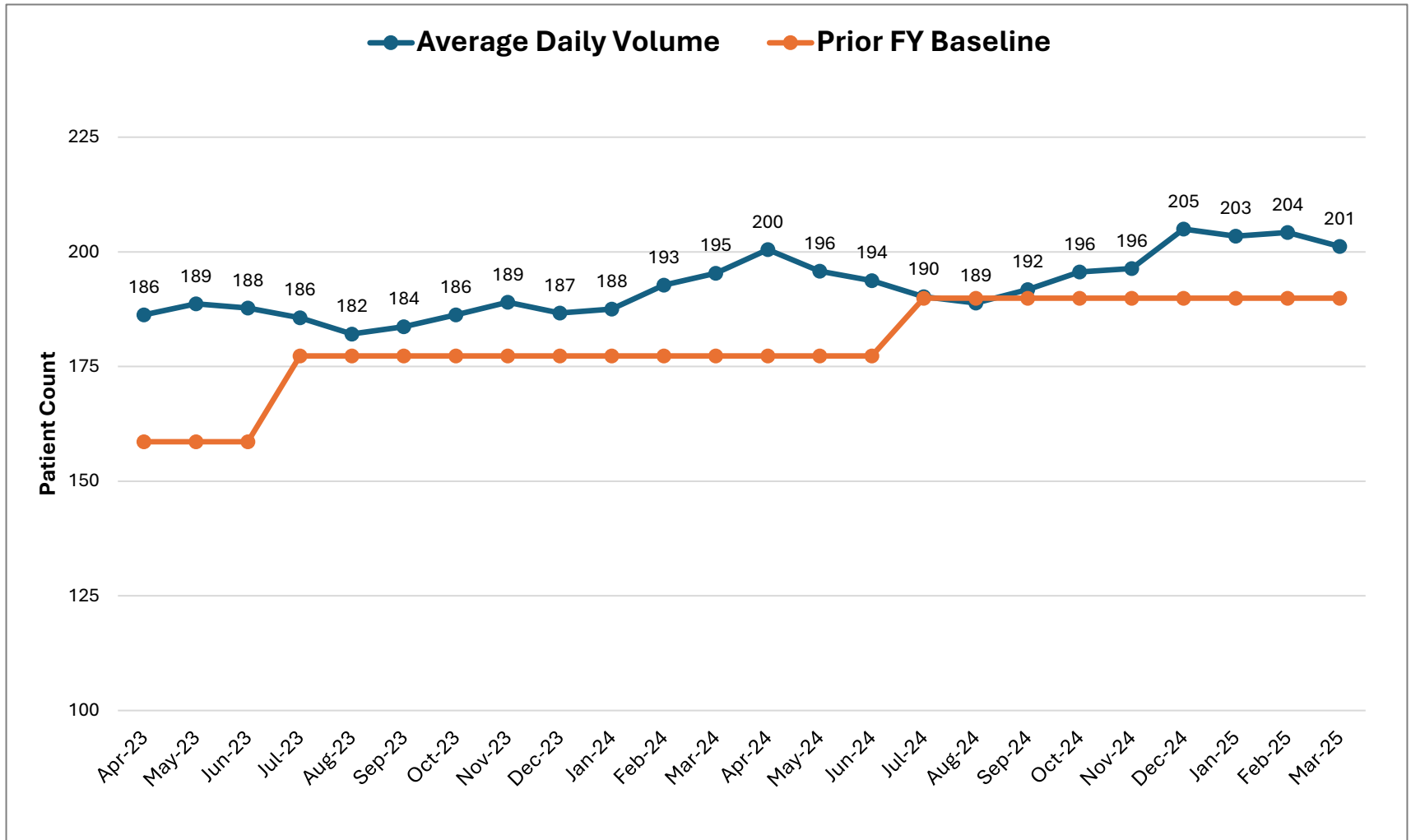
—■— Target

—▲— Baseline

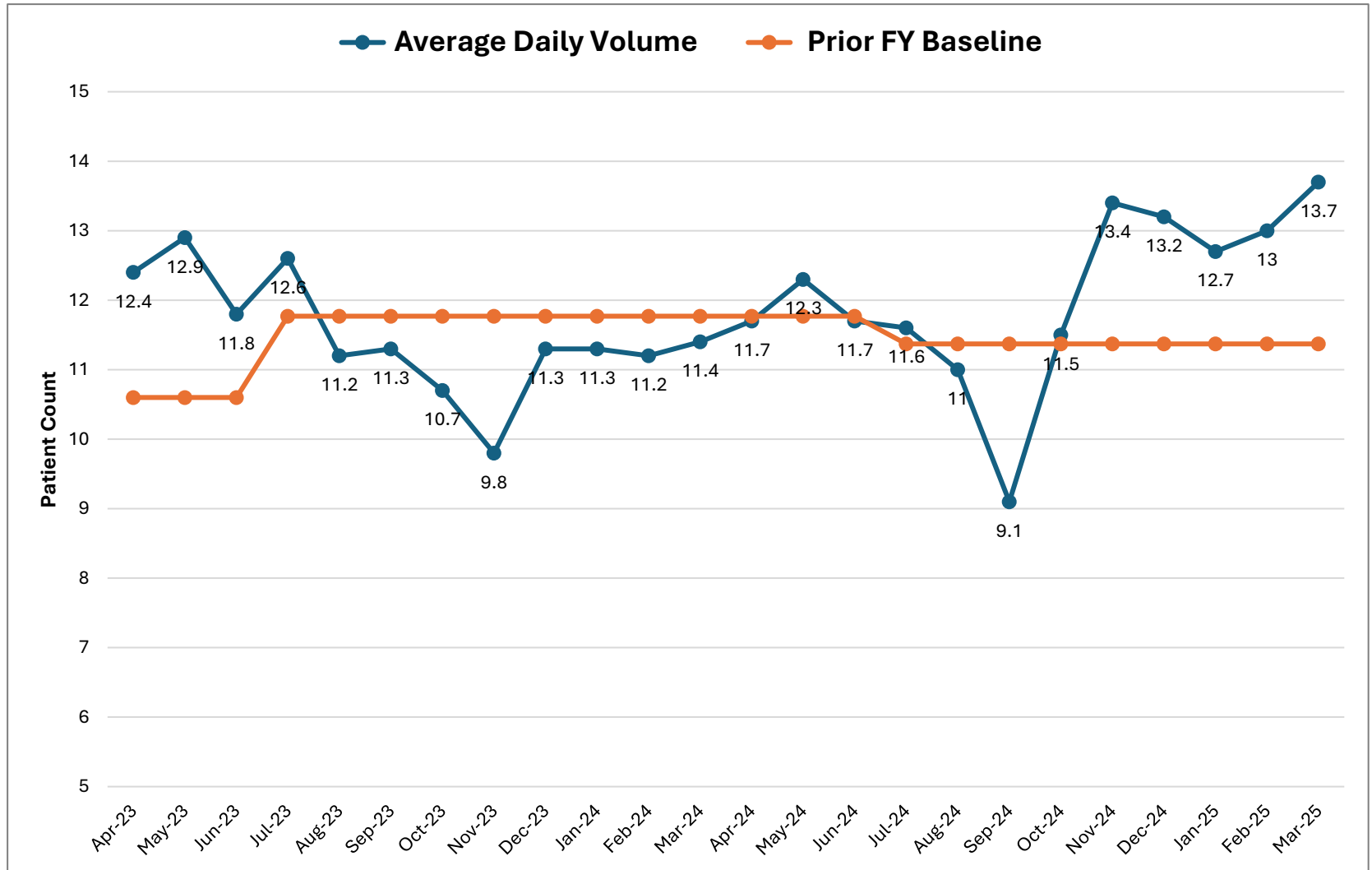
Part 2: Flow Data

1. Input (Emergency Volume)
 - ED, PES
2. Input and Output (Admissions and Discharges)
 - Physical Health (Med/Surg, ICU, OR, PACU), Maternal Child, Psychiatry
3. Throughput
 - Length of Stay – Physical Health and Observation, Psychiatry, Maternal Child
 - Length of Stay- Physical Health, Physical Health and Observation, Observation
 - LLOC – Physical Health and Psychiatry
4. Weekly ZSFG to LHH Transfers
5. Census Data
 - Physical Health (Med/Surg, ICU, OR, PACU), Maternal Child, Psychiatry
 - Increasing demand over time

Input - Medical ED Avg Daily Volume

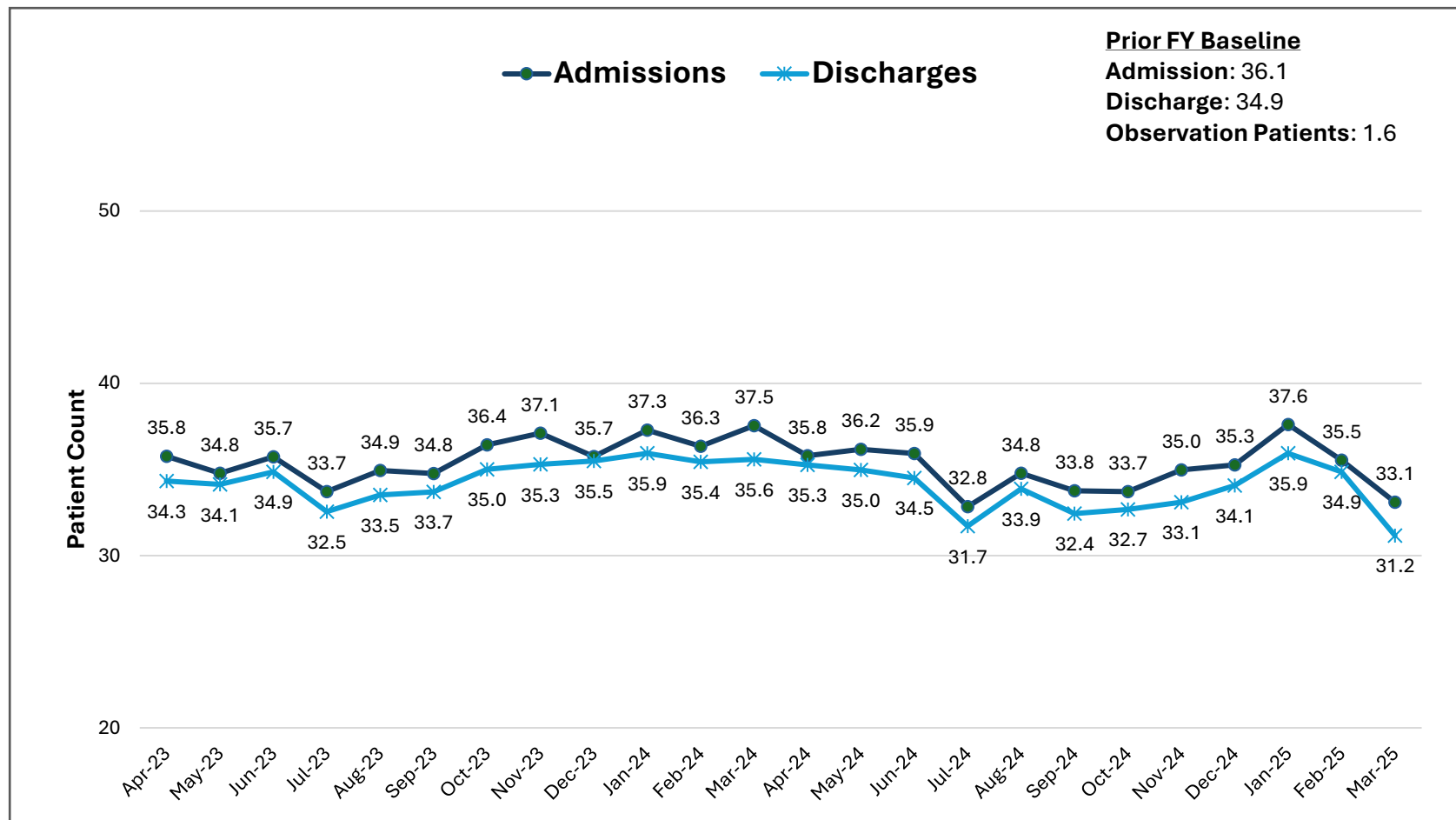


Input - Psychiatric ED Avg Daily Volume



Inpatient Avg Daily Admissions & Discharges

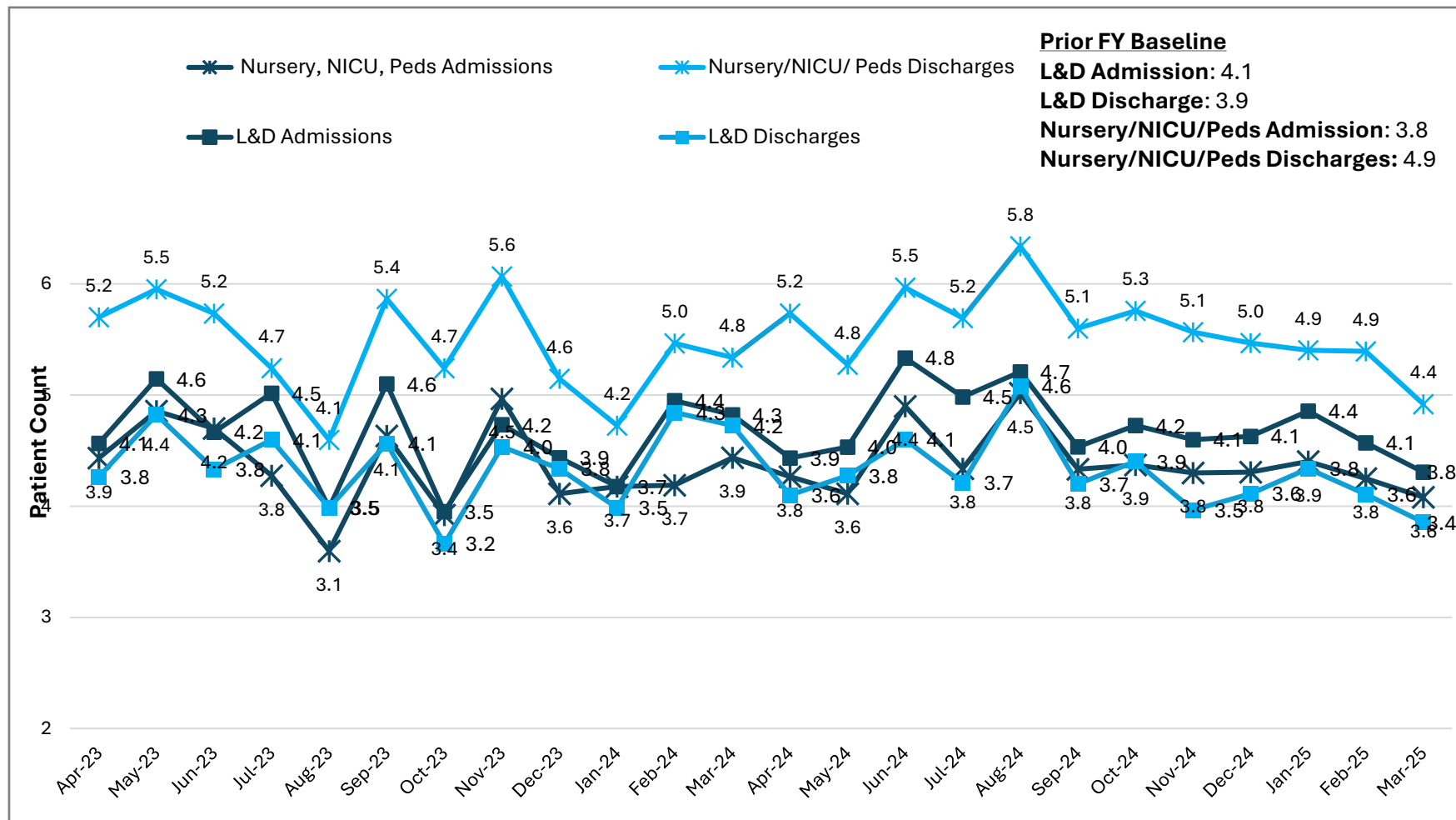
(Physical Health - MedSurg/ICU/Emergency/OR/PACU)



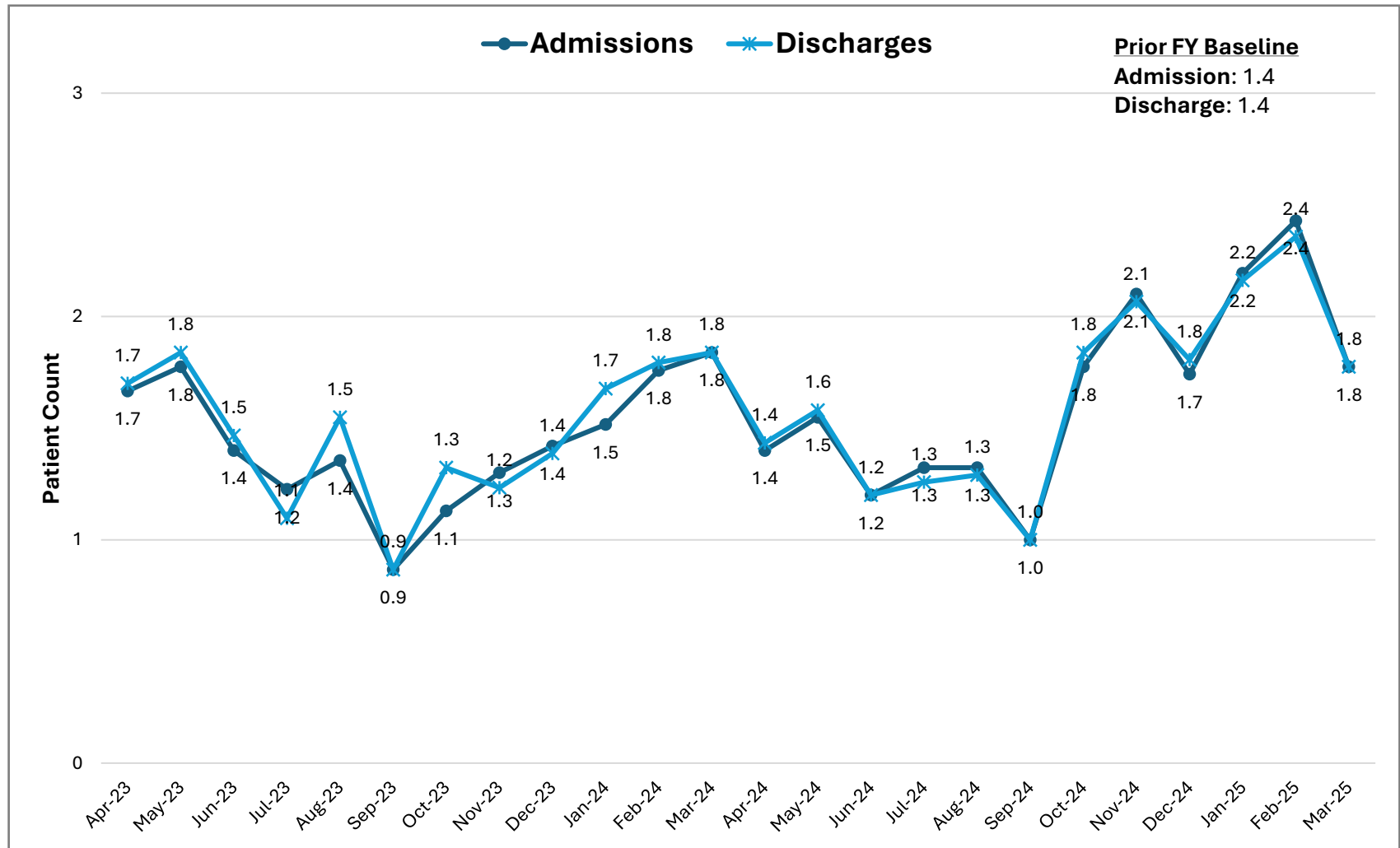
Notes – Hospitalized Observation Patients that are subsequently discharged (1.6 patients/day) not shown above

– 30% of the gap between admissions and discharges in above graph is due to patients being changed from inpatient to observation level of care prior to discharge.

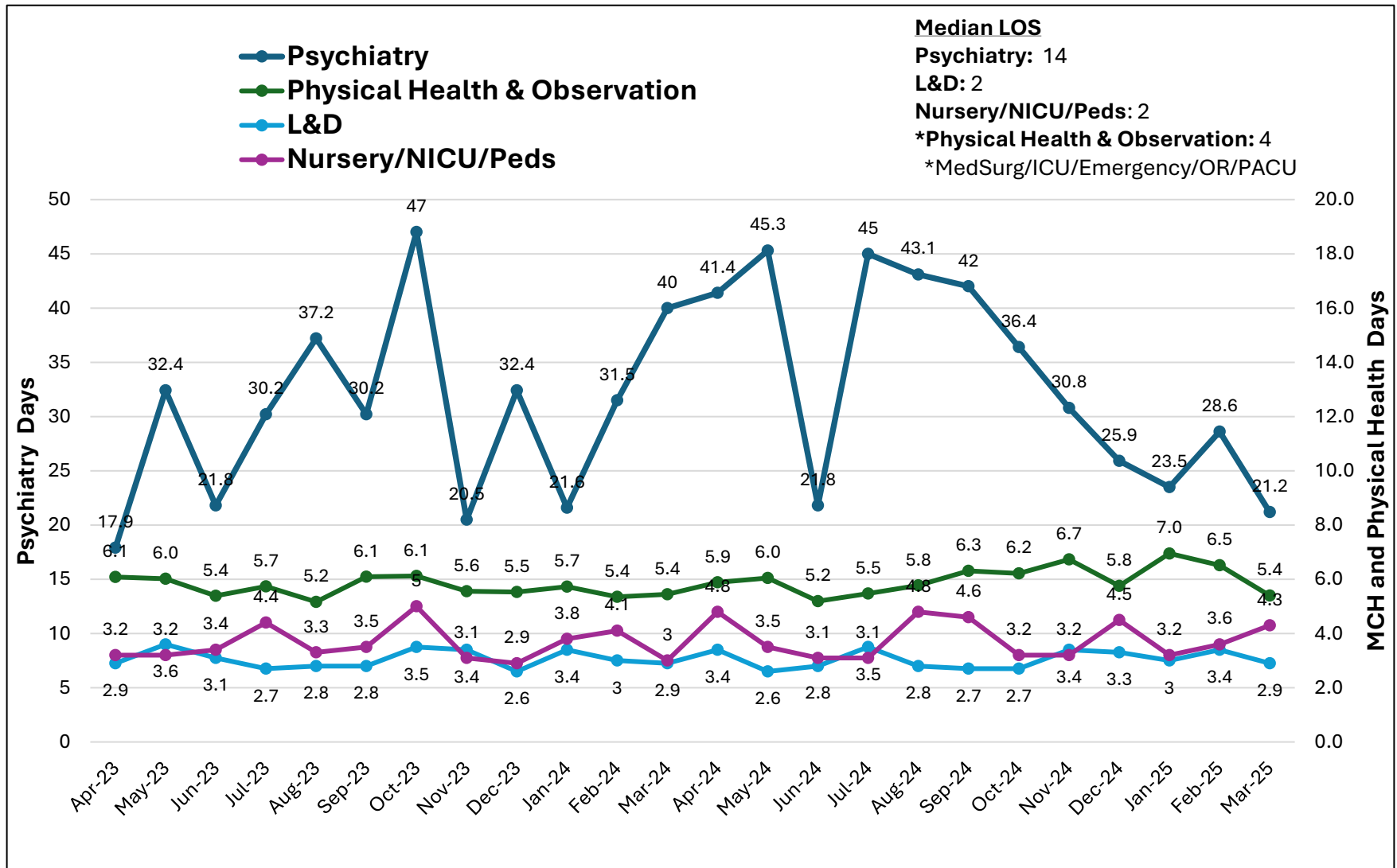
Inpatient Avg Daily Admissions & Discharges (Maternal & Child Health)



Inpatient Avg Daily Admissions & Discharges (Psychiatry)

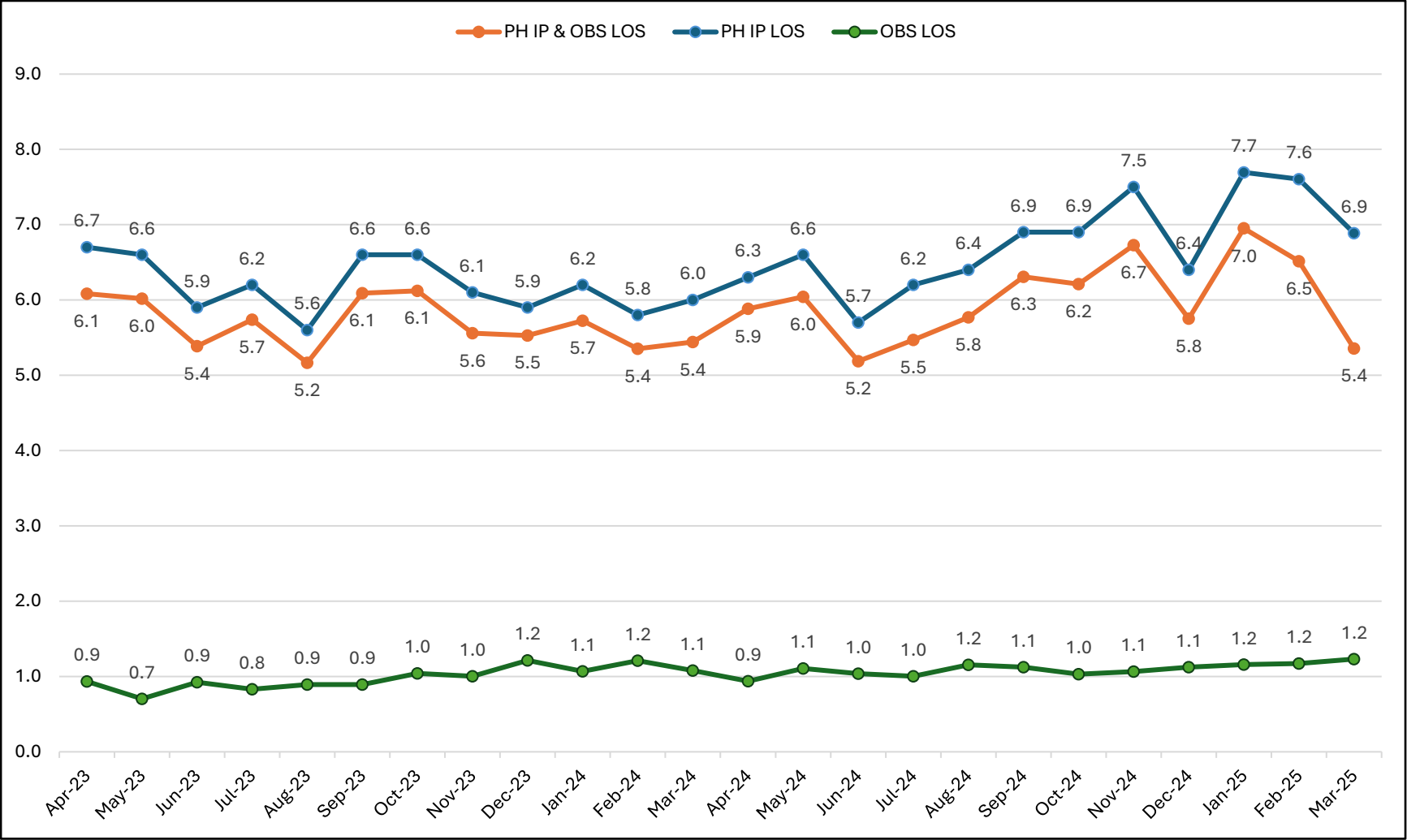


Throughput – Inpatient Avg Length of Stay (in Days)



Throughput - Physical Health Hospitalized

Patient Length of Stay (in Days) Stratified by Observation Status

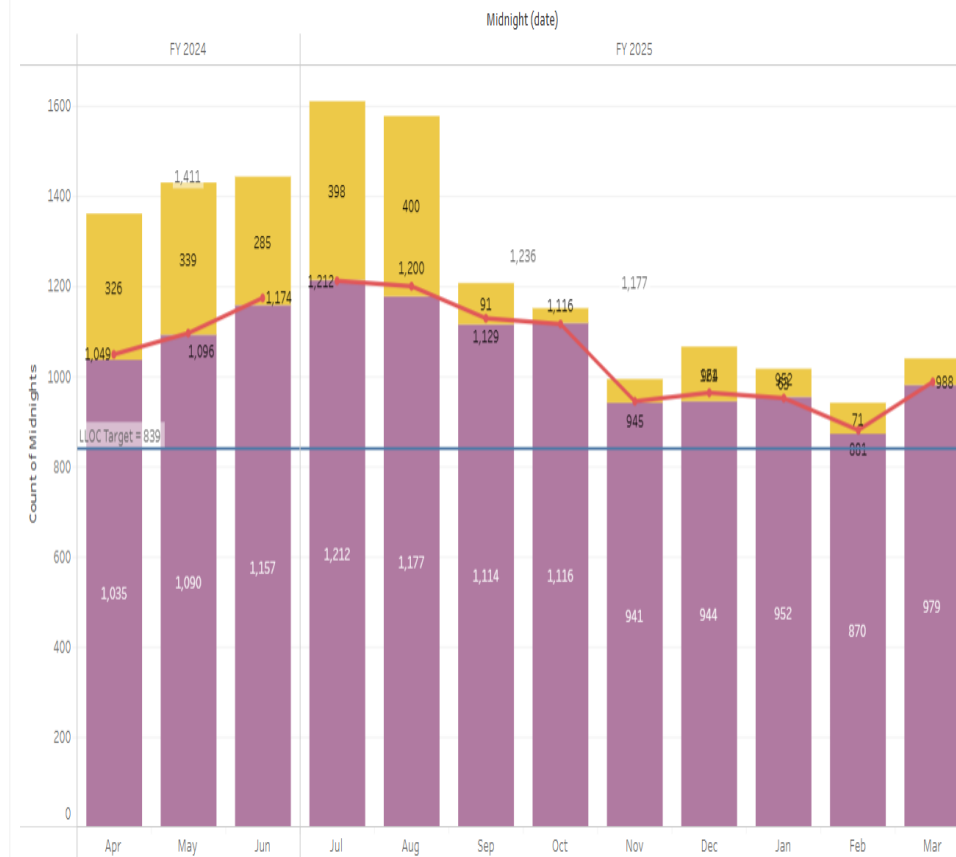


Throughput – Lower Level of Care

Bed Type (group)

- Behavioral-LLOC
- DENIED/CUSTODIAL

Psych LLOC (Bldg 5, PES/7B/7C plus H52, excludes 7L)



Bed Type (group)

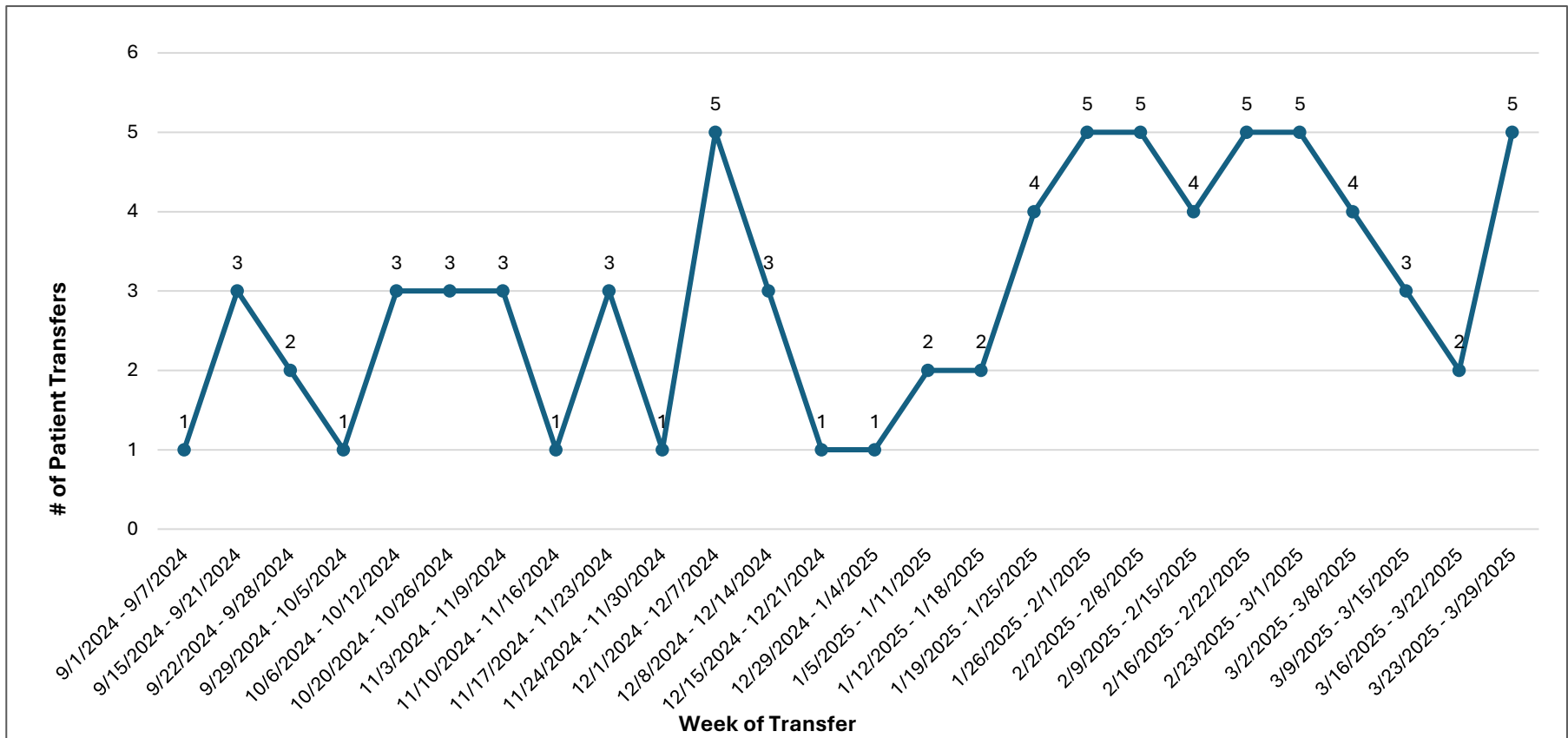
- SNF
- DENIED/CUSTODIAL

MedSurg LLOC (Bldg 25 except 2nd Floor and H52)



Weekly ZSFG to LHH Transfers

Week	Count of Patients	Week	Count of Patients	Week	Count of Patients	Week	Count of Patients
9/1/2024 - 9/7/2024	1	11/10/2024 - 11/16/2024	1	1/5/2025 - 1/11/2025	2	2/16/2025 - 2/22/2025	5
9/15/2024 - 9/21/2024	3	11/17/2024 - 11/23/2024	3	1/12/2025 - 1/18/2025	2	2/23/2025 - 3/1/2025	5
9/22/2024 - 9/28/2024	2	11/24/2024 - 11/30/2024	1	1/19/2025 - 1/25/2025	4	3/2/2025 - 3/8/2025	4
9/29/2024 - 10/5/2024	1	12/1/2024 - 12/7/2024	5	1/26/2025 - 1/31/2025	5	3/9/2025 - 3/15/2025	3
10/6/2024 - 10/12/2024	3	12/8/2024 - 12/14/2024	3	1/26/2025 - 2/1/2025	5	3/16/2025 - 3/22/2025	2
10/20/2024 - 10/26/2024	3	12/15/2024 - 12/21/2024	1	2/2/2025 - 2/8/2025	5	3/23/2025 - 3/29/2025	5
11/3/2024 - 11/9/2024	3	12/29/2024 - 1/4/2025	1	2/9/2025 - 2/15/2025			
Grand Total: 77							



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Increasing Demand for MedSurg Over Time

