## 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

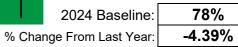
**Departments Driving Equity** 

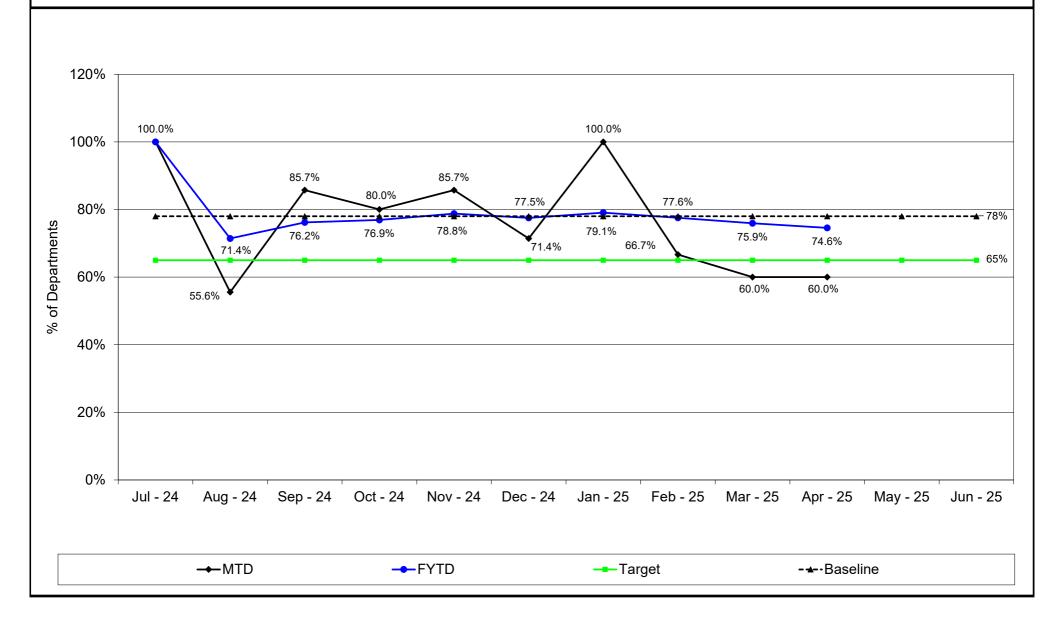
True North: Owner:

Equity Ehrlich 2025 FYTD: **74.6%**2025 Target: **65%** 

Goal Statement:

Maintain % of departments with an active equity driver >= 65%, through Dec 2025.





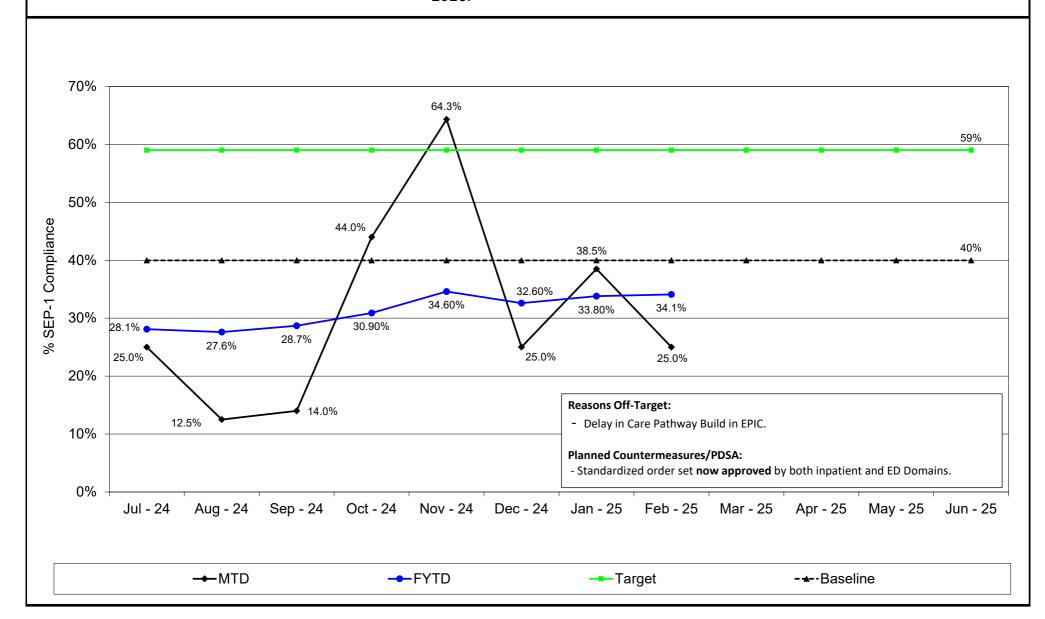
**Sepsis Bundle Compliance (SEP-1)** 

True North: Owner: Safety Smith, Mercer

Goal Statement:

Increase % of Sepsis Bundle Compliance (SEP-1) >= 59%, by Dec 2025.





2025 Scorecard: **Falls with Moderate or Major Injury** 2025 FYTD: 0.10 True North: Safety 0.07 2025 Target: Owner: Smith, Mercer 0.10 2024 Baseline: Reduce rate of patient falls with moderate or major injury per 1,000 midnight census Goal Statement: 0.00% % Change From Last Year: <= 0.07, across Med Surg, 4A, ED, and Inpatient Psych, by Dec 2025. 0.12 0.10 0.10 0.10 0.10 0.10 0.10 0.10 0.10 0.08 Rate of falls per 1,000 0.07 0.06 0.04 **Reasons Off-Target:** - 1 fall in each month of January, February and March, within 0.03 of target. 0.02 Planned Countermeasures/PDSA: - Pharmacy/Nursing collaboration project to address medications that may increase fall risk in some areas. - Implementation of K-Card Project being piloted in other med surg areas. 0.00 Nov - 24 Dec - 24 Jan - 25 Feb - 25 Mar - 25 Apr - 25 May - 25 Jul - 24 Aug - 24 Sep - 24 Oct - 24 Jun - 25

--- Target

**→**FYTD

---Baseline

### **Adult Hospitalized - Inpatient Length of Stay**

True North:

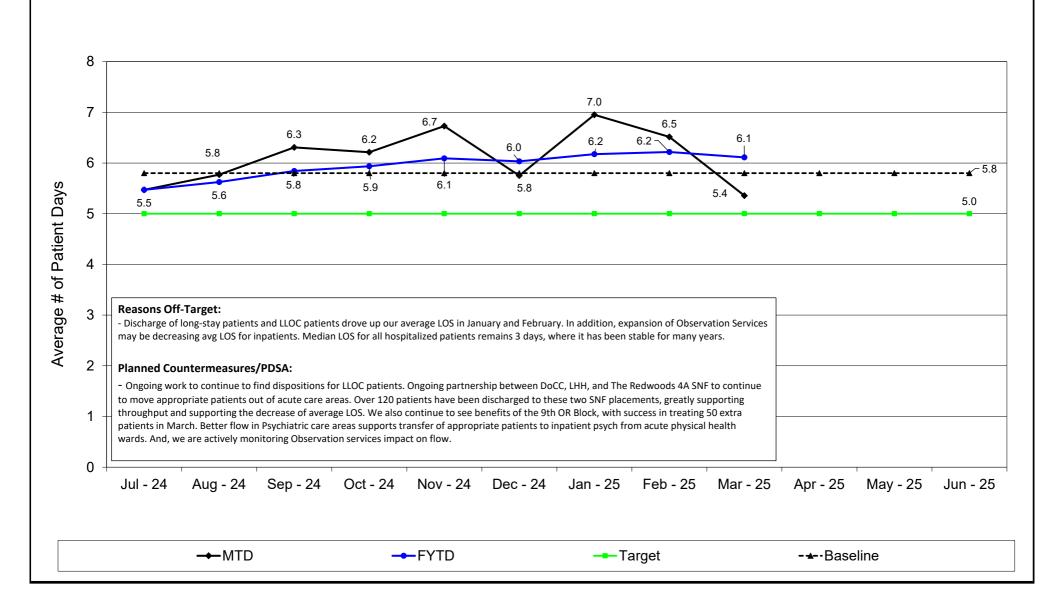
Owner:

Quality Ortiz, Otway 2025 FYTD: **6.1** 2025 Target: **5.0** 

Goal Statement:

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.

2024 Baseline: **5.8** % Change From Last Year: **5.36**%



**Psych - % Acute Patients** 

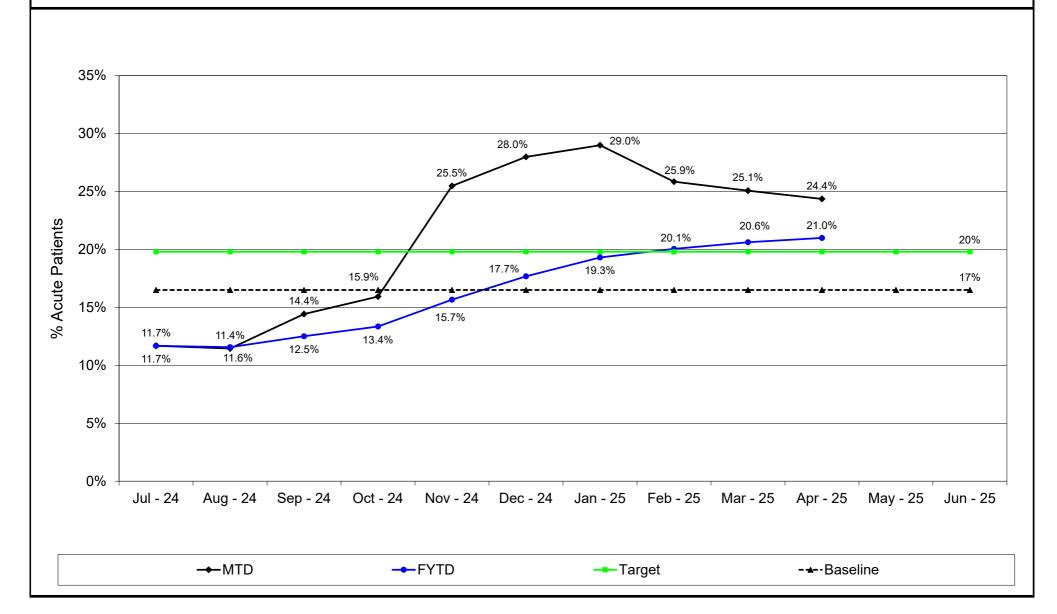
True North: Owner:

Quality Almeida 2025 FYTD: 21.0% 2025 Target: 19.8%

Goal Statement:

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

2024 Baseline: 16.5%
% Change From Last Year: 27.22%



**Boarding - PES Patients (PES)** 

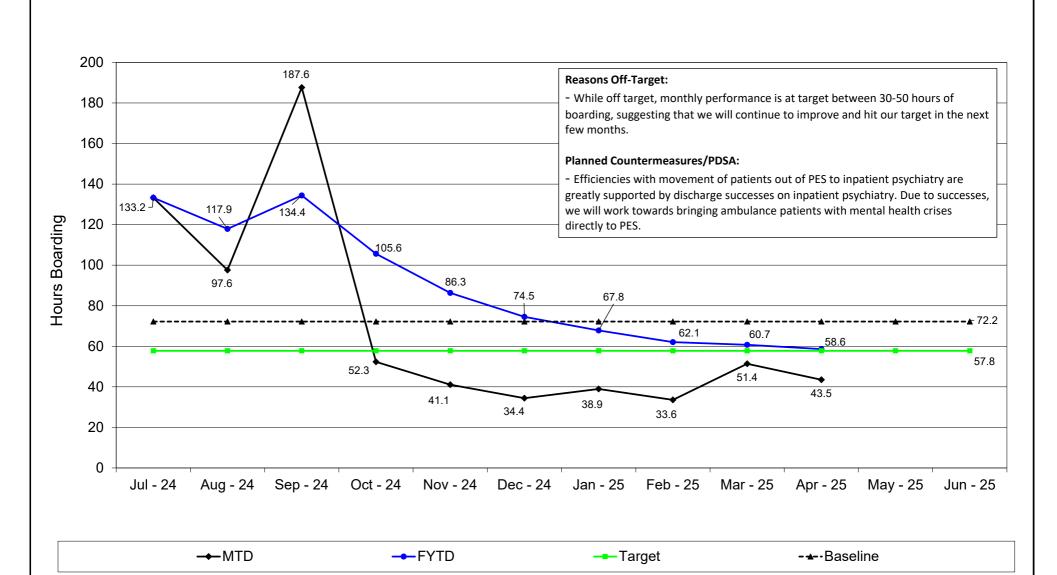
True North: Owner:

Quality Almeida 2025 FYTD: **58.6** 2025 Target: **57.8** 

Goal Statement:

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.

2024 Baseline: **72.2**% Change From Last Year: -18.80%



True	<b>2025 Scorecard:</b> True North: Owner:		Boarding - Medical Patients (ED, PACU, ICU)  Quality  Ortiz, Otway									2025 FYTD: 2025 Target:	35 15		
Goa	Goal Statement:		Reduce the average peak number of boarding patients in ED, PACU, and ICU from 34, to fewer than 15, by Dec 2025.									024 Baseline: rom Last Year:	34 4.38%		
Reasons Off-Target:															
		- Boarding of medical patients continues above target in March due to high demands and low throughput.  Planned Countermeasures/PDSA:													
	50 -		ogram in the ED,												
	45 -	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.													
		Wilssion Berna	whenever аррго	priate.				43		40					
Patients	40 -								39	40					
	35 -		35	33	33	33	35	34	35	35 ¬					
	00	34	34		<del> </del>				<u>\$</u>	· <del>4</del>		<del>4</del>	34		
	30 -			32	32	31	33								
arding	25 -														
Avgerage # Boarding Patients	20 -														
	4.5		_	_	_	_	_	_	_		_		_ 15		
۱۷ge	15 -														
٩	10 -														
	5 -														
	0 -														
	0 -	Jul - 24	Aug - 24	Sep - 24	Oct - 24	Nov - 24	Dec - 24	Jan - 25	Feb - 25	Mar - 25	Apr - 25	May - 25	Jun - 25		
		→ MTD → FYTD							<b></b> -Target			Baseline			

#### **Physical Assaults with Injury**

True North:

Owner:

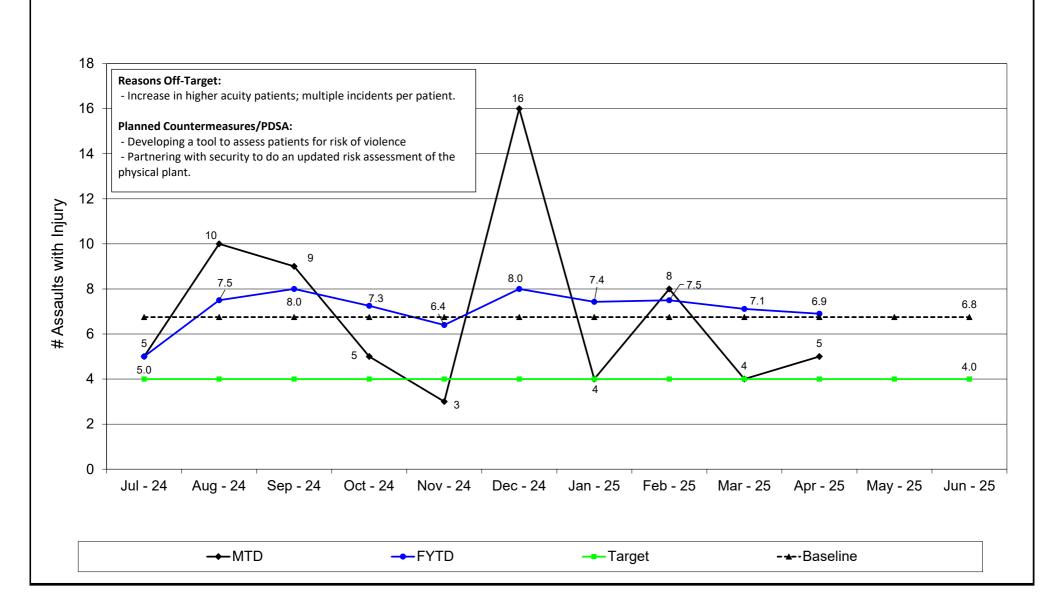
Developing Our People Robinson 2025 FYTD: **6.9** 2025 Target: **4** 

Goal Statement:

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)

2024 Baseline: **6.8**% Change From Last Year: **2.22%** 



#### **Accounts Receivable Days**

True North: Owner: Financial Stewardship Wu. Kanzaria

2025 FYTD: 59.5 2025 Target: 59 2024 Baseline: 61 % Change From Last Year: -2.44%

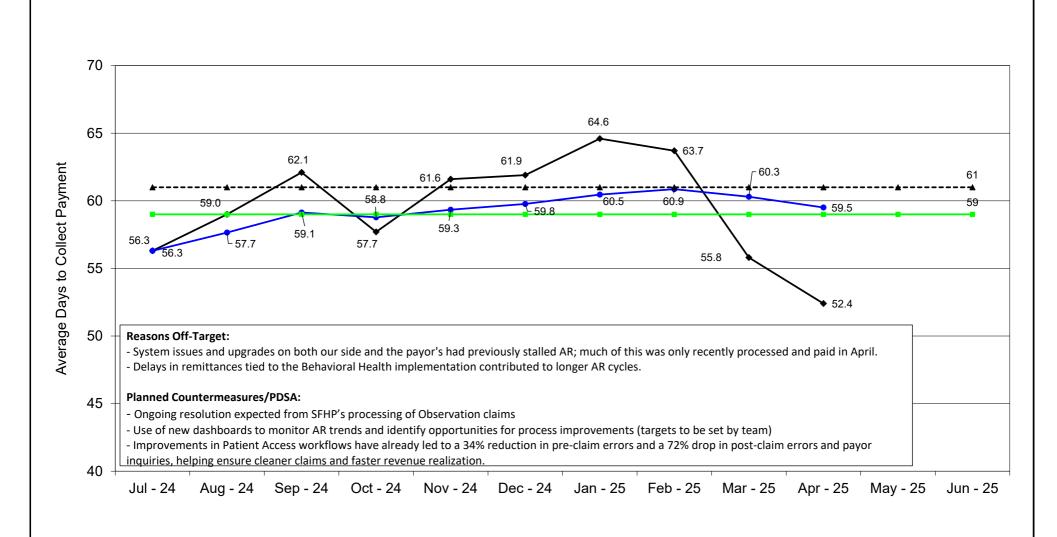
---Baseline

Goal Statement:

**→**MTD

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

**→**FYTD



--- Target

% Realized Revenue

True North:

Owner:

Financial Stewardship Wu. Kanzaria

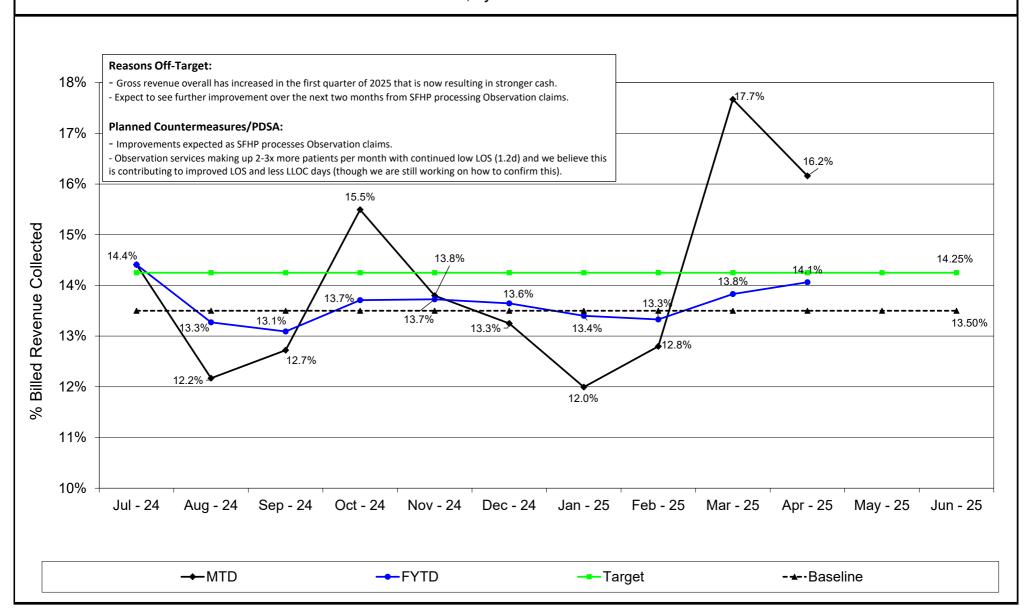
2025 FYTD: 14.06% 2025 Target: 14.25% 2024 Baseline: 13.50%

% Change From Last Year:

4.16%

Goal Statement:

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



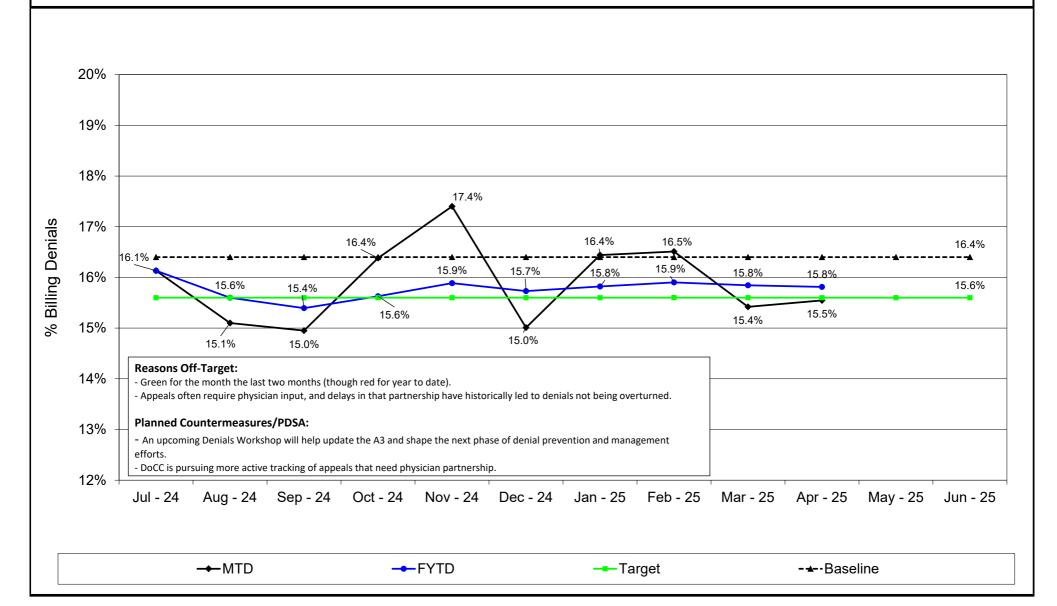
#### **Denial Rate - Hospital Billing**

True North: Owner: Financial Stewardship Wu. Kanzaria

2025 FYTD: 15.8% 2025 Target: 15.6% 2024 Baseline: 16.4% % Change From Last Year: -3.58%

Goal Statement:

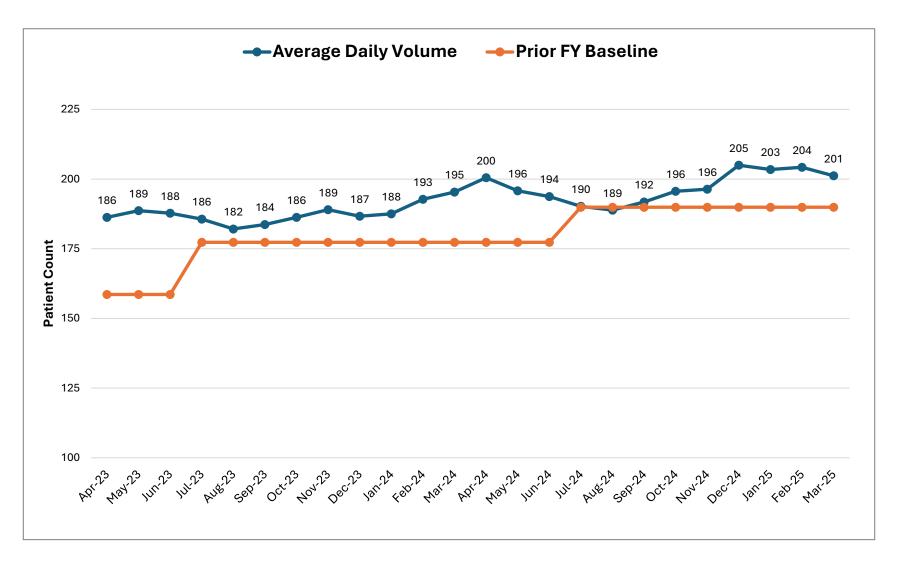
Reduce Hospital Billing Denial rate for primary payers from 16.4% to 15.6%, by Dec 2025.



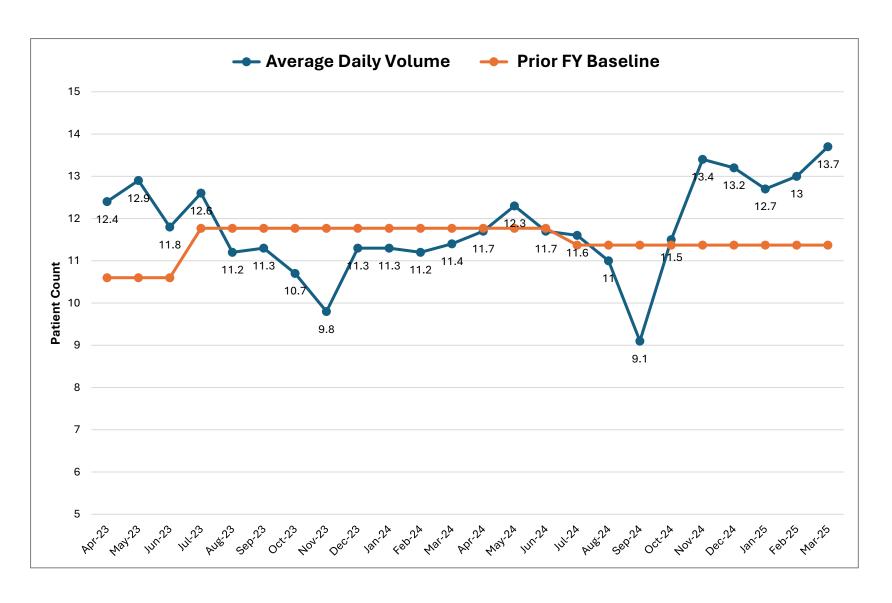
### Part 2: Flow Data

- 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

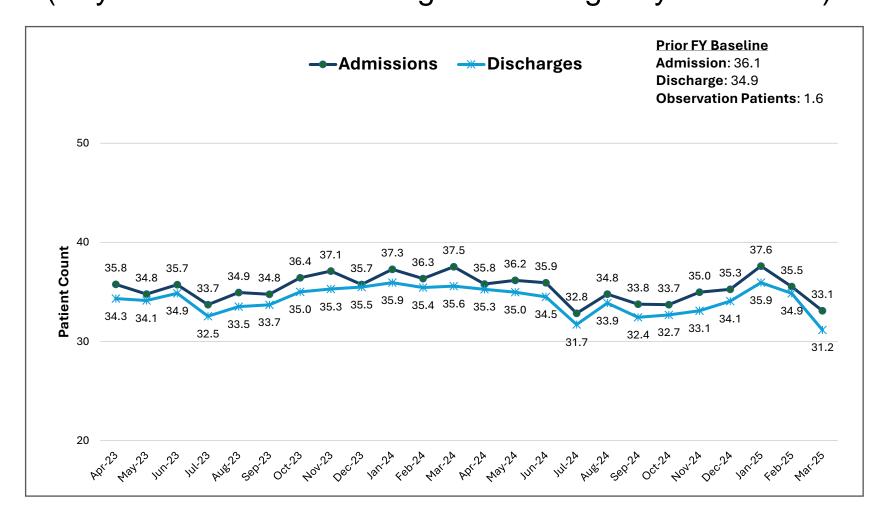
## Input - Medical ED Avg Daily Volume



## Input - Psychiatric ED Avg Daily Volume



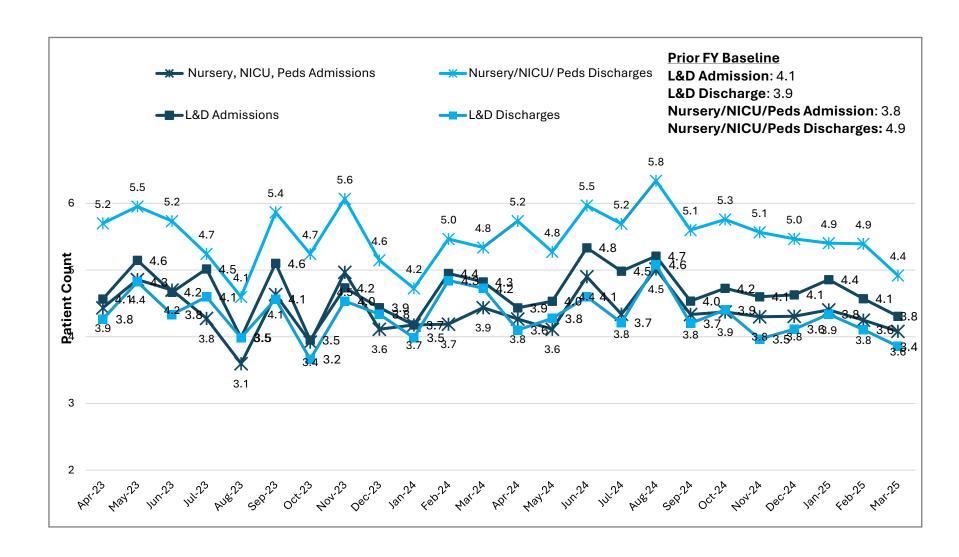
## Inpatient Avg Daily Admissions & Discharges (Physical Health - MedSurg/ICU/Emergency/OR/PACU)



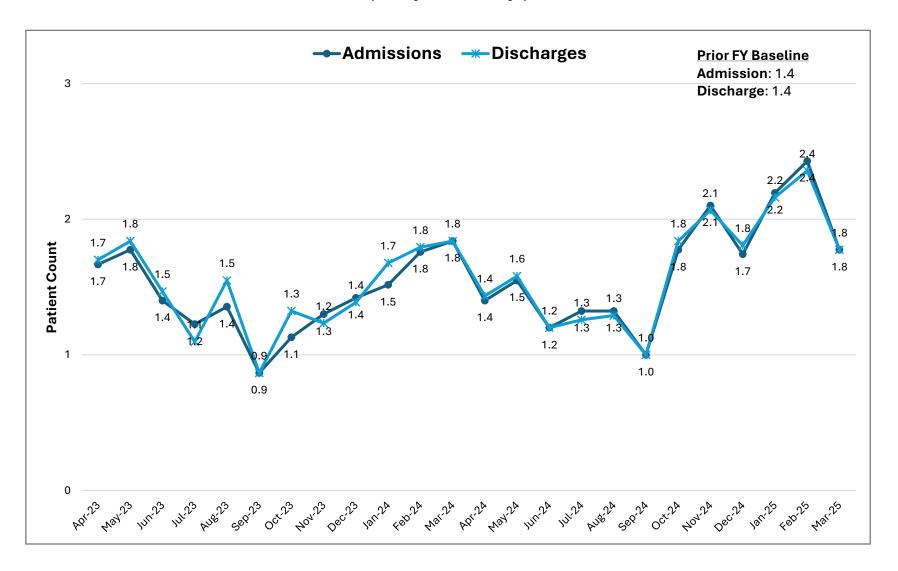
Notes - Hospitalized Observation Patients that are subsequently discharged (1.6 patients/day) not shown above

- 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.

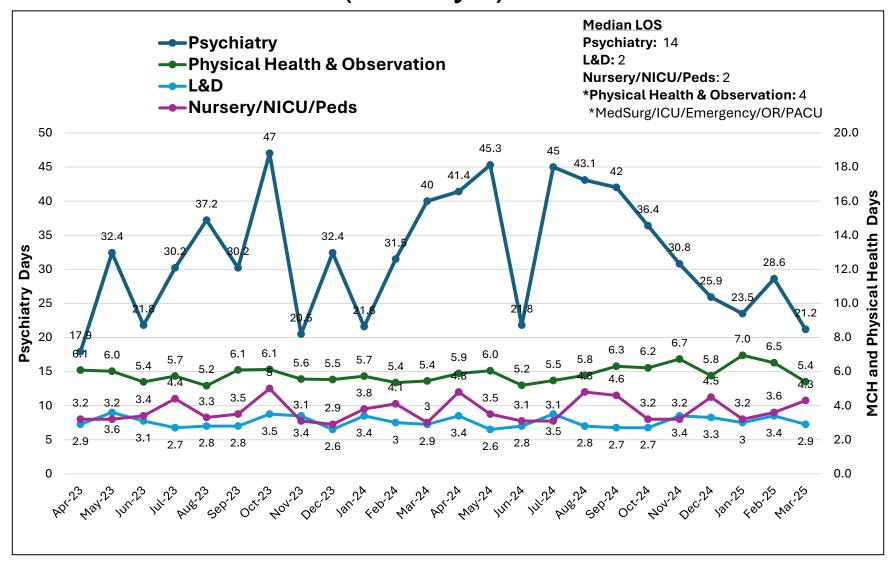
## Inpatient Avg Daily Admissions & Discharges (Maternal & Child Health)



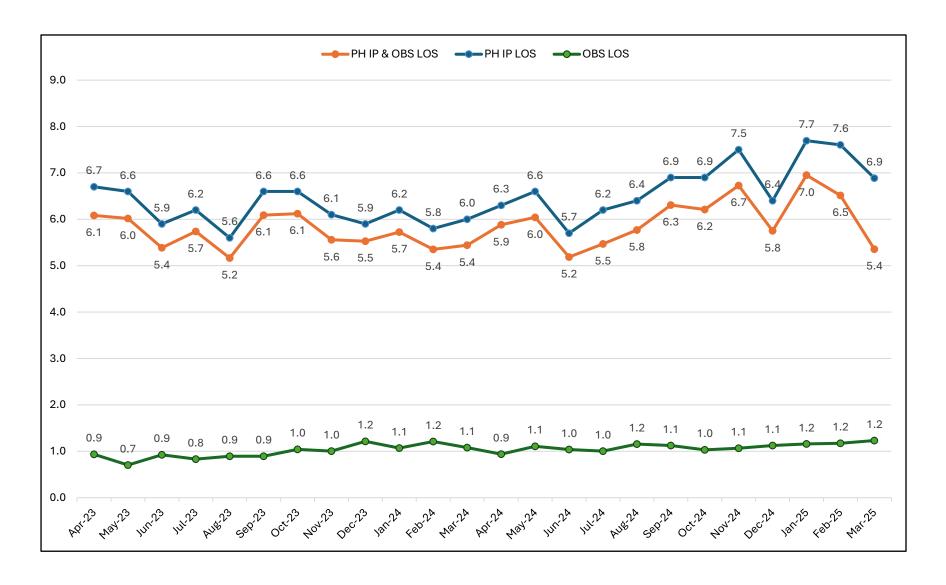
## Inpatient Avg Daily Admissions & Discharges (Psychiatry)



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



## Throughput - Physical Health Hospitalized Patient Length of Stay (in Days) Stratified by Observation Status

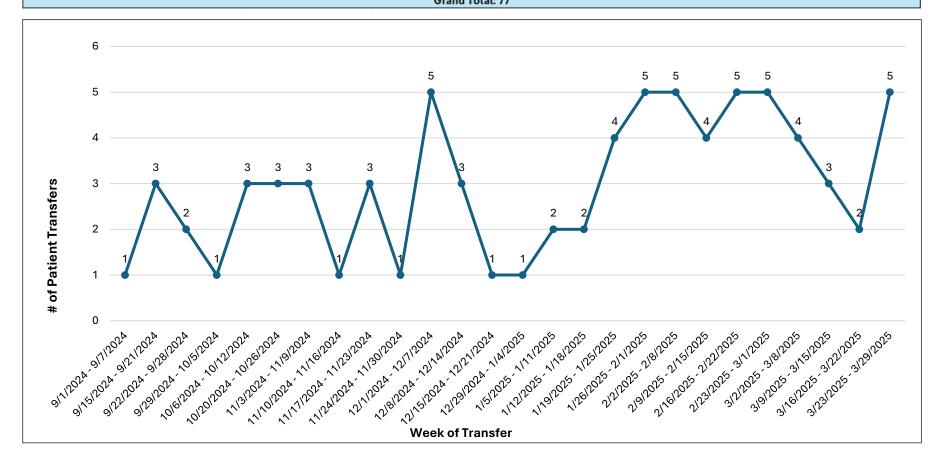


### Throughput – Lower Level of Care



### 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										



Pi	nysical	Health	Averag	ge Midr	ight Ce	nsus					
Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
16.5	17.9	17.4	15.6	17.3	15.5	16.3	16.2	19	25.2	18.5	13.8
32.8	32.1	31.1	32.8	30.1	29.8	32.4	34.7	37.8	37.4	35.6	33.7
169.5	169.3	171.8	175.9	173.8	173.7	172.5	174.3	173.2	173.8	170.9	169.6
1.4	1.9	2	1.2	1.5	1.2	1.3	1.3	1.3	2.4	1.3	0.9
1.5	1.9	2.2	2.4	2.1	2.2	2.1	2.0	2.4	2.6	3.5	6.7
221.7	223.14	224.47	227.89	224.8	222.37	224.63	228.53	233.7	241.4	229.8	224.7
217	217	217	220	220	220	220	220	220	220	220	220
Maternal & Child Health Average Midnight Census											
Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
11.7	11.2	12.2	13.6	13	10.5	11.2	14.1	10.5	12.8	12.6	11.9
5	4.5	5.3	5.1	5.5	5.2	4.8	4.2	4.5	4.6	4.3	4.4
9.6	10.1	10.5	12.5	13.6	11.7	7.6	9.7	11.3	9.2	10.9	10
2.7	3.2	2.5	2.8	3.9	3	3	2.7	2.4	2.7	2.8	2.1
29	29	30.5	34	36	30.4	26.6	30.7	28.7	29.3	30.6	28.4
27.8	27.8	27.8	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5
Psychiatry Average Midnight Cesus											
Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
21.5	21.6	21	21.2	21.8	21.8	20.7	20.4	20	21.2	20.3	21.2
21.8	21.8	21.1	21.6	20.8	22	21.8	21.5	21.6	21.6	21.7	21.6
5.8	5.8	5.9	5.9	5.7	5.9	5.8	5.8	5.8	5.8	6	5.9
49.2	49.2	48	48.7	48.4	49.7	48.3	47.7	47.4	48.6	48	48.8
47.3	47.3	47.3	48.8	48.8	48.8	48.8	48.8	48.8	48.8	48.8	48.8
	Apr-24 16.5 32.8 169.5 1.4 1.5 221.7 217  Materi Apr-24 11.7 5 9.6 2.7 29 27.8  Apr-24 21.5 21.8 5.8 49.2	Apr-24       May-24         16.5       17.9         32.8       32.1         169.5       169.3         1.4       1.9         1.5       1.9         221.7       223.14         217       217         Maternal & C         Apr-24       May-24         11.7       11.2         5       4.5         9.6       10.1         2.7       3.2         29       29         27.8       27.8         Psych         Apr-24       May-24         21.5       21.6         21.8       21.8         5.8       5.8         49.2       49.2	Apr-24         May-24         Jun-24           16.5         17.9         17.4           32.8         32.1         31.1           169.5         169.3         171.8           1.4         1.9         2           1.5         1.9         2.2           221.7         223.14         224.47           217         217         217           Maternal & Child He           Apr-24         May-24         Jun-24           11.7         11.2         12.2           5         4.5         5.3           9.6         10.1         10.5           2.7         3.2         2.5           29         29         30.5           27.8         27.8         27.8           Psychiatry A           Apr-24         May-24         Jun-24           21.5         21.6         21           21.8         21.8         21.1           5.8         5.8         5.9           49.2         49.2         48	Apr-24         May-24         Jun-24         Jul-24           16.5         17.9         17.4         15.6           32.8         32.1         31.1         32.8           169.5         169.3         171.8         175.9           1.4         1.9         2         1.2           1.5         1.9         2.2         2.4           221.7         223.14         224.47         227.89           217         217         217         220           Maternal & Child Health Av           Apr-24 May-24 Jun-24 Jul-24         Jul-24           11.7         11.2         12.2         13.6           5         4.5         5.3         5.1           9.6         10.1         10.5         12.5           2.7         3.2         2.5         2.8           29         29         30.5         34           27.8         27.8         27.8         29.5           Psychiatry Average           Apr-24         May-24         Jun-24         Jul-24           21.5         21.6         21         21.2           21.8         21.8         21.1         21.6	Apr-24         May-24         Jun-24         Jul-24         Aug-24           16.5         17.9         17.4         15.6         17.3           32.8         32.1         31.1         32.8         30.1           169.5         169.3         171.8         175.9         173.8           1.4         1.9         2         1.2         1.5           1.5         1.9         2.2         2.4         2.1           221.7         223.14         224.47         227.89         224.8           217         217         217         220         220           Maternal & Child Health Average I           Apr-24         May-24         Jun-24         Jul-24         Aug-24           11.7         11.2         12.2         13.6         13           5         4.5         5.3         5.1         5.5           9.6         10.1         10.5         12.5         13.6           2.7         3.2         2.5         2.8         3.9           29         29         30.5         34         36           27.8         27.8         27.8         29.5         29.5           P	Apr-24         May-24         Jun-24         Jul-24         Aug-24         Sep-24           16.5         17.9         17.4         15.6         17.3         15.5           32.8         32.1         31.1         32.8         30.1         29.8           169.5         169.3         171.8         175.9         173.8         173.7           1.4         1.9         2         1.2         1.5         1.2           1.5         1.9         2.2         2.4         2.1         2.2           221.7         223.14         224.47         227.89         224.8         222.37           217         217         217         220         220         220           Maternal & Child Health Average Midnight           Apr-24 May-24 Jun-24 Jul-24 Aug-24 Sep-24         3         10.5         5         5         5           4.5         5.3         5.1         5.5         5.2         9         10.1         10.5         12.5         13.6         11.7         2.7         3.2         2.5         2.8         3.9         3         3         3         4         36         30.4         27         27.8         27.8         27.8 <td< th=""><th>16.5         17.9         17.4         15.6         17.3         15.5         16.3           32.8         32.1         31.1         32.8         30.1         29.8         32.4           169.5         169.3         171.8         175.9         173.8         173.7         172.5           1.4         1.9         2         1.2         1.5         1.2         1.3           1.5         1.9         2.2         2.4         2.1         2.2         2.1           221.7         223.14         224.47         227.89         224.8         222.37         224.63           217         217         217         220         220         220         220           Maternal &amp; Child Health Average Midnight Cens           May-24 Jun-24 Jul-24 Aug-24 Sep-24 Oct-24           11.7         11.2         12.2         13.6         13         10.5         11.2           5         4.5         5.3         5.1         5.5         5.2         4.8           9.6         10.1         10.5         12.5         13.6         11.7         7.6           2.7         3.2         2.5         2.8         3.9         3         3&lt;</th><th>Apr-24 May-24 Jun-24         Jun-24 Jul-24         Aug-24 Sep-24 Oct-24 Nov-24         Nov-24 Nov-24           16.5         17.9         17.4         15.6         17.3         15.5         16.3         16.2           32.8         32.1         31.1         32.8         30.1         29.8         32.4         34.7           169.5         169.3         171.8         175.9         173.8         173.7         172.5         174.3           1.4         1.9         2         1.2         1.5         1.2         1.3         1.3           1.5         1.9         2.2         2.4         2.1         2.2         2.1         2.0           221.7         223.14         224.47         227.89         224.8         222.37         224.63         228.53           217         217         217         220         220         220         220         220           Maternal &amp; Child Health Average Midnight Census           Apr-24 May-24 Jun-24 Jul-24 Aug-24 Sep-24 Oct-24 Nov-24           11.7         11.2         12.2         13.6         13         10.5         11.2         14.1           5         4.5         5.3         5.1         5.5         5.</th><th>Apr-24         May-24         Jun-24         Jul-24         Aug-24         Sep-24         Oct-24         Nov-24         Dec-24           16.5         17.9         17.4         15.6         17.3         15.5         16.3         16.2         19           32.8         32.1         31.1         32.8         30.1         29.8         32.4         34.7         37.8           169.5         169.3         171.8         175.9         173.8         173.7         172.5         174.3         173.2           1.4         1.9         2         1.2         1.5         1.2         1.3         1.3         1.3           1.5         1.9         2.2         2.4         2.1         2.2         2.1         2.0         2.4           221.7         223.14         224.47         227.89         224.8         222.37         224.63         228.53         233.7           217         217         217         220         2</th><th>Apr-24         May-24         Jun-24         Jul-24         Aug-24         Sep-24         Oct-24         Nov-24         Dec-24         Jan-25           16.5         17.9         17.4         15.6         17.3         15.5         16.3         16.2         19         25.2           32.8         32.1         31.1         32.8         30.1         29.8         32.4         34.7         37.8         37.4           169.5         169.3         171.8         175.9         173.8         173.7         172.5         174.3         173.2         173.8           1.4         1.9         2         1.2         1.5         1.2         1.3         1.3         1.3         2.4           1.5         1.9         2.2         2.4         2.1         2.2         2.1         2.0         2.4         2.6           221.7         223.14         224.47         227.89         224.8         222.37         224.63         228.53         233.7         241.4           217         217         220         220         220         220         220         220         220         220         220         220         220         220         220         220</th><th>  Apr-24   May-24   Jun-24   Jul-24   Aug-24   Sep-24   Oct-24   Nov-24   Dec-24   Jan-25   Feb-25    </th></td<>	16.5         17.9         17.4         15.6         17.3         15.5         16.3           32.8         32.1         31.1         32.8         30.1         29.8         32.4           169.5         169.3         171.8         175.9         173.8         173.7         172.5           1.4         1.9         2         1.2         1.5         1.2         1.3           1.5         1.9         2.2         2.4         2.1         2.2         2.1           221.7         223.14         224.47         227.89         224.8         222.37         224.63           217         217         217         220         220         220         220           Maternal & Child Health Average Midnight Cens           May-24 Jun-24 Jul-24 Aug-24 Sep-24 Oct-24           11.7         11.2         12.2         13.6         13         10.5         11.2           5         4.5         5.3         5.1         5.5         5.2         4.8           9.6         10.1         10.5         12.5         13.6         11.7         7.6           2.7         3.2         2.5         2.8         3.9         3         3<	Apr-24 May-24 Jun-24         Jun-24 Jul-24         Aug-24 Sep-24 Oct-24 Nov-24         Nov-24 Nov-24           16.5         17.9         17.4         15.6         17.3         15.5         16.3         16.2           32.8         32.1         31.1         32.8         30.1         29.8         32.4         34.7           169.5         169.3         171.8         175.9         173.8         173.7         172.5         174.3           1.4         1.9         2         1.2         1.5         1.2         1.3         1.3           1.5         1.9         2.2         2.4         2.1         2.2         2.1         2.0           221.7         223.14         224.47         227.89         224.8         222.37         224.63         228.53           217         217         217         220         220         220         220         220           Maternal & Child Health Average Midnight Census           Apr-24 May-24 Jun-24 Jul-24 Aug-24 Sep-24 Oct-24 Nov-24           11.7         11.2         12.2         13.6         13         10.5         11.2         14.1           5         4.5         5.3         5.1         5.5         5.	Apr-24         May-24         Jun-24         Jul-24         Aug-24         Sep-24         Oct-24         Nov-24         Dec-24           16.5         17.9         17.4         15.6         17.3         15.5         16.3         16.2         19           32.8         32.1         31.1         32.8         30.1         29.8         32.4         34.7         37.8           169.5         169.3         171.8         175.9         173.8         173.7         172.5         174.3         173.2           1.4         1.9         2         1.2         1.5         1.2         1.3         1.3         1.3           1.5         1.9         2.2         2.4         2.1         2.2         2.1         2.0         2.4           221.7         223.14         224.47         227.89         224.8         222.37         224.63         228.53         233.7           217         217         217         220         2	Apr-24         May-24         Jun-24         Jul-24         Aug-24         Sep-24         Oct-24         Nov-24         Dec-24         Jan-25           16.5         17.9         17.4         15.6         17.3         15.5         16.3         16.2         19         25.2           32.8         32.1         31.1         32.8         30.1         29.8         32.4         34.7         37.8         37.4           169.5         169.3         171.8         175.9         173.8         173.7         172.5         174.3         173.2         173.8           1.4         1.9         2         1.2         1.5         1.2         1.3         1.3         1.3         2.4           1.5         1.9         2.2         2.4         2.1         2.2         2.1         2.0         2.4         2.6           221.7         223.14         224.47         227.89         224.8         222.37         224.63         228.53         233.7         241.4           217         217         220         220         220         220         220         220         220         220         220         220         220         220         220         220	Apr-24   May-24   Jun-24   Jul-24   Aug-24   Sep-24   Oct-24   Nov-24   Dec-24   Jan-25   Feb-25

### Increasing Demand for MedSurg Over Time

