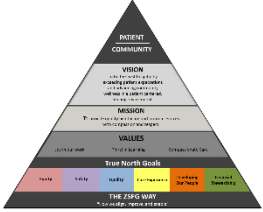


# Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on November 22, 2022

ZSFG Executive Team Report

## Report Updates



### SAFETY

Page 2

- 1. COVID-19 Returning Safely Together
  - Updated N95 Guidance
- 2. MPX Update

### DEVELOPING OUR PEOPLE

Page 2

- 3. ZSFG Hosts Ukranian Healthcare Delegation
- 4. Ashley Biden Visits ZSFG
- 5. Gratitude November
- 6. ZSFG Healthcare Recognitions

## Data Updates



### QUALITY

Page 5

- ZSFG COVID+ Cases
- Emergency Department Activities
- Urgent Care Clinic Activities
- Psychiatric Emergency Services Activities
- Average Daily Census
- Lower Level of Care

### SAFETY

Page 18

- COVID-19 Vaccinations Administered at ZSFG
- Occupational Health COVID+ Staff Cases
- Occupational Health COVID-19 Staff Management
- Workplace Violence Activity

### FINANCIAL STEWARDSHIP

Page 22

- Salary Variance

## SAFETY

### 1. COVID-19 Returning Safely Together

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

#### ***Updated N95 Guidelines***

Effective November 15, the N95 Respirators in Utility Rooms and Other Respirator Issue Points have changed. After pandemic-created shortages and emergency substitutions, ZSFG and other parts of the DPH Health Network are changing the N95 respirator lineup. The new lineup has been selected for user comfort, expected vendor reliability during periods of high demand, and shelf-life of unused respirators. The BYD 2322 will be retired.

## SAFETY

### 2. MPX Update

On July 28, 2022, San Francisco declared a local health emergency due to MPX after the City emerged as an epicenter of the outbreak with hundreds of cases reported. Thanks to the response led by the Department of Public Health, city leaders, our community partners, and our fantastic ZSFG staff, MPX cases have now slowed to less than one case per day in San Francisco and more than 27,000 San Franciscans are now vaccinated against the virus. Because of this progress, the MPX public health emergency ended on October 31<sup>st</sup>.

While much has been accomplished since the emergency was declared, MPX is still circulating in the community and remains a public health concern to the health of those most affected in the gay, bisexual and trans communities. Our work will continue.

However, the city is much better off now than at the beginning of this public health emergency. ZSFG accounted for an astounding 75% of all vaccinations against MPX administered in the City. Our team not only administered the vaccine to those who needed it quickly, but health equity was at the forefront of our response. Even though supplies were limited in the beginning, our Vaccination Team quickly adapted their operations to ensure that all who were eligible received the vaccine. They quickly established new hours of operation, streamlined intake procedures and provided outreach to the community to make sure patients were served.

ZSFG was also one of the first to begin addressing the virus with MPX testing, the first in San Francisco to set up a dedicated treatment clinic to swiftly evaluate and treat patients, and the first to set up a large scale vaccination site.

ZSFG has contributed greatly to San Francisco's overall successful public health response and will continue to do so.

## DEVELOPING OUR PEOPLE

### 3. ZSFG Hosts Ukranian Healthcare Delegation

On November 7<sup>th</sup>, ZSFG hosted a delegation of Ukrainian doctors and hospital administrators who were in the Bay Area for a learning tour of the American healthcare system. Organized by the Congressional Office for International Leadership, the delegation's visit to ZSFG promoted collaboration on best practices for health care administration as well as highlighted ZSFG's trauma, emergency room, and refugee services. Our teams demonstrated the intersection of immigration with health care and reinforced the concept that successful resettlement starts with coordinated and patient-centered healthcare.

The delegation toured our Emergency Department, Critical Care, and Med-Surg clinical units. To supplement the tour, the delegation saw presentations on the Trauma Recovery Center, the Survivors International Program, and the Newcomers Health Program, which are housed in the Family Health Center.

Many thanks to Drs. Elena Fuentes-Afflick, Lukejohn Day, Christopher Colwell, Joseph Cuschieri, Mark Leary, Sarah Metz as well as Cristy Dieterich, Jeff Schmidt and Tatyana Vovchok for touring the group and making the visit a successful, collaborative event.



## DEVELOPING OUR PEOPLE

### 4. Ashley Biden Visits ZSFG

On October 19<sup>th</sup>, ZSFG hosted social worker and first daughter, Ashley Biden, on campus with UCSF. She visited ZSFG to observe our groundbreaking programs that help patients who are suffering traumatic loss and patients with serious mental illness. Her visit included the Emergency Department, Psychiatric Emergency Services, the Child and Adolescent Support, Advocacy & Resource Center as well as the Trauma Recovery Center and Citywide Case Management. These groundbreaking programs are serving as national models for behavioral care.

Our deepest gratitude to Ashley Biden for visiting our campus and supporting our incredibly important programs!



## DEVELOPING OUR PEOPLE

### 5. Gratitude November

**ZUCKERBERG SAN FRANCISCO GENERAL**  
Hospital and Trauma Center

## Gratitude / Recognition November

"Gratitude unlocks the fullness of life. It turns what we have into enough and more. It turns denial into acceptance, chaos to order, and confusion into clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend. Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow" —Melody Beattie

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
		<b>Start a gratitude journal</b> Check out Gratitude Gallery Walk Machine	<b>Wellbeing Wednesday</b> Everything gratitude today*	<b>Recognition event</b> What are you grateful for? At ZSFG Wellness Center 11am-12:30 pm	Tell 3 people you work with why you're grateful for them	Ask someone how they really are and listen to the answer
	6	7	8	9	10	11
	Test 3 people right now telling them why you're grateful for them	Do an outside activity	<b>Wellbeing Wednesday</b> <b>Wellbeing Pop-Up</b> Drop by - ZSFG Wellness Center 9:30-10:00 pm What are you grateful for? Event 11am-12:30 pm	Express gratitude for a coworker ★ Drop by the Wellness Center for a surprise wellness inspiration class 12:15pm	Spend a day seeing only nice things about other people	Practice mindful breathing when you're facing a difficult situation
	13	14	15	16	17	18
<b>World Kindness Day</b> Be loud with your kindness today and go viral!	<b>Sweet Treat Monday</b> 11:00am-1:00pm (Or until gone!)	Think about what you are most grateful for in your daily life Gratitude Meditation Walk Ends	<b>Wellbeing Conversations</b> Virtual @Noon Zoom ID: 853 8118 6921 Password: 762021 <b>Wellbeing Pop-Up</b> Drop by - ZSFG Wellness Center for a surprise offering 9:00am-10:00 pm	<b>Recognition Day</b> Check in with Your Manager TODAY!	<b>Recognition Day</b> Check in with Your Manager TODAY!	Be kind to yourself today (and every day)
	20	21	22	23	24	25
Show appreciation for a colleague	<b>World Hello Day</b> Say hello to a stranger and graciously ask how they are	Leave a note of encouragement for someone in your office	<b>Wellbeing Wednesday</b> Everything gratitude today*	<b>Thanksgiving Day</b> Visit the Cafeteria for a special Thanksgiving meal Write about gratitude in your journal for 20 minutes	Think about family traditions that you are most grateful for	Find something you are grateful for in nature
	27	28	29	30		
Contribute to an organization of your choice	Journal about a memory you are grateful for	Have lunch with a colleague you are grateful for	<b>Wellbeing Wednesday</b> <b>Wellbeing Pop-Up</b> 10 am-11:00 am Drop by - ZSFG Wellness Center for a surprise offering	<b>Sweet Treat Day</b> <b>Wellbeing Wednesdays</b> <b>Recognition Day</b> <b>Drop-In-Reson Class</b>	<b>Wellbeing Pop-Up Offering</b> Offer to the 20th member <b>Wellbeing Conversations</b> Come to Café Space for more inspiration	

\*Everything Gratitude: Smile at someone, send a gratitude note to a coworker, take the 1/2 mile wellness walk around the hospital, or write 10 things you're grateful for and why, etc.

November is Gratitude November at ZSFG! The past few years have been extremely challenging for all healthcare workers with the continued response to COVID-19, followed by the MPX epidemic, in addition to regular work. ZSFG has deep gratitude to our staff every day, but this month our hospital is making additional, intentional efforts to recognize our employees for their remarkable contributions.

Every day this month is filled with recognition events, special activities, well-being tips, gratitude exercises and more. To highlight a few special happenings: on Wellness Center Wednesdays, staff can pick up Gratitude Recognition Cards to write notes of gratitude to their coworkers. From November 1<sup>st</sup> to the 15<sup>th</sup>, staff could view the display located in the Building 25 Mezzanine. November 17<sup>th</sup> and 18<sup>th</sup> were special recognition days for staff from their managers. Finally, the Wellness Committee hosted weekly pop-up offerings in the Wellness Center, a virtual wellbeing talk, and a sweet treat giveaway.

Many thanks to our Chief Experience Officer, Aiyana Johnson; Wellness Program Manager, Khadijah Grant; and the entire Wellness and Care Experience Teams for their thoughtful curation of these events.

## DEVELOPING OUR PEOPLE

### 6. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognition in honor of our staff and the incredible work they do every single day!

#### National Radiologic Technologists Week

ZSFG celebrated National Radiologic Technology Week from November 6<sup>th</sup> to 12<sup>th</sup>. This is a time to thank and recognize the radiology and imaging services provided throughout the hospital and the vital work of medical imaging and radiation therapy professionals in patient care and health care safety.

#### National Respiratory Care Week

**Respiratory Care Week**  
**October 23-29, 2022**

Respiratory Care Services (RCS) celebrates 50 years of service at Zuckerberg San Francisco General Hospital

Respiratory therapists evolved as a profession in the 1930s as hospitals discovered new and exciting technologies in treating respiratory and cardiac conditions.

The sophisticated use of this technology required dedicated individuals to operate and manage these devices, a critical: Respiratory Therapist Technician.

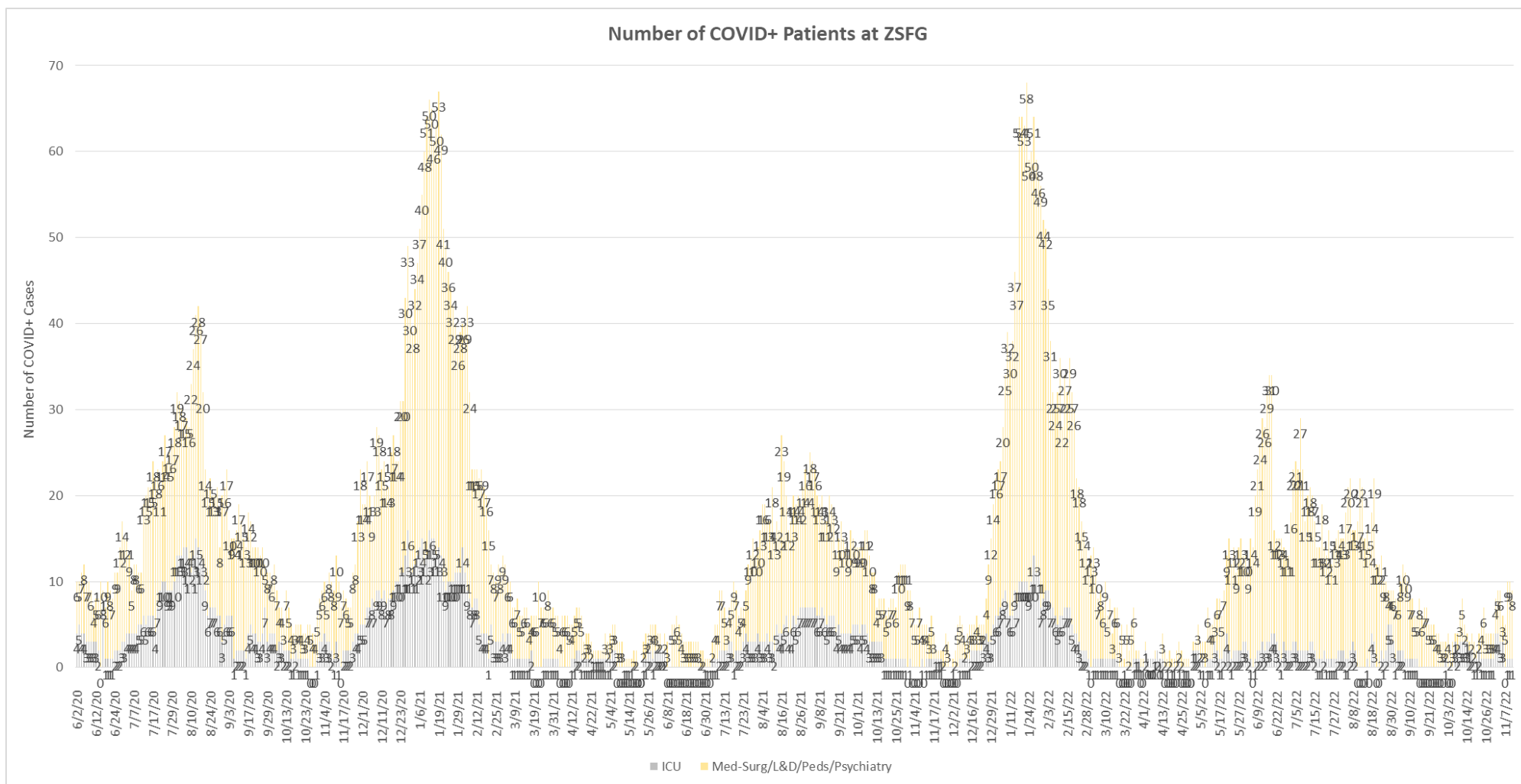
Today, there are over 240,000 Respiratory Care Professionals (RCPs) in the US who provide care in different settings including hospitals, clinics and home health. We are dedicated to providing comprehensive diagnostics and treatment to a wide range of populations such as newborn babies to geriatric patients.

We celebrate all past and present RCPs at ZSFG who continue our legacy of excellent care and service to our community!

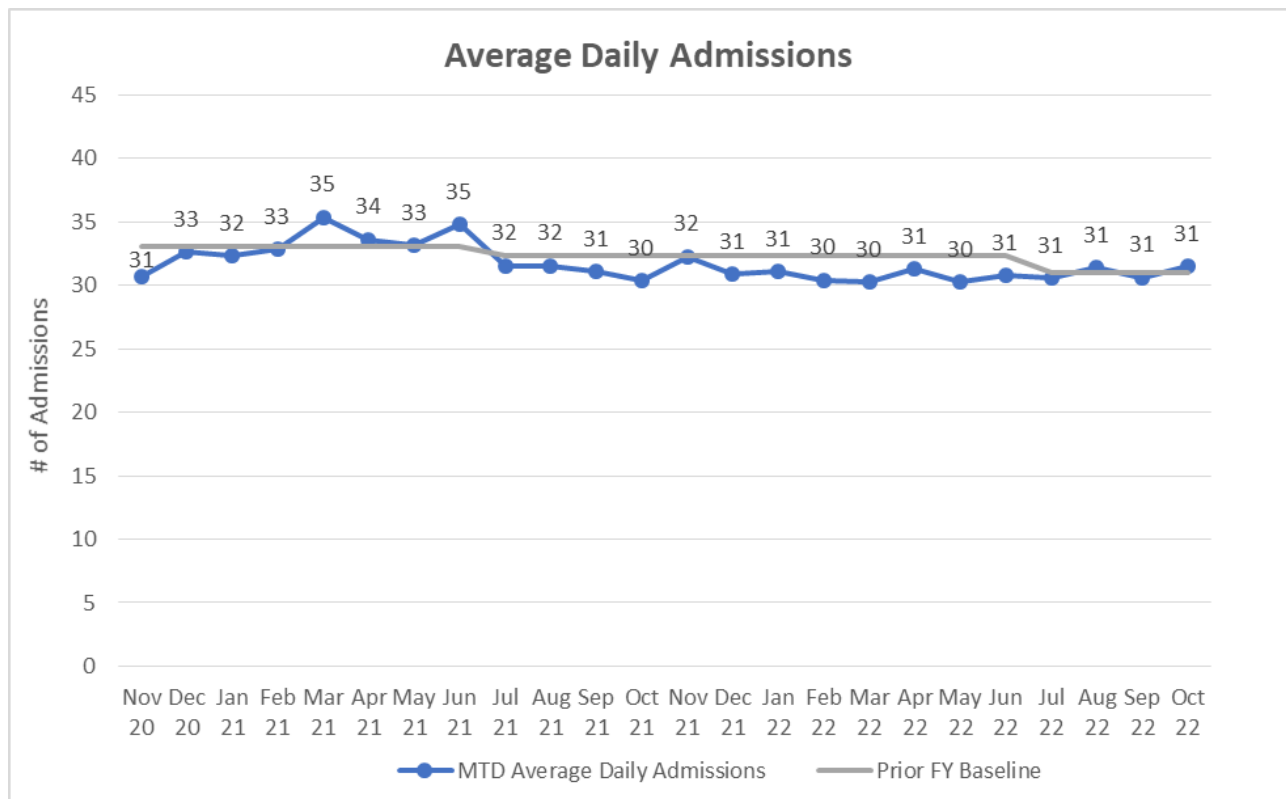
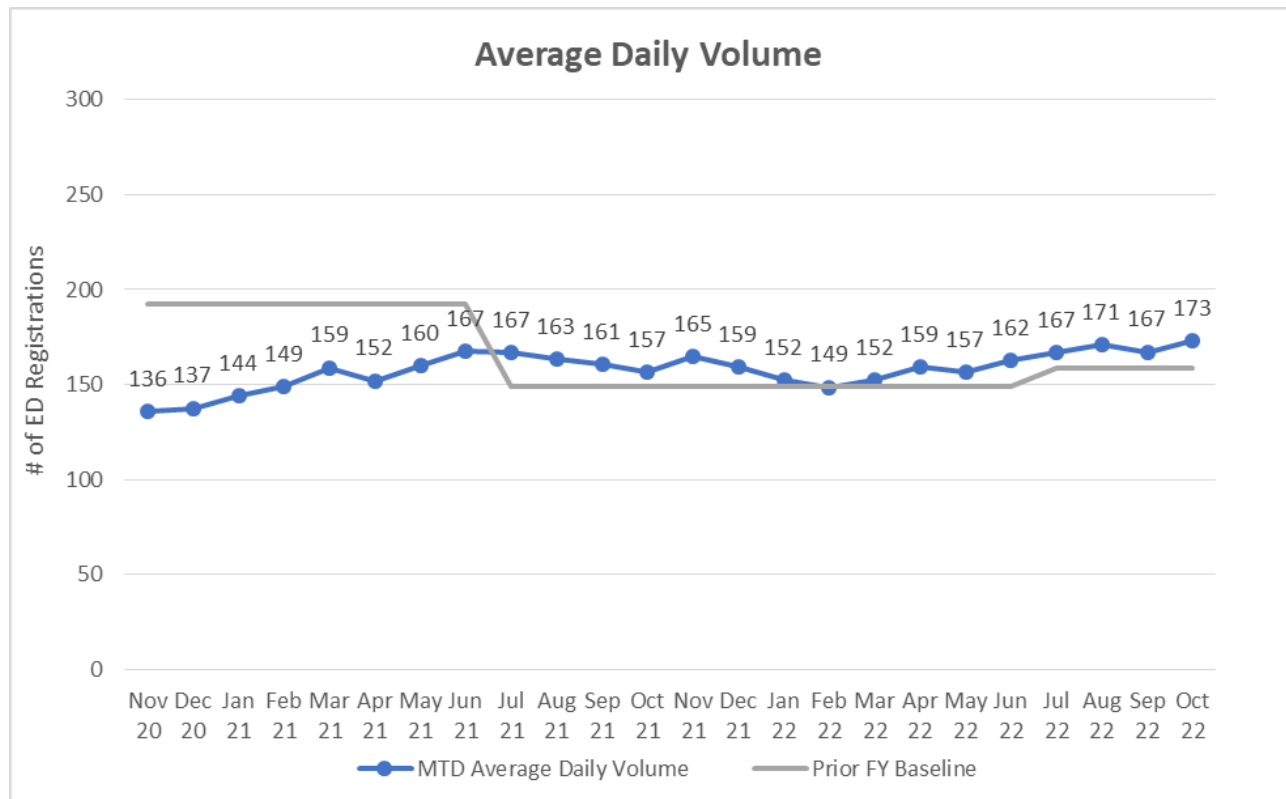
Respiratory Therapists are an integral part of ZSFG care teams, who operate throughout the hospital and manage patients from admission to discharge. They specialize in managing lung and breathing disorders, making their work during the COVID-19 pandemic vital to our ability to save patient lives. Many thanks to our Respiratory Therapists for their immeasurable impact on our community. This year also marks the 50th Anniversary of the Respiratory Therapist Team at ZSFG – congratulations!

# QUALITY

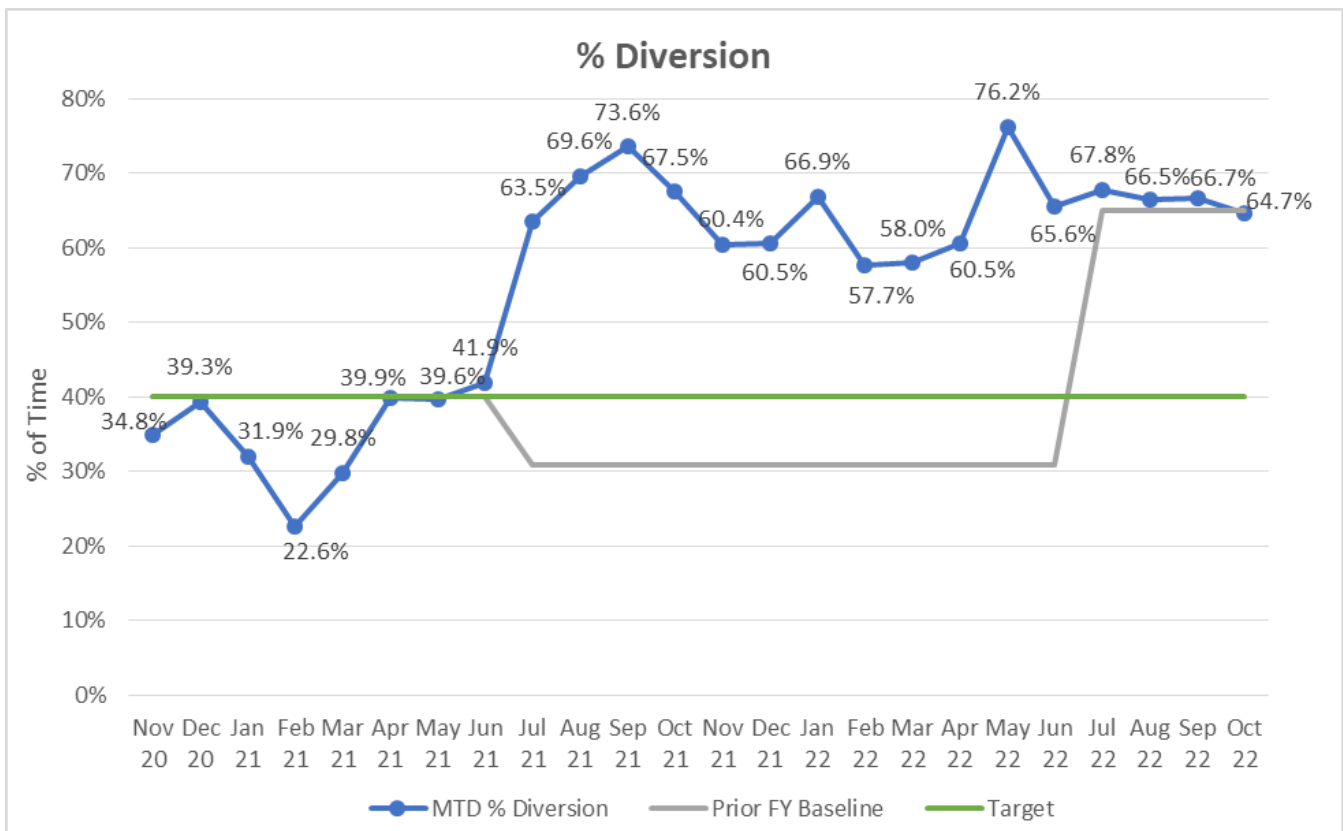
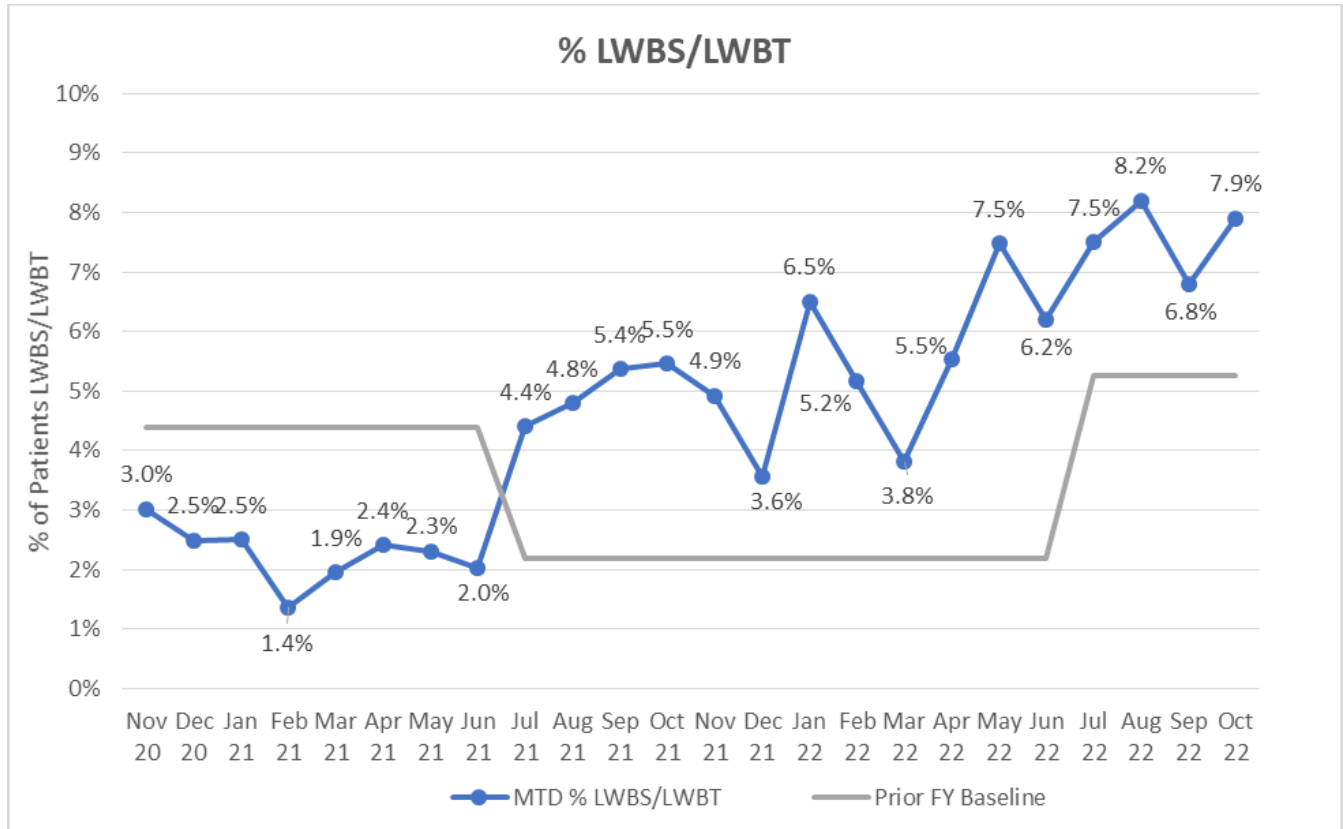
## ZSFG COVID+ Patients



# QUALITY      Emergency Department Activities

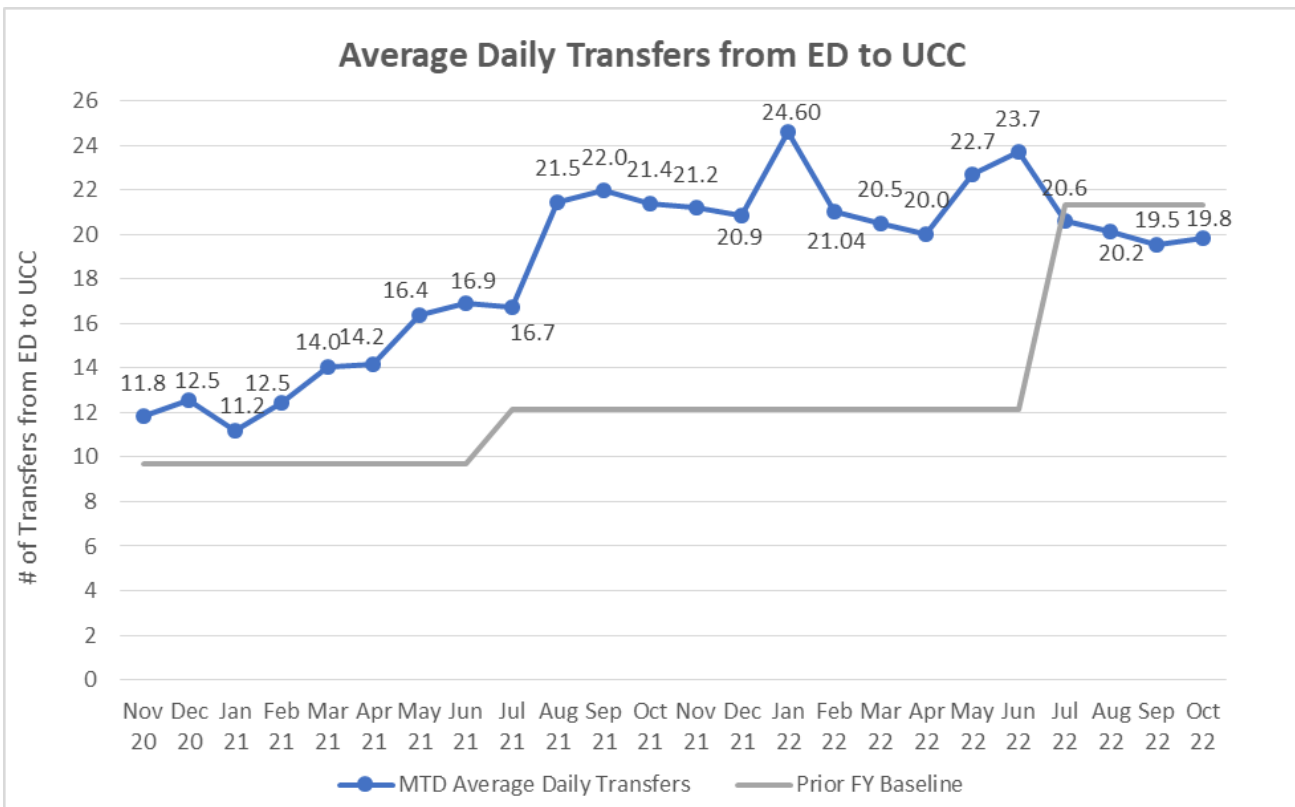
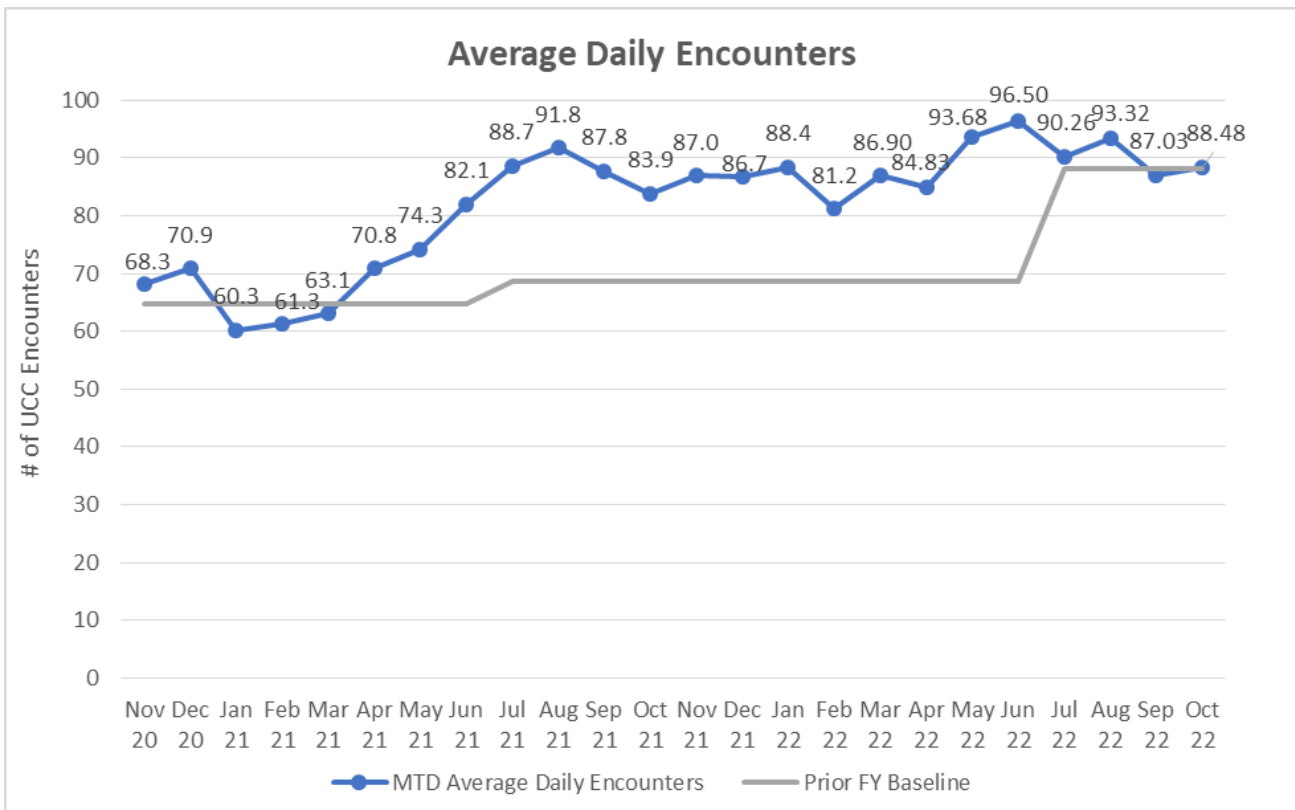




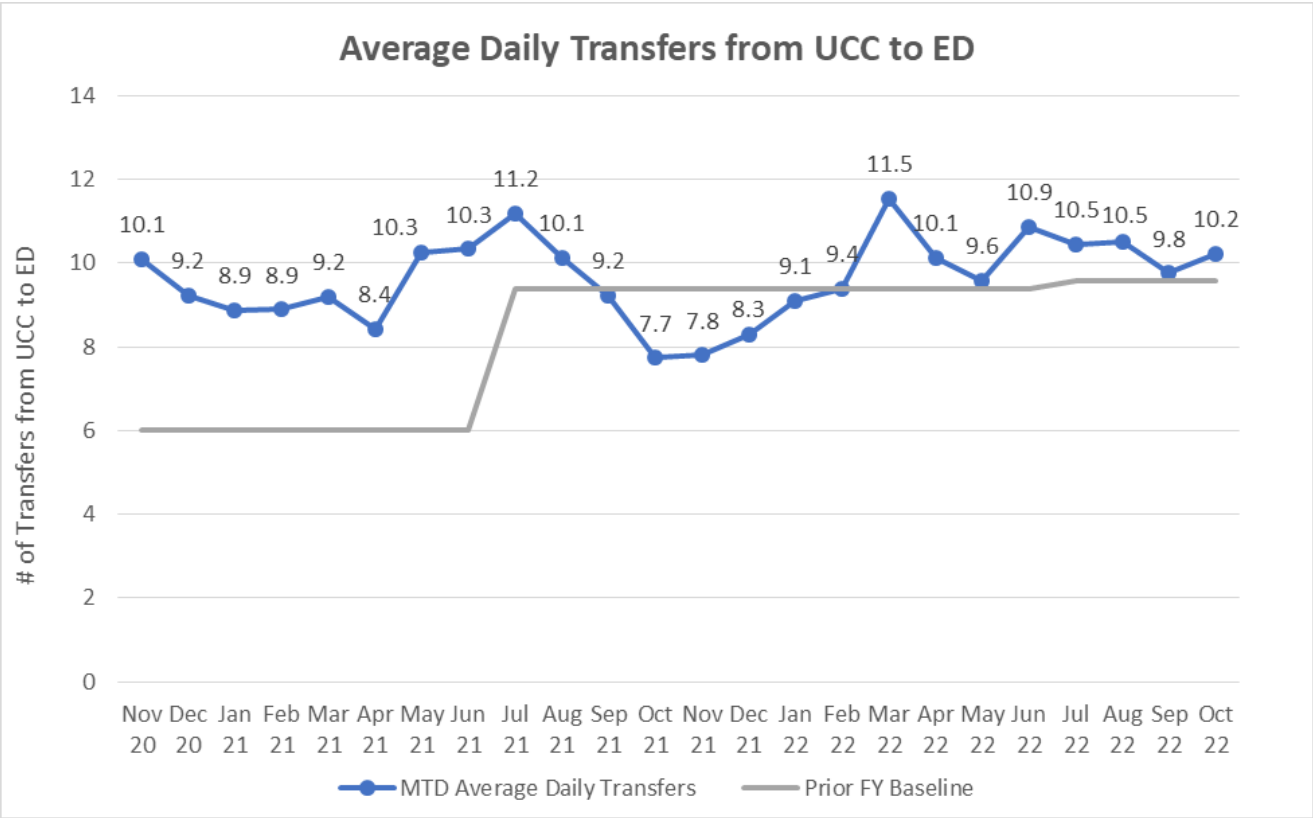


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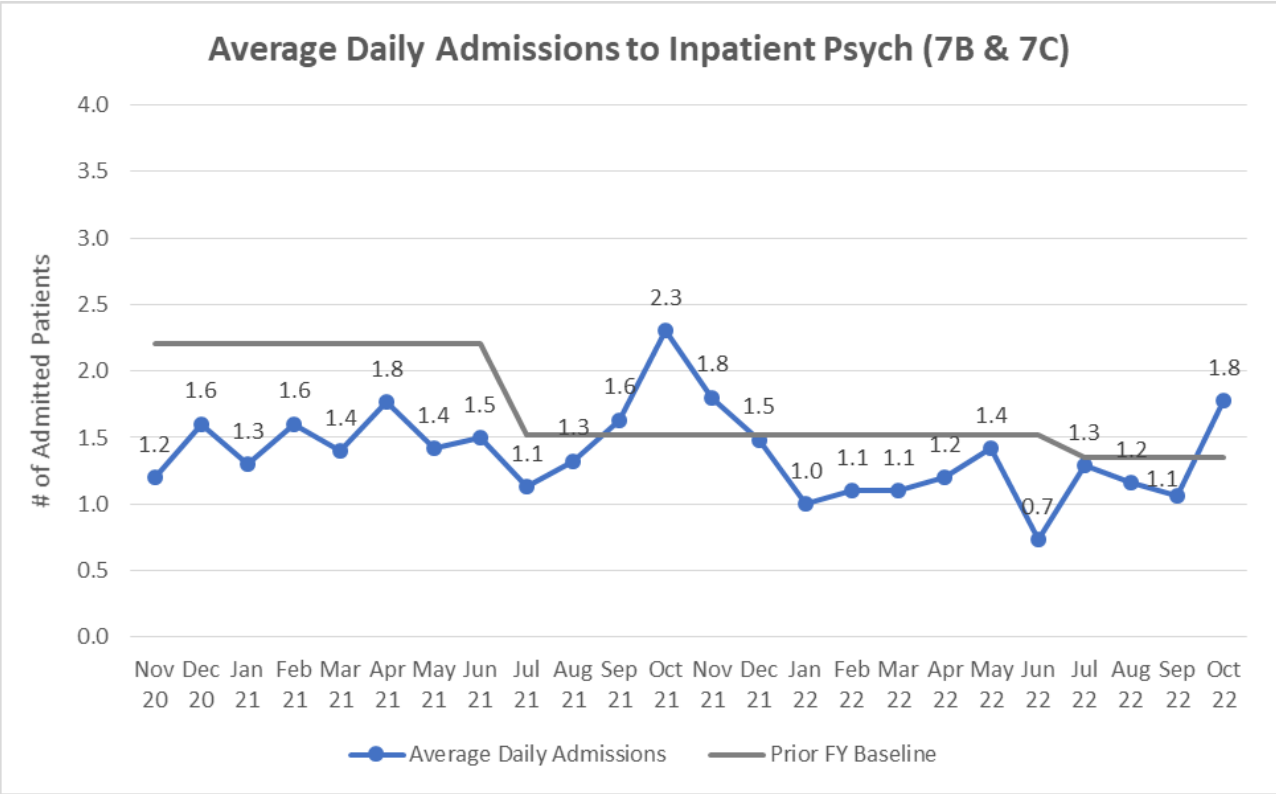
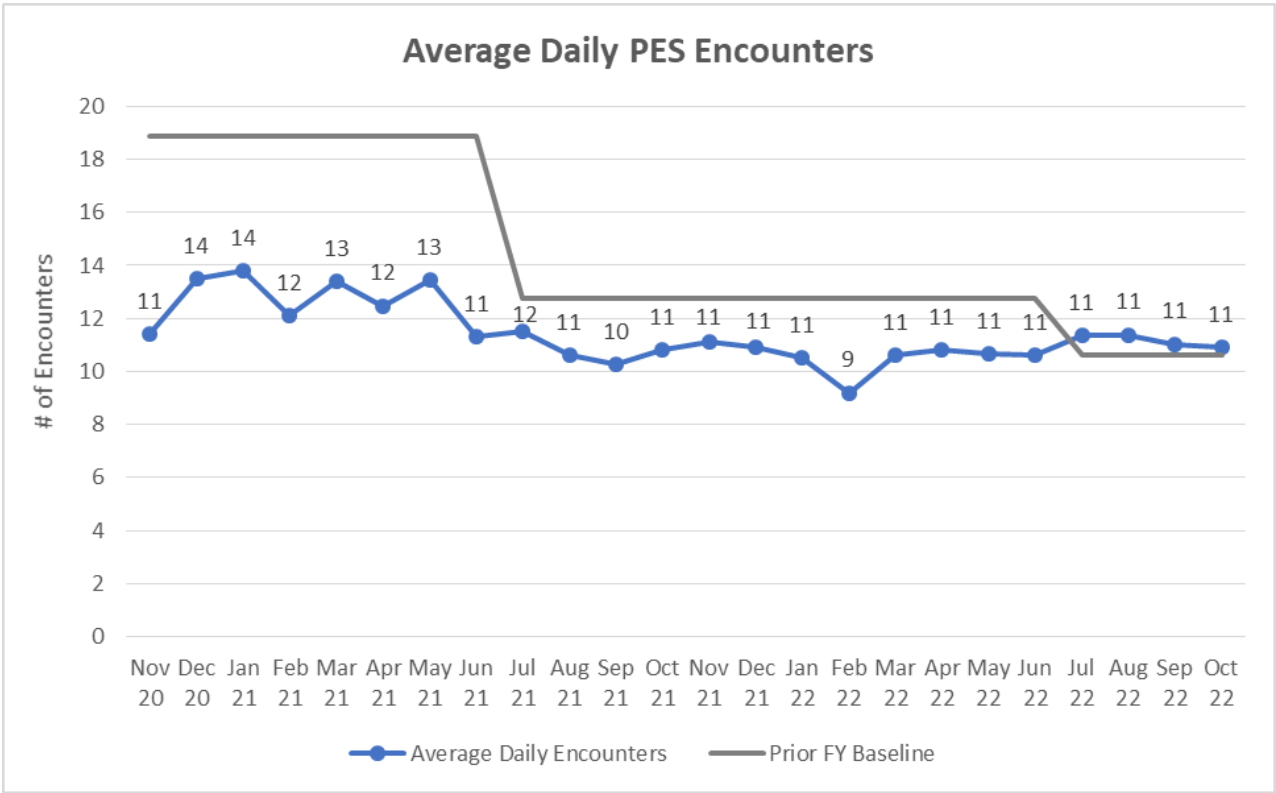
## Urgent Care Clinic Activities

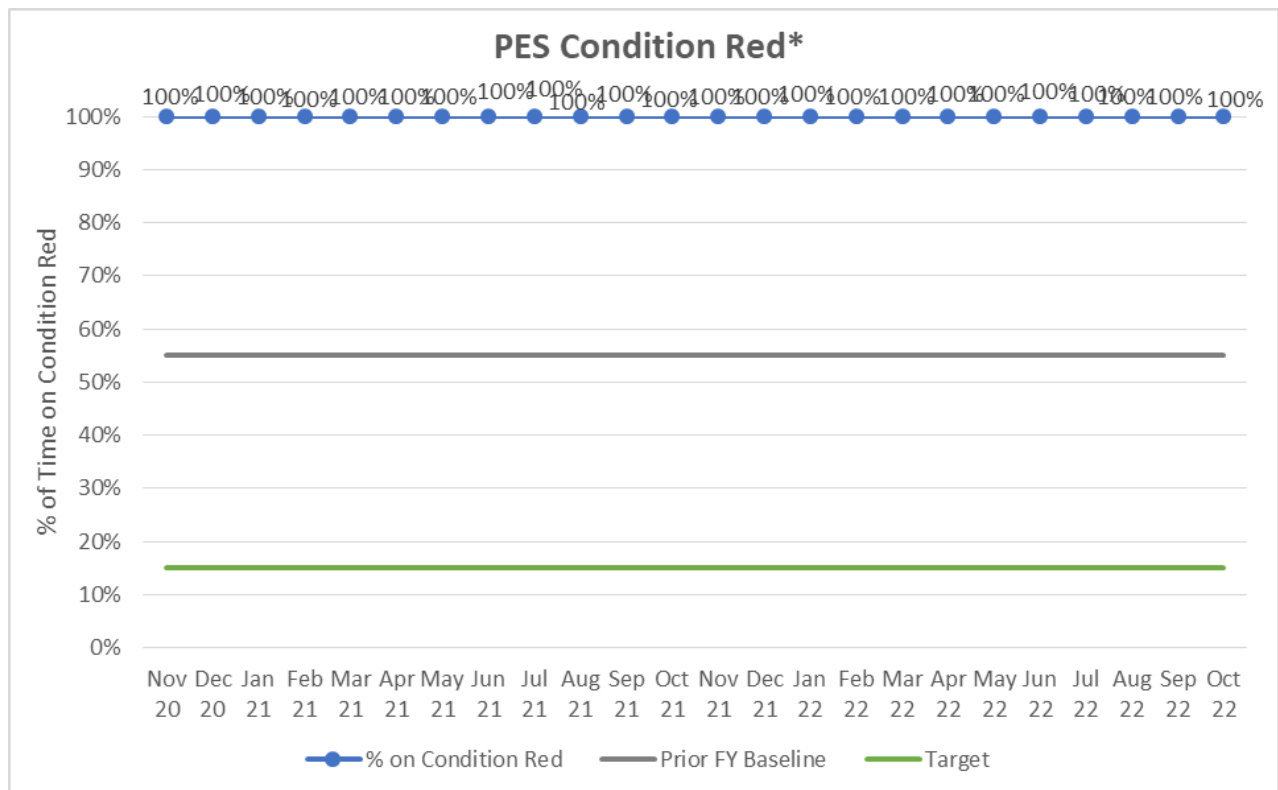
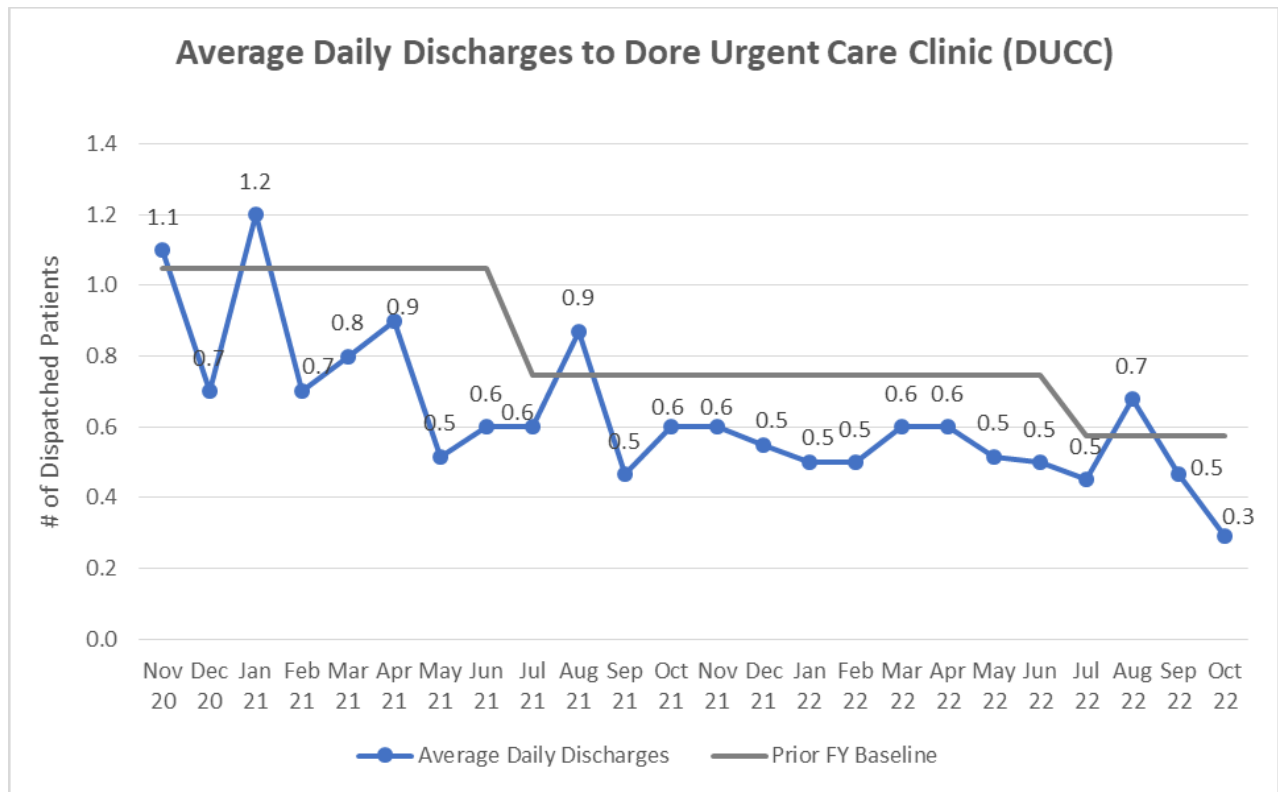






# QUALITY      Psychiatric Emergency Services Activities





**\*We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

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# QUALITY      Average Daily Census

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## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 178.00 which is 114.10% of budgeted staffed beds and 99.44% of physical capacity. 26.26% of the Medical/Surgical days were lower level of care days: 6.89% administrative and 19.37% decertified/non-reimbursed days.

## **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 29.90 which is 106.80% of budgeted staffed beds and 51.56% of physical capacity of the hospital.

## **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 26.10 which is 86.99% of budgeted staffed beds and 62.14% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

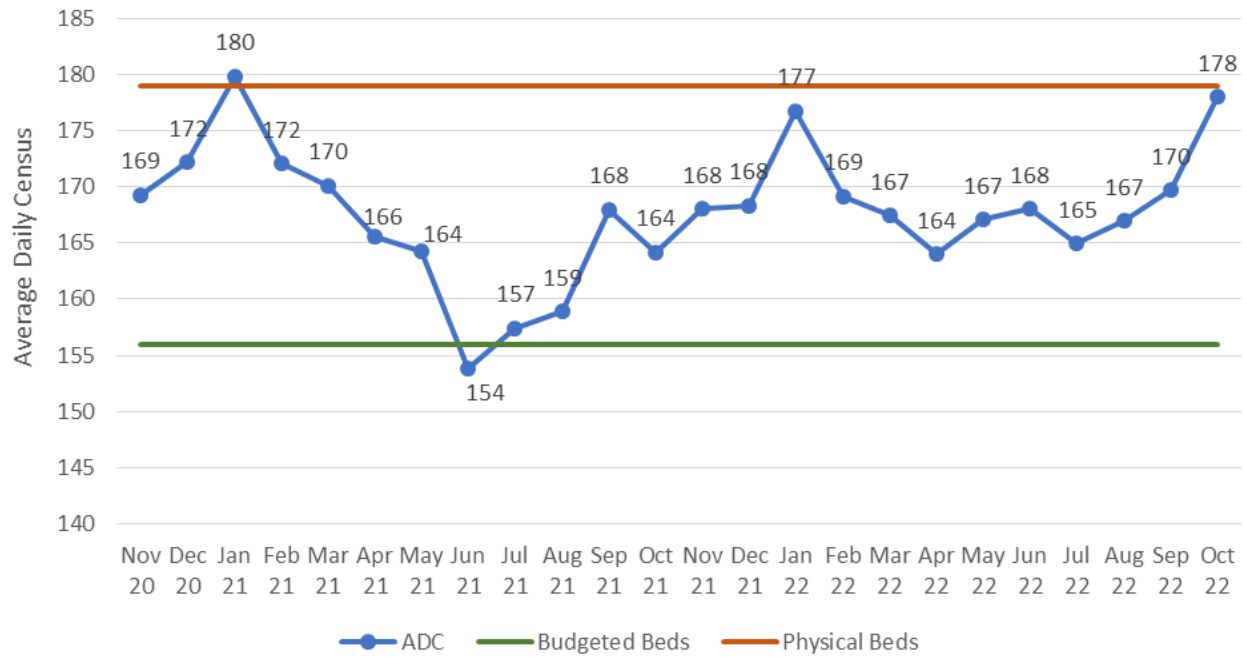
Average Daily Census for Psychiatry beds, excluding 7L, was 40.16, which is 91.28% of budgeted staffed beds and 59.94% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.45, which is 77.88% of budgeted staffed beds (n=7) and 45.43% of physical capacity (n=12). Utilization Review data shows 77.91% non-acute days (34.46% administrative and 43.45% non-reimbursed).

## **4A SKILLED NURSING UNIT**

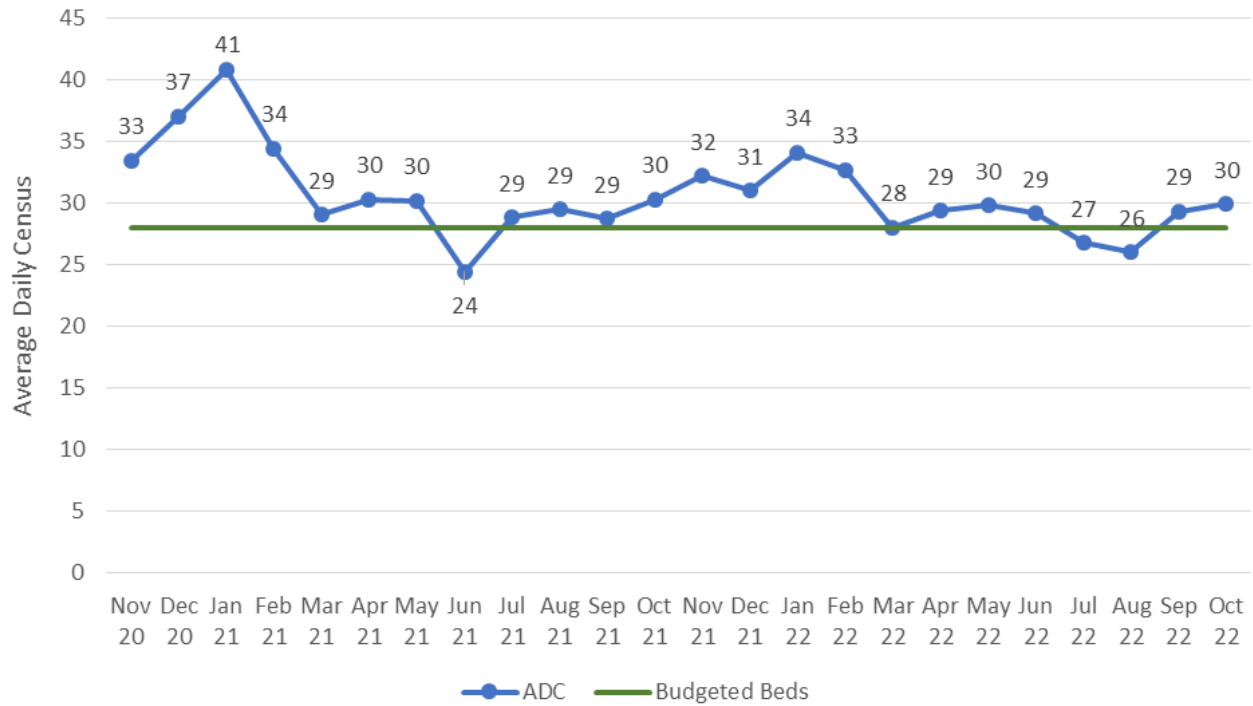
Average Daily Census for our skilled nursing unit was 27.77, which is 99.19% of our budgeted staffed beds and 92.58% of physical capacity.

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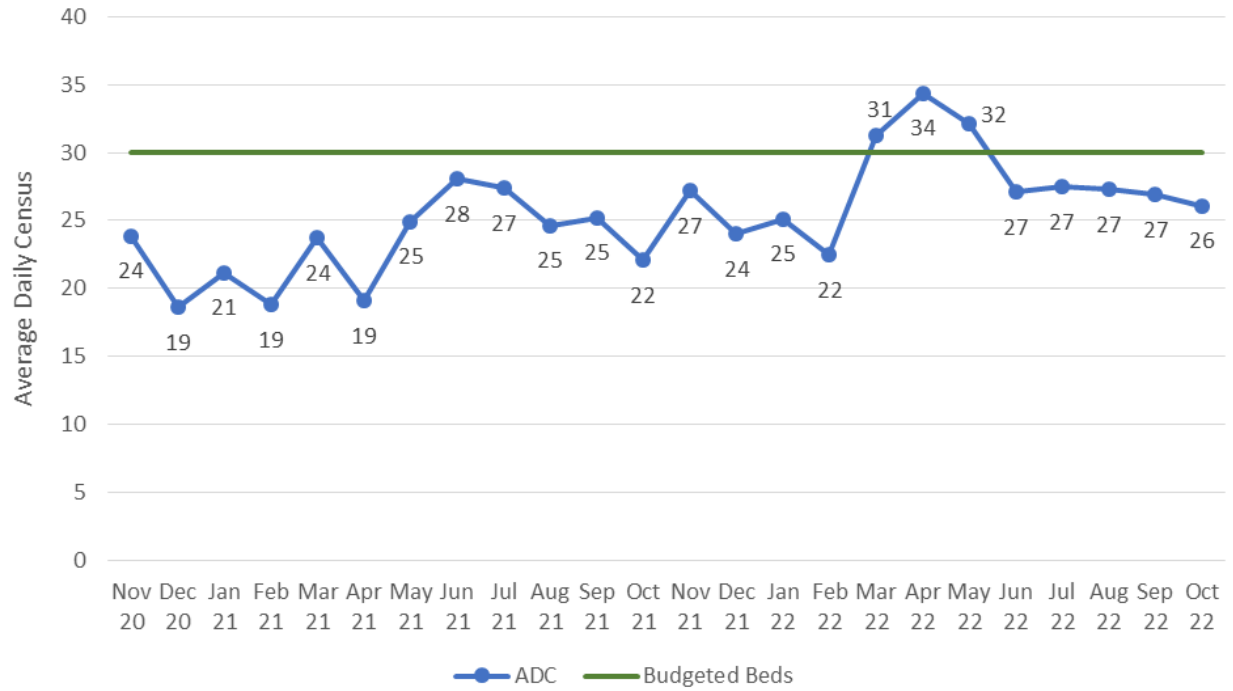
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



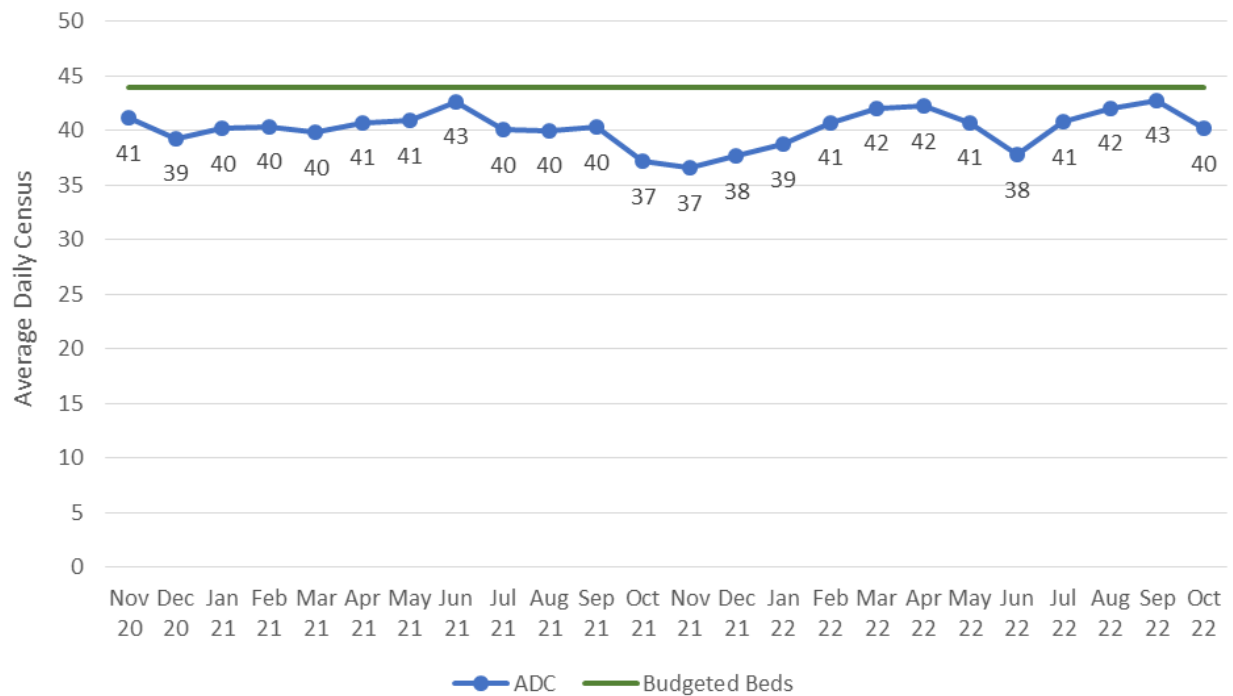
### Intensive Care Unit Average Daily Census

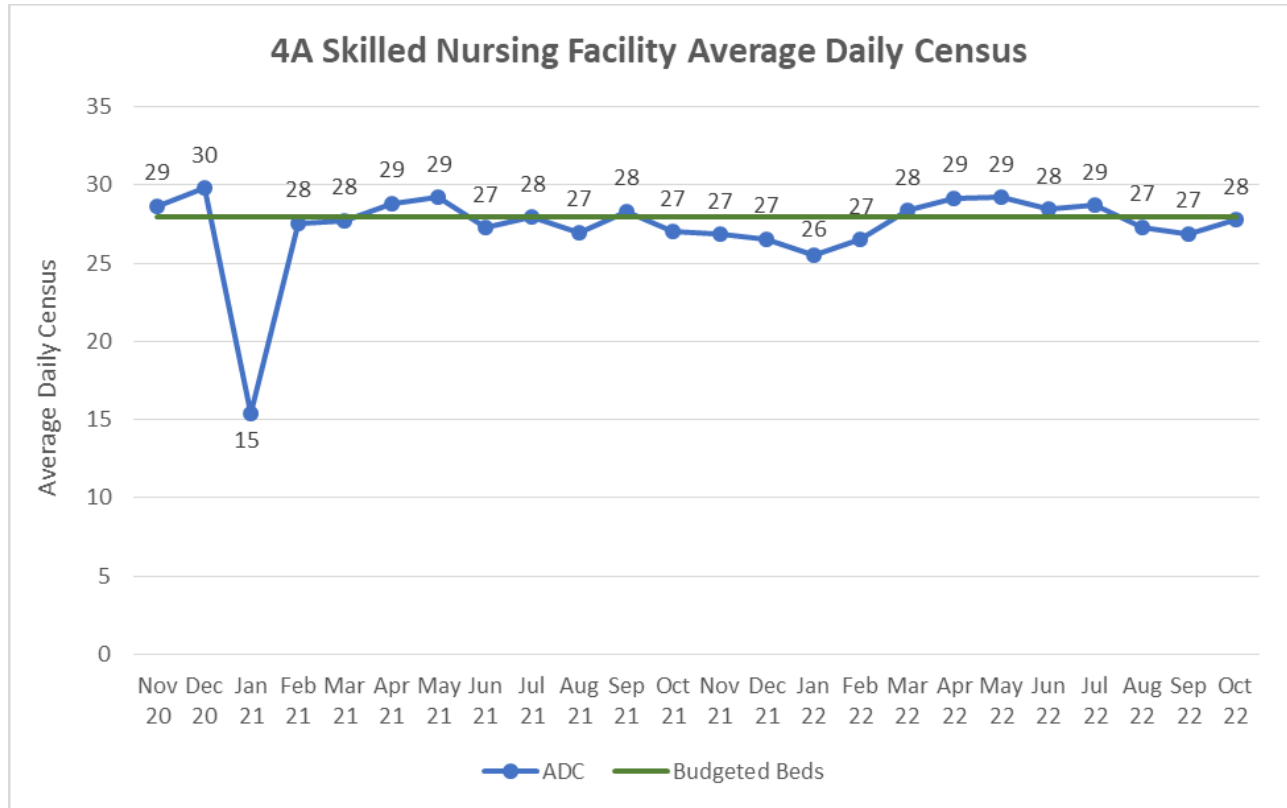


### Maternal Child Health Average Daily Census



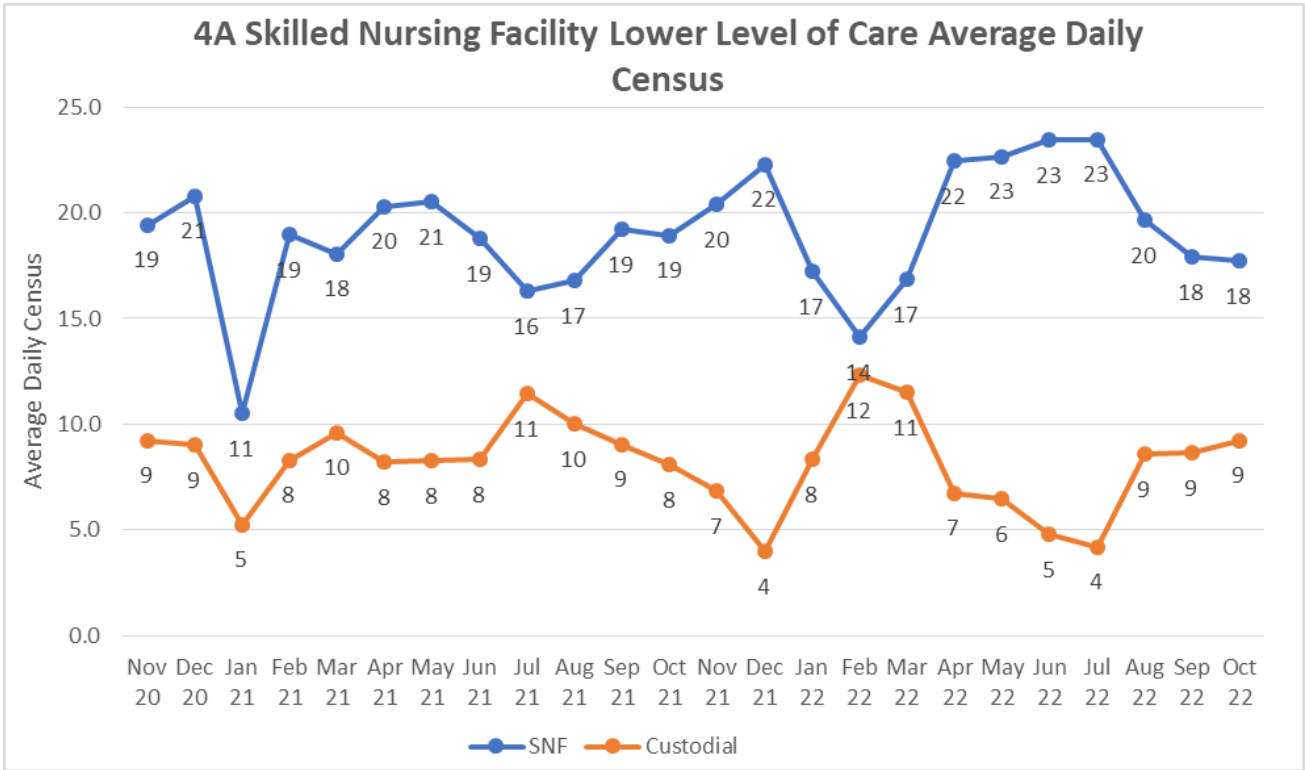
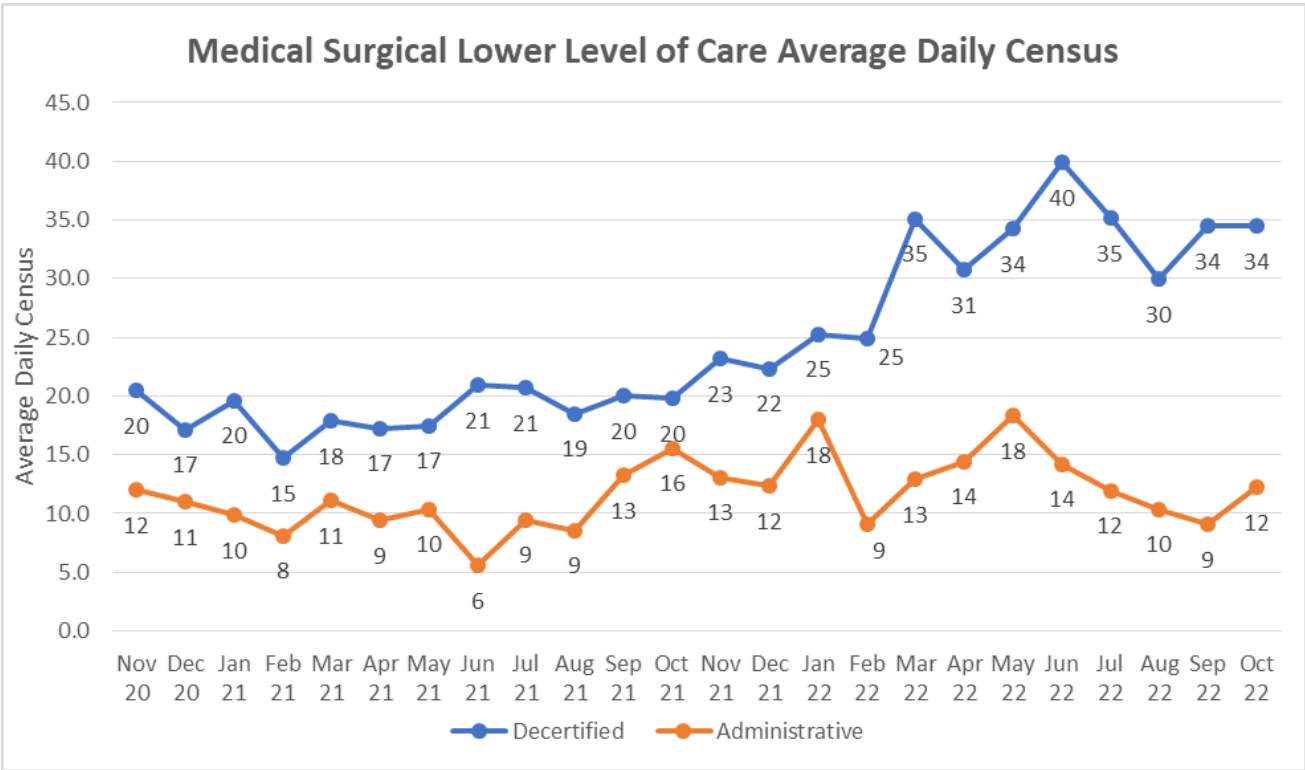
### Acute Psychiatry (7B & 7C) Average Daily Census

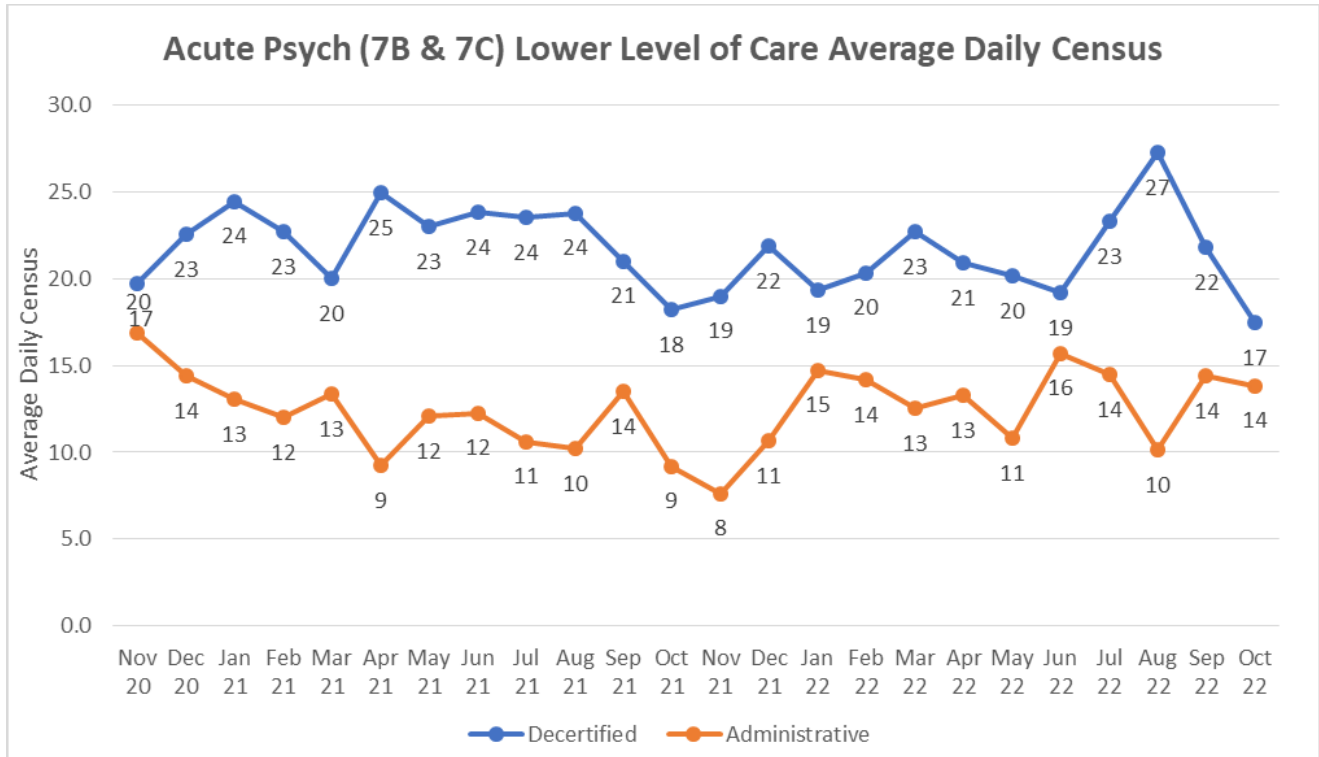






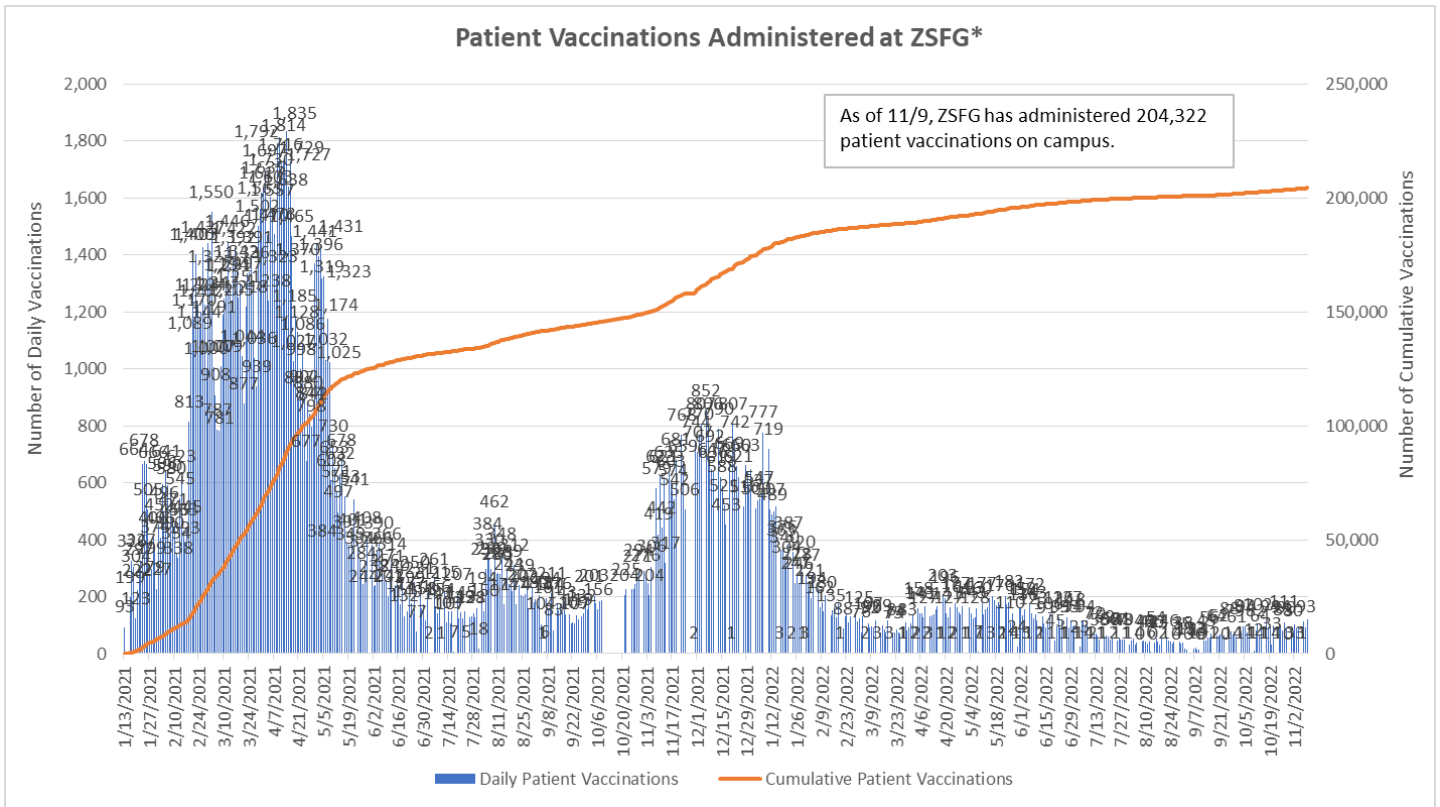
# QUALITY      Lower Level of Care Average Daily Census



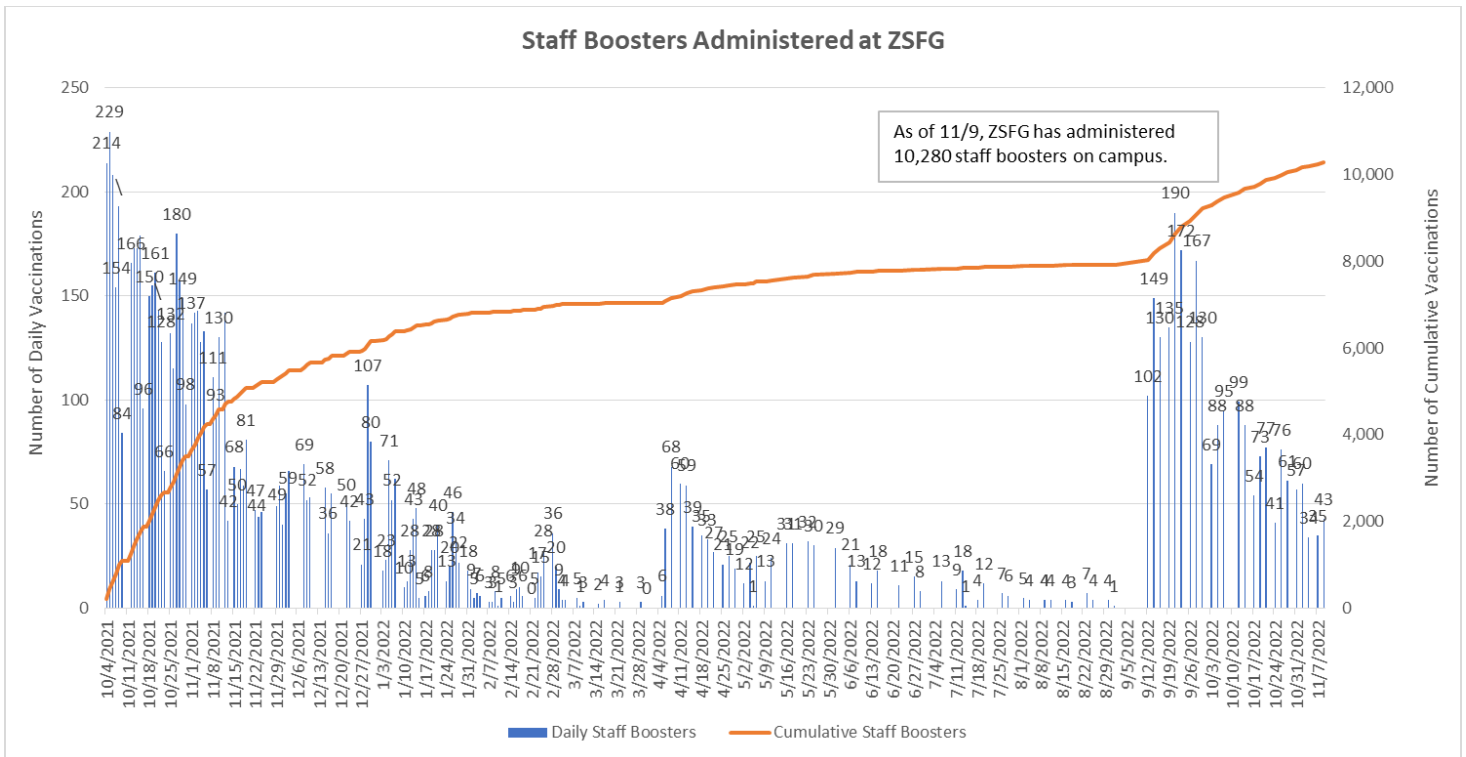


# SAFETY

## COVID-19 Vaccinations Administered at ZSFG



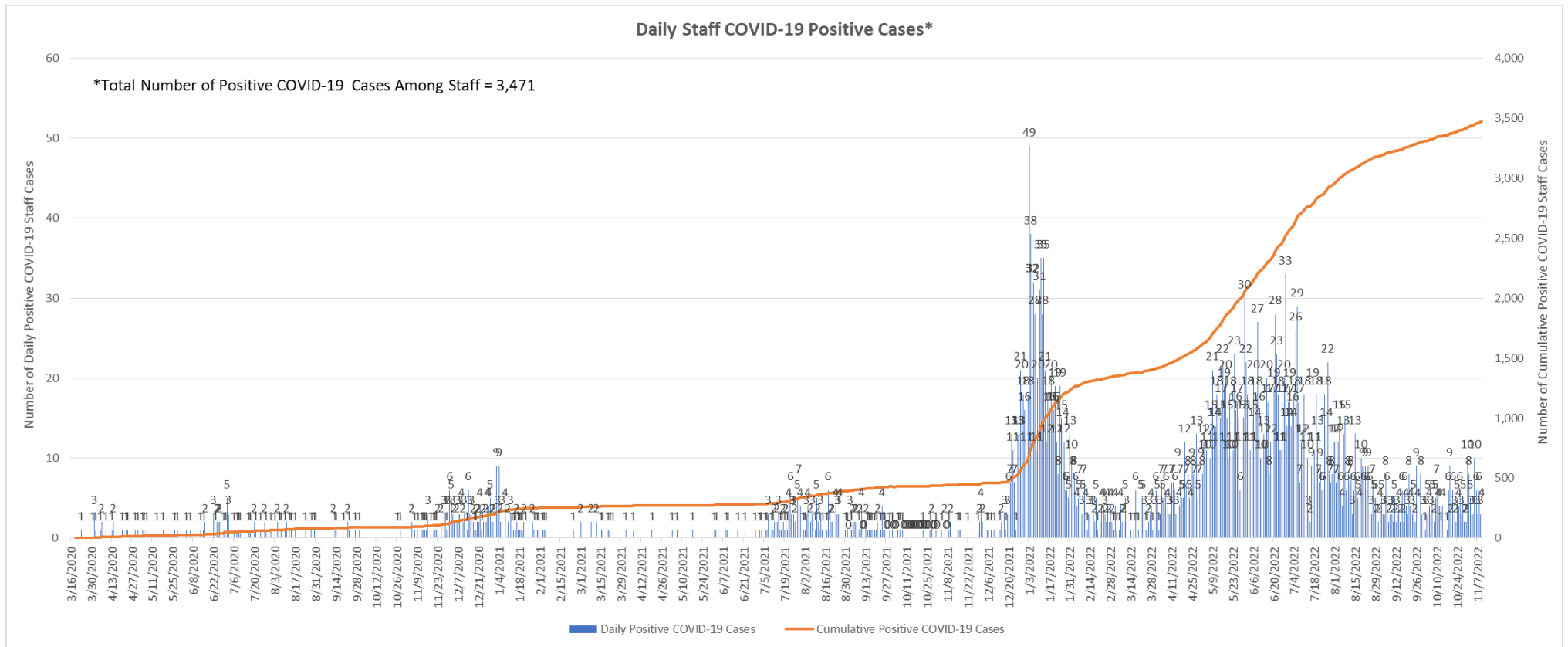
\*Includes network-wide patients and members of the community.



# SAFETY

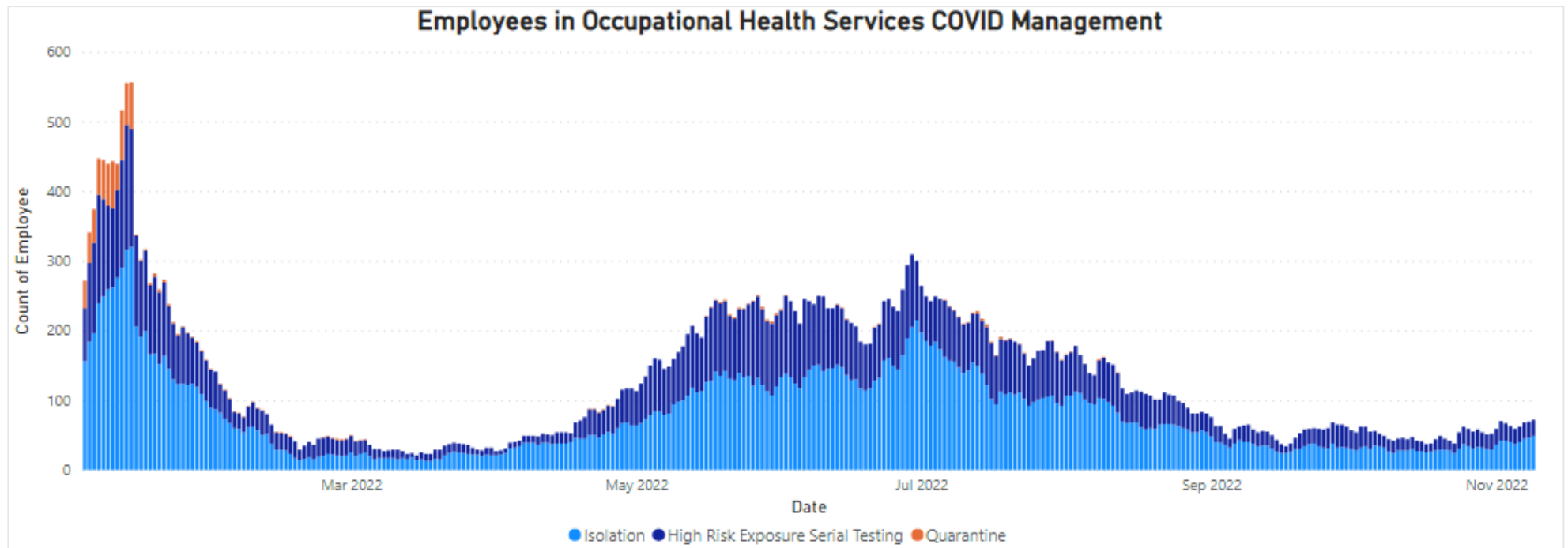
## Occupational Health COVID+ Staff Cases

As of November 10, 2022, 3,471 ZSFG employees have tested positive for COVID-19.



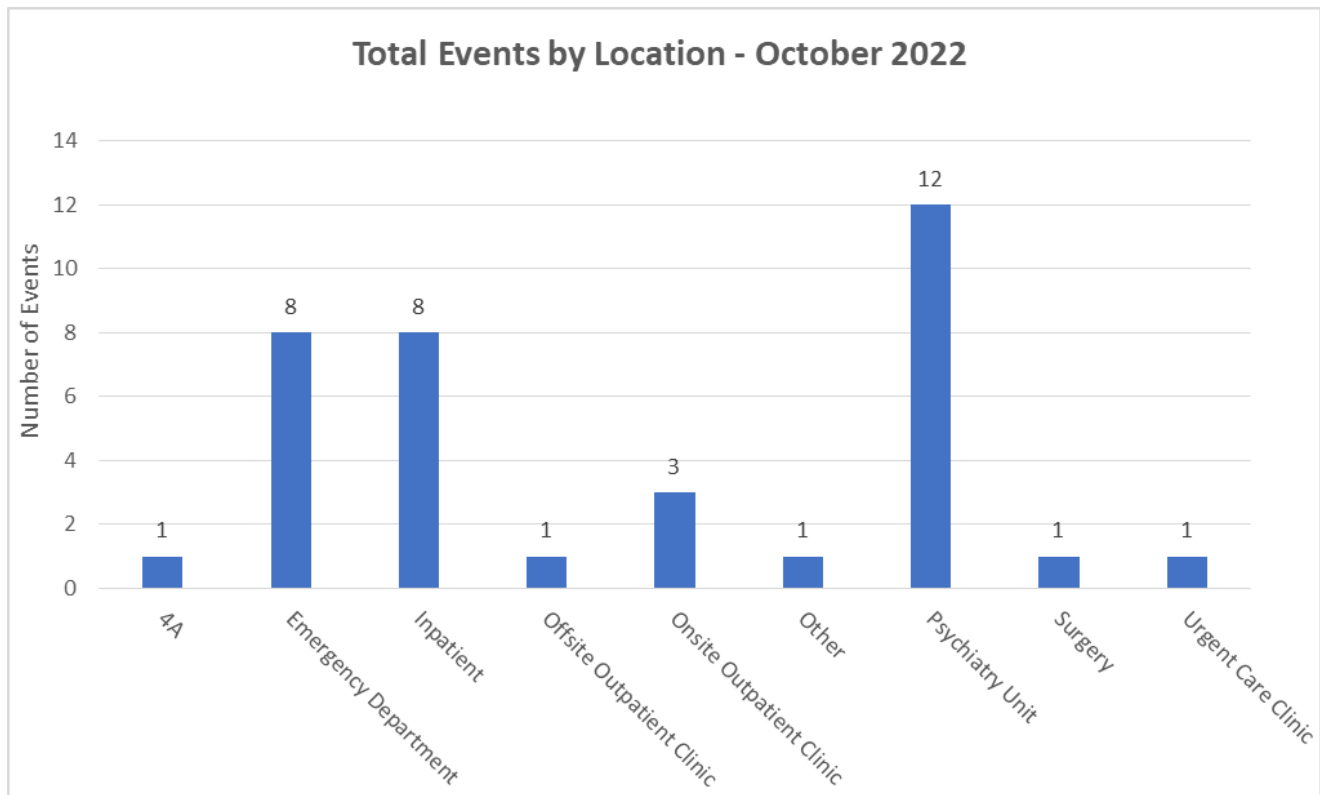
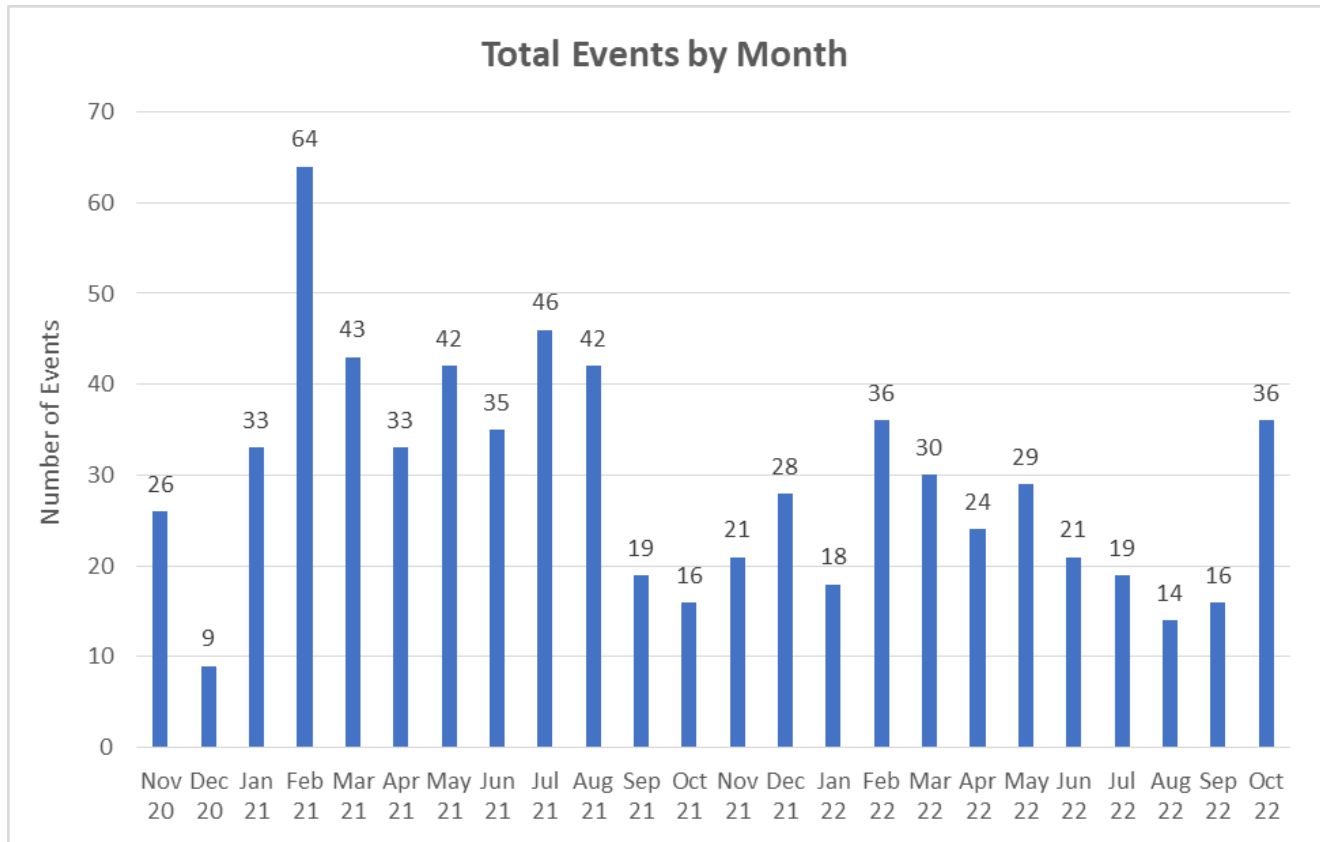
# SAFETY

## Occupational Health COVID-19 Staff Management



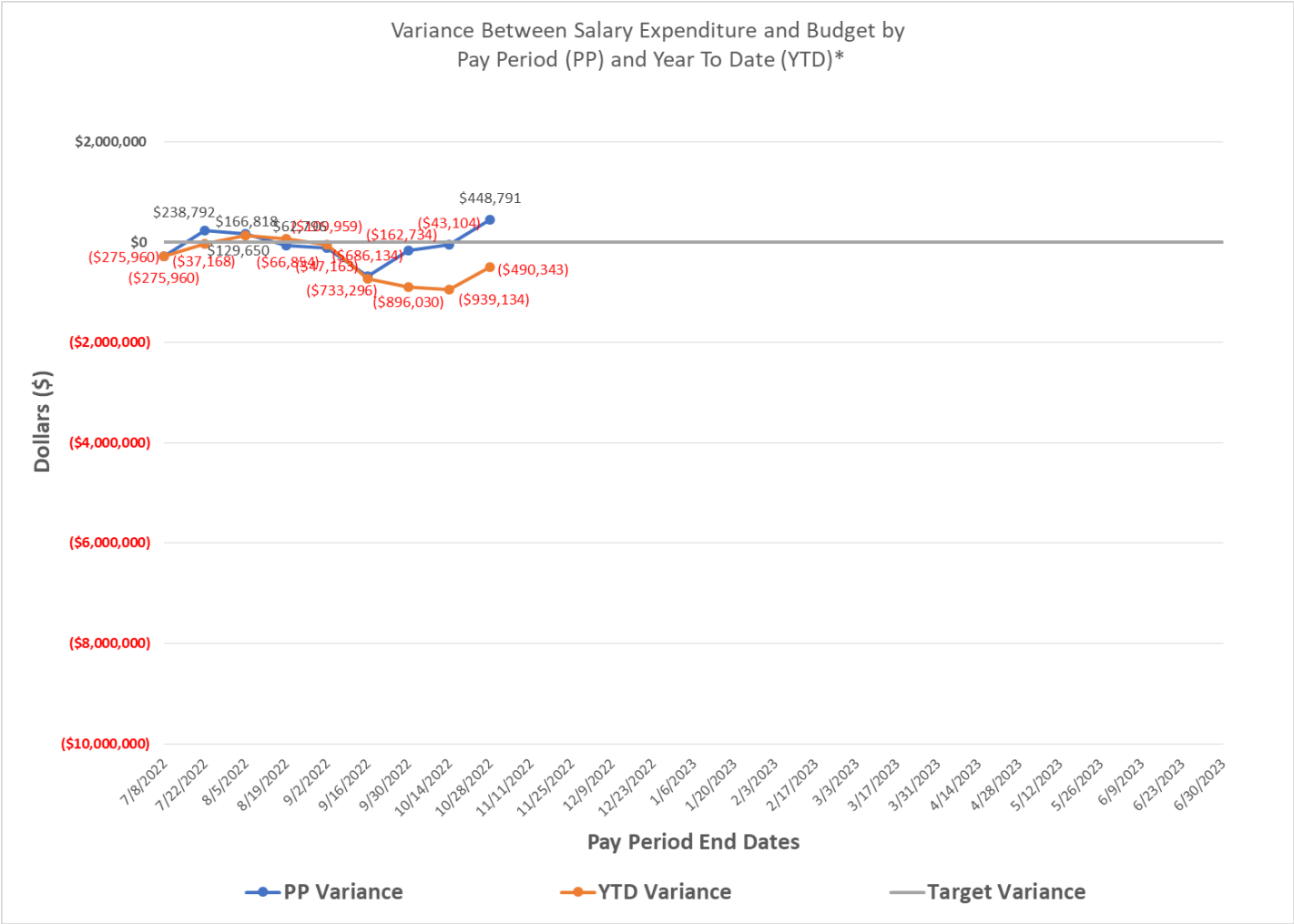
# SAFETY

## Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



\*Please note that COVID-19 costs are now a part of ZSFG operations and budget.