

ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

EMERGENCY DEPARTMENT & ZSFG UPDATE

3/5/2020



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



**San Francisco Department
of Public Health**

CONCERNS

1

Staffing

2

Safety

3

Flow

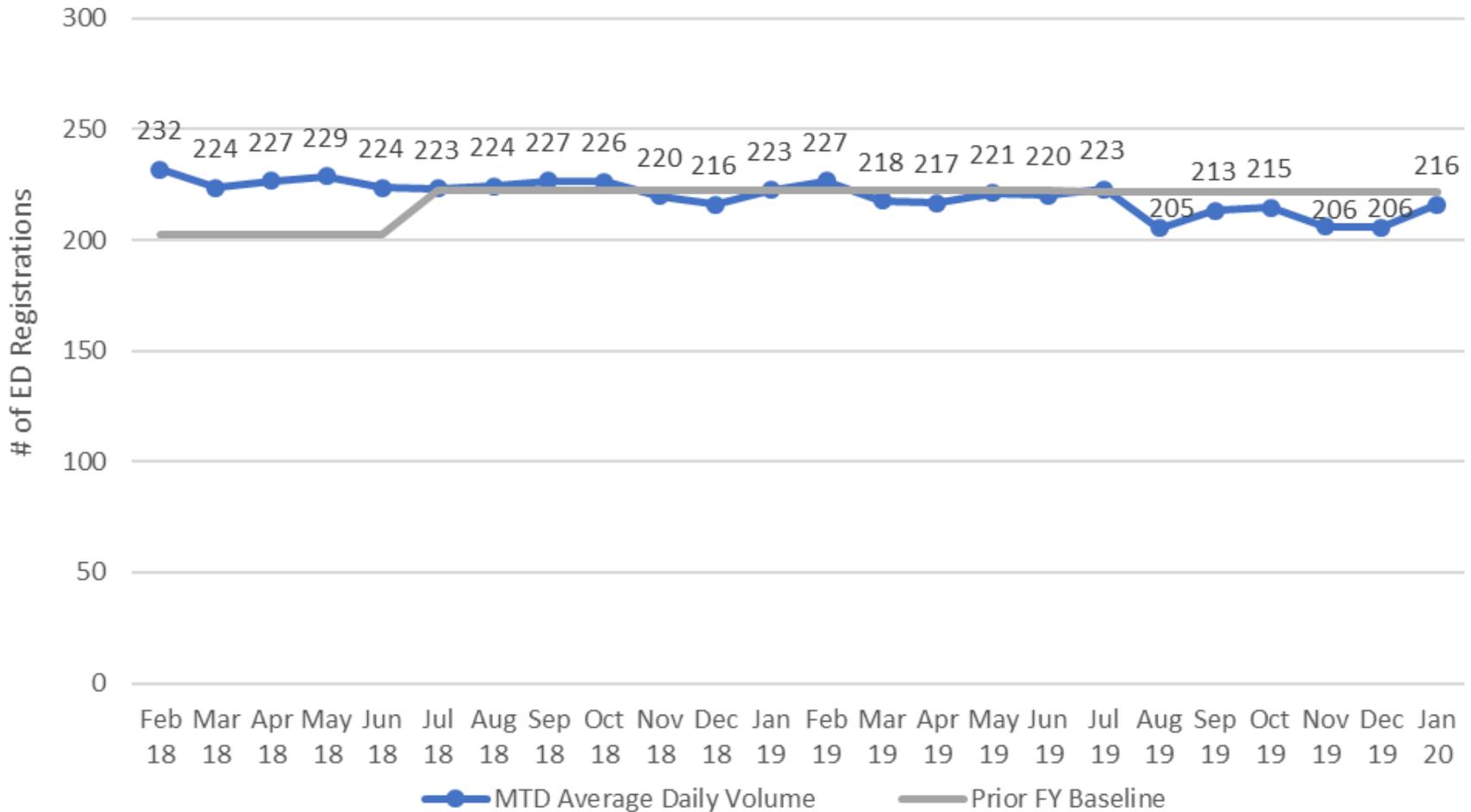
NURSE STAFFING

- Nurses are at the core of our service, making up about 30% of our team hospital-wide.
- We have 877.6 FTE budgeted nurses hospital-wide.
- Leaves, modified duty and vacancies impact staffing.
- 19.5% of budgeted FTEs are vacant or on a leave, about half of these are vacancies.
- Training programs impact staffing, training as many as 72 RNs per year. Programs last 6 -12 weeks
- In order to serve our patients, we make up vacancies with temporary staff, registry and overtime.

EMERGENCY DEPARTMENT

- ED visit volume has been relatively flat since January, 2018
- Since 2014, we've budgeted 33 additional nursing positions.
- Currently, vacancies, leaves and modified duty in the ED make up 17.2% of the total staffing.
- ED runs 4 training programs per year, training up to 40 RNs.

ED Average Daily Volume



EMERGENCY DEPARTMENT

Position Type	Budgeted FTE	Vacancies, Leaves, and Modified Duty	P103/ Temp, Registry, and OT
RN (2320)	144.1	24.9	47.1
RN Manager (2322)	3	0	0
Clinical Nurse Specialist (2323)	2	1	0
Nurse Supervisor (2324)	1	0	0
Nurse Practitioner (2328)	23.38	.9	2.98

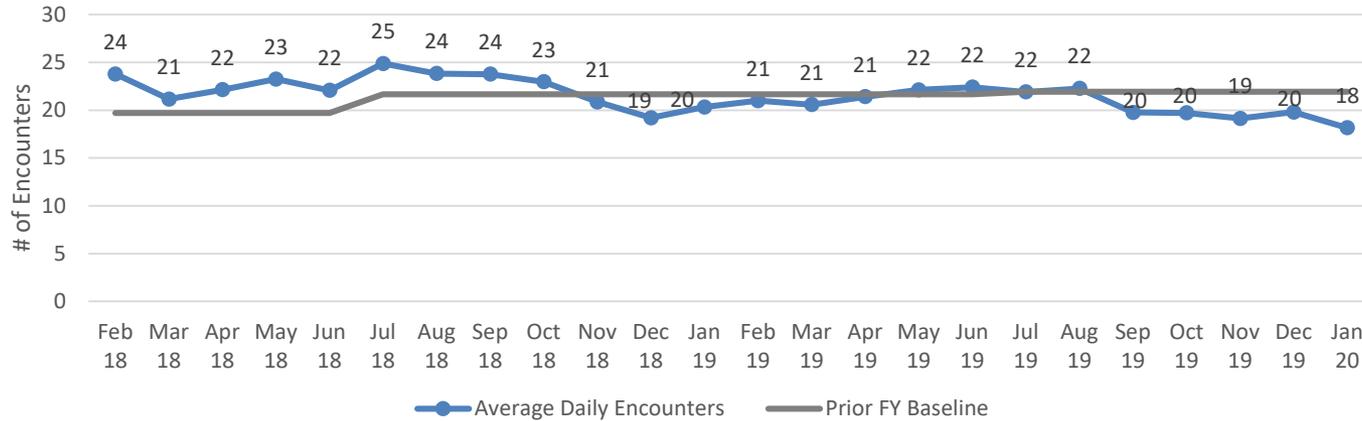
RN: Vacancies = 19.5; Leaves = 9.8; Modified = 0.6

PSYCHIATRY

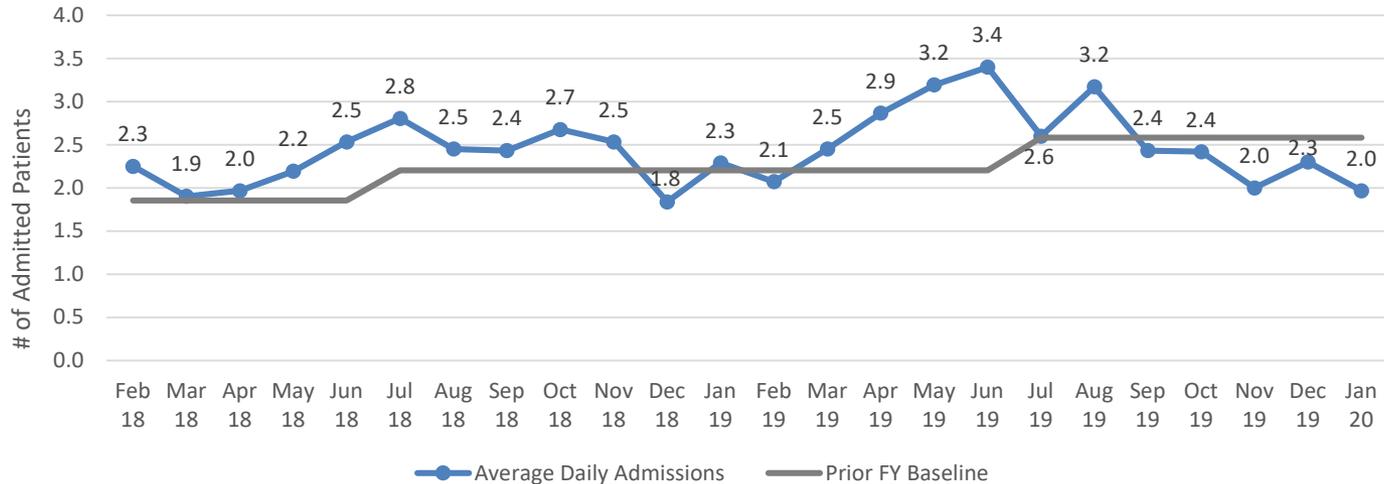
- Vacancies, leaves and modified duty in Psych make up 22.8% of the total staffing.
- Leaves make up a higher proportion of vacancies in psychiatry than in other areas – about 60%.

PSYCH

Average Daily PES Encounters



Average Daily Admissions to Inpatient Psych (7B & 7C)



PSYCH

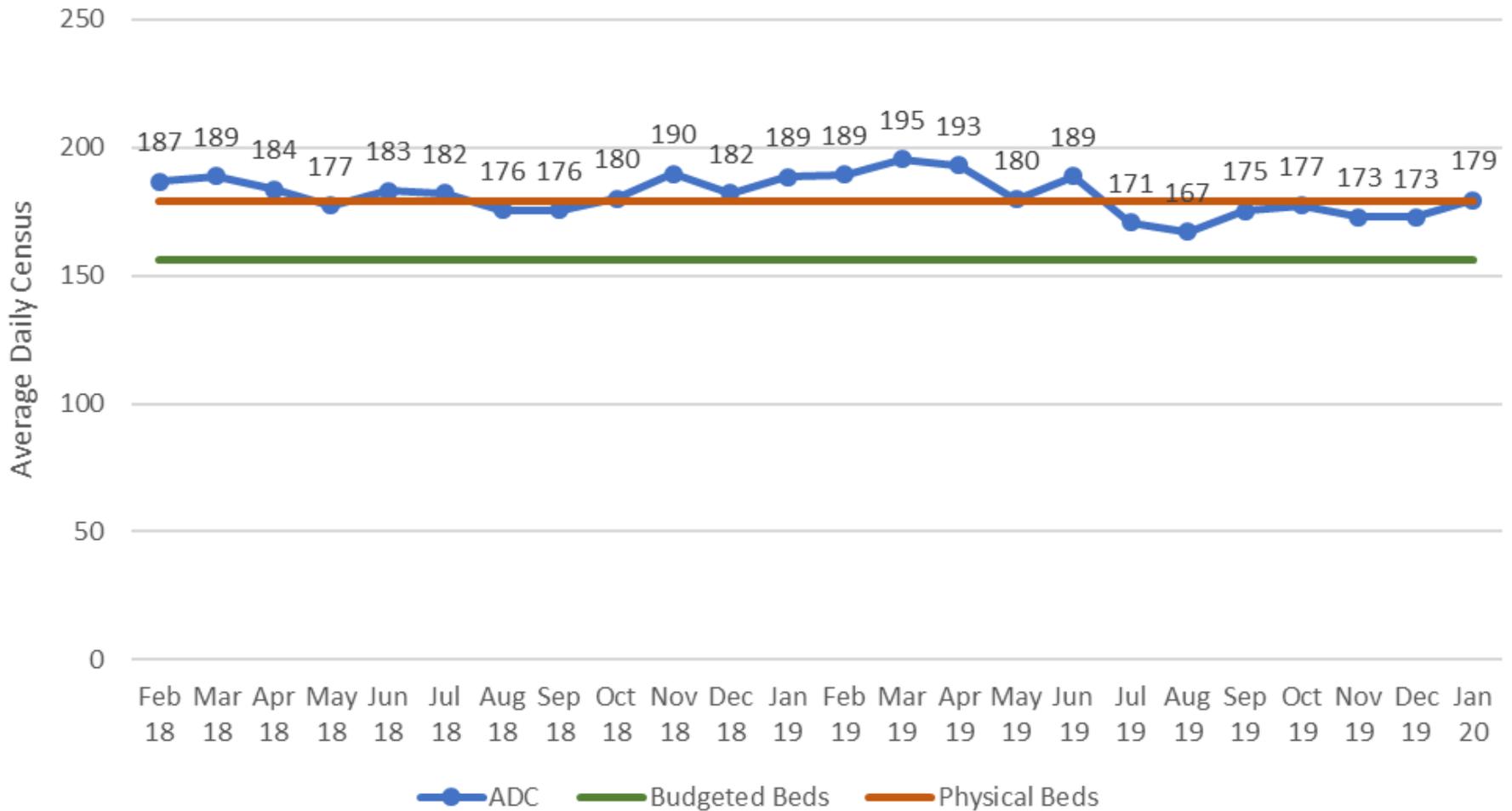
Position Type	Budgeted FTE	Vacancies, Leaves, and Modified Duty	P103/ TempN, Registry, and OT
RN (2320)	80.4	18.3	24.3
RN Manager (2322)	3	0	0
Clinical Nurse Specialist (2323)	1	0	0

RN: Vacancies = 9.5; Leaves = 14.8; Modified = 0.9

MEDICAL SURGICAL

- Med Surg census is higher than planned: 164 vs 179 or more.
- To accommodate this volume, H58 has been open, intermittently, since late 2017, with 8 – 15 patients. We've submitted a budget initiative to fund this permanently starting in July.
- Vacancies, leaves and modified duty in Med Surg are 20.3% of the total staffing.
- RNs that enter the ZSFG ED, Critical Care, and Perioperative training programs typically come from ZSFG Med Surg units which increases turnover.

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



MED-SURG

Position Type	Budgeted FTE	Vacancies, Leaves, and Modified Duty	P103/ TempN, Registry, and OT
RN (2320)	266.6	54	77.25
RN Manager (2322)	5	1	0
Clinical Nurse Specialist (2323)	3	0	0

RN: Vacancies = 23.5; Leaves = 26.9; Modified = 3.6

2. WORKPLACE VIOLENCE

Nationally

- According to American College of Emergency Physicians 70% of emergency room nurses and 47% of emergency room physicians have been physically assaulted at work

At ZSFG

- Patient on employee batteries and assault account for 86% of reported crime with high concentration in ED, Psych and PES

ZSFG Workplace Violence Committee

- Prevent and improve response to incidents of violence.

PRIORITIES

- Ensure integrity of data and reporting
- Assess and improve effectiveness of Crisis Prevention Institute training
- Perfect Code Tan
- Expand reach of Behavioral Emergency Response Team
- Maintain Regulatory Compliance with Cal-OHSA & TJC

2. WORKPLACE VIOLENCE 2020 MILESTONES

When	What
December	<ul style="list-style-type: none">Expanded BERT team rounding in the ED
January	<ul style="list-style-type: none">First Townhall seriesImplemented new WPV logDeployed psych tech to the EDReview all reported workplace violence incidents weekly
February	<ul style="list-style-type: none">Deployed WPV investigation toolkit and are training managers and charge nurses in its useDeveloped training plan for WPV stratified by department and risk level
March	<ul style="list-style-type: none">Send out FAQ based on Townhall feedbackImprovement Event focused on WPV - Week of March 30th
April	<ul style="list-style-type: none">Deploy improvement event deliverablesUpdate staff through quarterly Equity NewsletterUpdate Health Commission

ED BACKGROUND: PATIENT VOLUME

	Total	ESI1/2	ESI 3	ESI 4/5
Daily ED volume CY18	226 ± 15	25%	47%	28%
Daily ED Volume CY19	219 ± 13	26%	49%	25%

	Walk in	Ambulance	PES Transfers	Admit Percent
ED volume CY18	72%	28%		16.6%
ED Volume CY19 (to date)	71.5 %	28.5%	10/day	16.7%

25% increase in ED volume from 7/2014-7/2018

- Volume peaks between 8AM and 7PM

Hospital at >100% capacity with to 25%-30% of beds occupied by LLOC patients

- Long LOS (avg 10 hours) of admitted patients in the ED