

All data is UCSF Health West Bay unless noted otherwise

Patient Experience		Performance		Benchmark & Trend	FY19 Goals	
		FY18	Current Period			
Would Recommend Hospital (% of units, practices, services improving)		59% (45/76)	49% (17/35)		*IAP Goal: Threshold: 54% Target: 57% Outstanding: >60%	
Physician Communication (% of units, practices, services improving)		67% (50/75)	45% (19/42)		*IAP Goal: Threshold: 64% Target: 67% Outstanding: >69%	
Quality & Safety		Performance		Benchmark & Trend	FY19 Goals	
		FY18	Month			
Clinical Outcomes	Inpatient Mortality (O/E index)	0.93 (n = 719)	0.91 (n = 62) Nov-18	0.93 (n = 307)		0.88
	Sepsis Mortality Index (O/E index)	1.18 (n = 368)	1.10 (n = 37) Nov-18	1.23 (n = 171)		1.16
	30-day All-Cause Readmissions (per monthly discharges)	11.39% (n = 4,298)	9.87% (n = 302) Oct-18	10.73% (n = 1,325)		< 11%
	Ambulatory Quality: Advanced Care Planning	28.92%	29.76%		PRIME goal: >90% performance already met UCSF goal: more meaningful standard adopted	36.03%
	Healthcare Equity: HTN Control in Black/African Americans	64.19%	68.97%		Total Population: 75.40%; White: 77.85%	68.32%
Zero Harm	Harm Events (actual # of harm events)	110 (monthly) 1,324 (FY18)	101 Dec-18	705		*IAP Goal: Reduce 50/75/100
Our People		Gallup Staff Engagement Survey (Grand Mean)		UCSF Place to Do Clinical Work: MDs (Net Promoter Score: -100 to 100)	UCSF Place to Work: AHPs (Net Promoter Score: -100 to 100)	
Performance		3.88 May-18		1 Mar-18	21 Mar-18	
Benchmark & 3-year Trend						
FY19 Goals		3.98		9	23	
Financial Strength		Performance		FY19 Goals		
		FY18	Month	Month	YTD	
Net Income UCSF Health West and East Bay		\$293M	\$13.2M Dec-18	(\$2.6M) Dec-18	\$22.8M	
Net Income with actuarial adjustment for retirement benefits		\$175M	(\$7.0M)	(\$22.7M)	(\$97.8M)	
Operating Cost per Case (Adjusted for outpatient activity and acuity)		\$24,211	\$26,759 Dec-18	\$25,668 Dec-18	*IAP Goal Threshold: \$25,918 Target: \$25,788 Outstanding: \$25,659	
					*IAP Goal Threshold: \$24,602 Target: \$24,479 Outstanding: \$24,357	
Strategic Growth		Performance		Benchmark & Trend	FY19 Goals	
		FY18	Month			
Ambulatory Visits		1,492,918	143,312 Dec-18	951,236	5.6% increase wRVU (compared to December FY18)	5% increase
Ambulatory Access (% of practices meeting unit goal)		53%	45% Dec-18	49%	Strategic Access Practices: >75% seen in 14d All Practices: 4% increase from FY18	65%
Inpatient Discharges		36,615	3,041 Dec-18	17,932	2.9% decrease compared to FY18	3,178/18,983 (monthly/YTD)
Length of Stay (O/E index)		1.08	1.11 Nov-18	1.09		<1.00
Average Daily Bed Opportunity (# of beds created if LOS = 1.0)		49	61 Nov-18	53	-43 Vizient 1st decile	0
Learning Health System		Performance		Benchmark	FY19 Goals	
		FY18	Current Period			
% of TN Boards with LHS Pillar populated		54% (68/126)	pending	NA	TBD	

Patient Experience		IAP Performance (# of Improved/Total Groups)		Performance (Top Box/Mean Score)		National Rank (%ile)	
		FY19TD		FY19TD vs. FY18	Quarterly Trend	FY19TD	
Would Recommend	Inpatient Adult	5/5		↓		93	
	Inpatient Peds	Peds Unit	3/3		↑		99
		ICN	0/1		↓		61
		Birth Center	0/1		↓		63
	Outpatient	4/12		↓		36	
	Emergency Services	1/2		↓		41	
	Outpatient Periop	2/4		↓		54	
	Diagnostic & Treatment Svcs**	1/5		↓		41	
Behavioral Health	Inpatient	0/1		↓		47	
	Outpatient	1/1		↑		30	
Physician Communication	Inpatient Adult	8/16		↓		71	
	Inpatient Peds	Peds Services	2/2		↑		79
		Neonatology	0/1		↓		19
		OB Services	0/1		↓		10
	Outpatient	6/12		↔		34	
	Emergency Services	0/2		↓		62	
	Outpatient Periop	1/4		↓		36	
	Diagnostic & Treatment Svcs**	0/2		↓		UCSF custom questions - no benchmark available	
	Behavioral Health	Inpatient	1/1		↑		50
Outpatient		1/1		↑		17	

** Diagnostic & Treatment Svcs represents performance for Cardiology Labs, Infusion, Radiology, Radiation Oncology & Rehabilitation for "Would Recommend" & Cardiology Labs, Radiation Oncology for "Provider Communication".

Specific Harm Metrics	FY18 Baseline (# of harm events)	# of Harm Events		Trend	Rate		
		Dec-18	FY19TD		FY18	FY19TD	
Adult Hospital	CLABSI (excl. CLAMBI)	61	3	29		1.03	0.92
	CAUTI	67	4	40		1.72	2.01
	PVAP (VAE)	4	0	2		0.41	0.40
	SSI	104	3	56		0.86%	0.83%
	Hospital-Onset C. difficile	157	21	88		9.05	9.79
	HAPI	178	10	104			
	Falls with Injury	76	3	37			
	Serious Safety Events	26	4	16			
	Workplace Injuries to Staff	122	11	79			
	Reportable Privacy Events	13	2	10			
	Adverse Drug Events (in High Risk Meds)	56	3	20			
BCH-SF	CLABSI (excl. CLAMBI)	37	3	11		1.62	1.01
	CAUTI	2	1	1		0.68	0.74
	VAP	2	0	0		0.34	0.00
	SSI	6	0	2		0.50%	0.36%
	Codes Outside ICU	4	1	2			
	HAPI	24	2	11			
	Falls with Injury	30	0	1			
	Serious Safety Events	5	0	4			
	Workplace Injuries to Staff	26	4	15			
	Reportable Privacy Events	2	0	1			
	Adverse Drug Events (in High Risk Meds)	5	0	4			
Ambulatory	Falls with Injury	17	5	19			
	Serious Safety Events	1	0	2			
	Communicable Disease Exposures	6	0	2			
	Workplace Injuries to Staff	109	9	54			
	Reportable Privacy Events	47	2	22			
	Adverse Drug Events (in High Risk Meds)	7	0	1			
Unattributed	Workplace Injuries to Staff	129	10	72			
	Adverse Drug Events (in High Risk Meds)	1	0	0			
Total Events		1324	101	705			