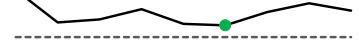
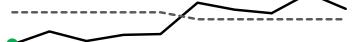
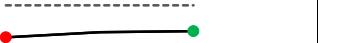
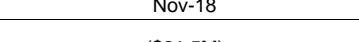
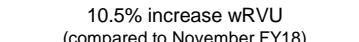
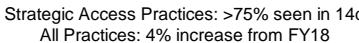
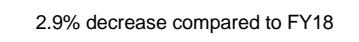
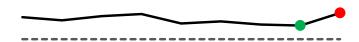
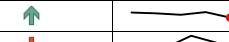
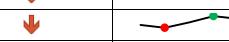
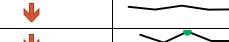
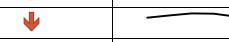
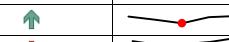
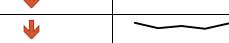
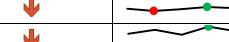
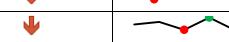
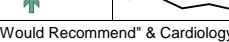
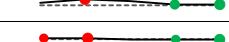


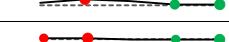
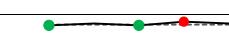
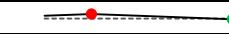
All data is UCSF Health West Bay unless noted otherwise

Patient Experience		Performance		Benchmark & Trend	FY19 Goals
		FY18	Current Period		
Would Recommend Hospital (% of units, practices, services improving)		59% (45/76)	40% (14/35)		*IAP Goal: Threshold: 54% Target: 57% Outstanding: >60%
Physician Communication (% of units, practices, services improving)		67% (50/75)	33% (14/42)		*IAP Goal: Threshold: 64% Target: 67% Outstanding: >69%
Quality & Safety		Performance		Benchmark & Trend	FY19 Goals
		FY18	Month		
Clinical Outcomes	Inpatient Mortality (O/E index)	0.90 (n = 719)	0.93 (n = 66)	0.92 (n = 245)	
	Sepsis Mortality Index (O/E index)	1.16 (n = 368)	1.24 (n = 37)	1.29 (n = 134)	
	30-day All-Cause Readmissions (per monthly discharges)	11.39% (n = 4,297)	10.68% (n = 305)	10.91% (n = 1,014)	
	Ambulatory Quality: Advanced Care Planning	28.92%	29.70%	PRIME goal: >90% performance already met UCSF goal: more meaningful standard adopted	
	Healthcare Equity: HTN Control in Black/African Americans	64.19%	68.38%	Total Population: 75.25%; White: 77.72%	
Zero Harm	Harm Events (actual # of harm events)	110 (monthly) 1,324 (FY18)	114	589	
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		1	21
		May-18		Mar-18	Mar-18
Benchmark & 3-year Trend					
FY19 Goals		pending		9	23
Financial Strength		Performance		FY19 Goals	
		FY18	Month	FY19TD	YTD
Net Income UCSF Health West and East Bay		\$293M	\$21.3M	\$71.9M	
		Nov-18		(\$1.4M)	
Net Income with actuarial adjustment for retirement benefits		\$175M	\$1.2M	(\$28.6M)	
Operating Cost per Case (Adjusted for outpatient activity and acuity)		\$24,211	\$25,194	\$25,418	
		Nov-18		*IAP Goal Threshold: \$25,666 Target: \$25,537 Outstanding: \$25,410	
Strategic Growth		Performance		FY19 Goals	
		FY18	Month	FY19TD	YTD
Ambulatory Visits		1,492,918	156,920	807,881	
Ambulatory Access (% of practices meeting unit goal)		53%	44%	48%	
Inpatient Discharges		36,615	2,966	14,923	
Length of Stay (O/E index)		1.08	1.15	1.07	
Average Daily Bed Opportunity (# of beds created if LOS = 1.0)		49	89	44	
Learning Health System		Performance		Benchmark	
		FY18	Current Period		FY19 Goals
% of TN Boards with LHS Pillar populated		54% (68/126)	pending		NA
				TBD	

**Achieving Our True North Goals**

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	3/3		⬆️		99
		0/1		⬇️		47
		0/1		⬇️		66
	Outpatient	3/12		⬇️		36
	Emergency Services	0/2		⬇️		41
	Outpatient Periop	1/4		⬇️		55
	Diagnostic & Treatment Svcs**		1/5	⬇️		41
	Behavioral Health	Inpatient	0/1	⬇️		38
		Outpatient	1/1	⬆️		28
Physician Communication	Inpatient Adult	6/16		⬇️		72
	Inpatient Peds	2/2		⬆️		79
		0/1		⬇️		22
		0/1		⬇️		9
	Outpatient	4/12		⬇️		33
	Emergency Services	0/2		⬇️		58
	Outpatient Periop	1/4		⬆️		41
	Diagnostic & Treatment Svcs**		0/2	⬇️		UCSF custom questions - no benchmark available
	Behavioral Health	Inpatient	0/1	⬇️		
		Outpatient	1/1	⬆️		14

\*\* 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	
			Nov-18	FY19TD		FY18	FY19TD
Adult Hospital	CLABSI (excl. CLAMBI)	61	7	26		1.03	0.99
	CAUTI	67	6	36		1.72	2.16
	PVAP (VAE)	4	0	2		0.41	0.48
	SSI	104	7 (Aug 2018)	46		0.86%	0.84%
	Hospital-Onset C. difficile	157	19	67		9.05	8.95
	HAPI	178	19	93			
	Falls with Injury	76	5	30			
	Serious Safety Events	26	4	12			
	Workplace Injuries to Staff	122	7	68			
BCH-SF	Reportable Privacy Events	13	0	8			
	Adverse Drug Events (in High Risk Meds)	56	5	17			
	CLABSI (excl. CLAMBI)	37	3	8		1.62	0.88
	CAUTI	2	0	0		0.68	0.00
	VAP	2	0	0		0.34	0.00
	SSI	6	0 (Aug 2018)	2		0.50%	0.42%
	Codes Outside ICU	4	1	1			
	HAPI	24	2	8			
	Falls with Injury	30	0	1			
	Serious Safety Events	5	2	4			
Ambulatory	Workplace Injuries to Staff	26	2	11			
	Reportable Privacy Events	2	1	1			
	Adverse Drug Events (in High Risk Meds)	5	1	4			
	Falls with Injury	17	1	13			
	Serious Safety Events	1	0	2			
	Communicable Disease Exposures	6	0	1			
Unattributed	Workplace Injuries to Staff	109	8	45			
	Adverse Drug Events (in High Risk Meds)	47	2	20			
Total Events		1324	114	589			