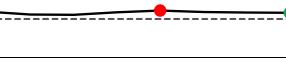
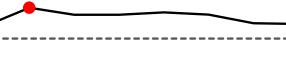
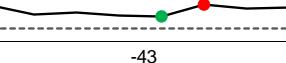


All data is UCSF Health West Bay unless noted otherwise

Patient Experience		Performance			Benchmark & Trend	FY19 Goals
		FY18	Current Period			
Would Recommend Hospital (% of units, practices, services improving)		59%	46%			*IAP Goal: Threshold: 54% Target: 57% Outstanding: >60%
Physician Communication (% of units, practices, services improving)		67%	50%			*IAP Goal: Threshold: 64% Target: 67% Outstanding: >69%
Quality & Safety		Performance			Benchmark & Trend	FY19 Goals
		FY18	Month	FY19TD		
Clinical Outcomes	Inpatient Mortality (O/E index)	0.93 (n = 719)	0.90 (n = 64) Dec-18	0.92 (n = 371)		0.88
	Sepsis Mortality Index (O/E index)	1.18 (n = 368)	1.10 (n = 36) Dec-18	1.20 (n = 207)		1.16
	30-day All-Cause Readmissions (per monthly discharges)	11.40% (n = 4,299)	10.20% (n = 311) Nov-18	10.71% (n = 1,649)		< 11%
	Ambulatory Quality: Advanced Care Planning	28.92%	32.48%		PRIME goal: >90% performance already met UCSF goal: more meaningful standard adopted	36.03%
	Healthcare Equity: HTN Control in Black/African Americans	64.19%	66.38%		Total Population: 75.05%; White: 77.93%	68.32%
Zero Harm	Harm Events (actual # of harm events)	110 (monthly) 1,324 (FY18)	96 Jan-19	805		*IAP Goal: Reduce 50/75/100
Our People		Gallup Staff Engagement Survey			UCSF Place to Do Clinical Work: MDs (Net Promoter Score: -100 to 100)	UCSF Place to Work: AHPs (Net Promoter Score: -100 to 100)
		Grand Mean	Accountability Index Mean			
Performance		3.88	3.66		1	21
Benchmark & 3-year Trend		May-18		Mar-18		Mar-18
FY19 Goals		3.93	3.77		9	23
Financial Strength		Performance			FY19 Goals	
		FY18	Month	FY19TD	Month	YTD
Net Income UCSF Health West and East Bay		\$293M	\$38.1M Jan-19	\$123.2M	\$21.0M Jan-19	\$43.8M
Net Income with actuarial adjustment for retirement benefits		\$175M	\$18.0M	(\$17.5M)	\$0.9M	(\$96.9M)
Operating Cost per Case (Adjusted for outpatient activity and acuity)		\$24,211	\$28,549 Jan-19	\$26,105	*IAP Goal Threshold: \$24,515 Target: \$24,392 Outstanding: \$24,270 Jan-19	*IAP Goal Threshold: \$24,589 Target: \$24,467 Outstanding: \$24,344
Strategic Growth		Performance			Benchmark & Trend	FY19 Goals
		FY18	Month	FY19TD		
Ambulatory Visits		1,492,918	173,498 Jan-19	1,124,773	9.8% increase w/RVU (compared to January FY18)	5% increase
Ambulatory Access (% of practices meeting unit goal)		53%	38% Jan-19	46%	Strategic Access Practices: >75% seen in 14d All Practices: 4% increase from FY18	65%
Inpatient Discharges		36,615	3,015 Jan-19	20,907	3.1% decrease compared to FY18	3,207/22,190 (monthly/YTD)
Length of Stay (O/E index)		1.08	1.12 Dec-18	1.10		<1.00
Average Daily Bed Opportunity (# of beds created if LOS = 1.0)		49	74 Dec-18	56	-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

**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	(4/5)		⬇️		93
	Peds Unit	(3/3)		⬆️		98
	ICN	(0/1)		⬇️		58
	Birth Center	(0/1)		⬇️		63
	Outpatient	(5/12)		⬇️		36
	Emergency Services	(1/2)		⬇️		37
	Outpatient Periop	(1/4)		⬇️		55
	Diagnostic & Treatment Svcs**		(1/5)	⬇️		43
	Behavioral Health	Inpatient	(0/1)	⬇️		39
		Outpatient	(1/1)	⬆️		26
Physician Communication	Inpatient Adult	(7/16)		⬇️		72
	Inpatient Peds	Peds Services	(2/2)	⬆️		82
		Neonatology	(0/1)	⬇️		22
		OB Services	(1/1)	⬆️		12
	Outpatient	(7/12)		▬		34
	Emergency Services	(0/2)		⬇️		60
	Outpatient Periop	(1/4)		⬇️		35
	Diagnostic & Treatment Svcs**		(1/2)	⬇️		UCSF custom questions - no benchmark available
	Behavioral Health	Inpatient	(1/1)	⬆️		48
		Outpatient	(1/1)	⬆️		19

\*\* 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	
			Jan-19	FY19TD		FY18	FY19TD
Adult Hospital	CLABSI (excl. CLAMBI)	61	4	33		1.03	0.90
	CAUTI	67	6	46		1.72	1.97
	PVAP (VAE)	4	0	2		0.41	0.40
	SSI	104	6	68		0.86%	0.87%
	Hospital-Onset C. difficile	157	13	101		9.05	9.56
	HAPI	178	15	117			
	Falls with Injury	76	5	41			
	Serious Safety Events	26	0	16			
	Workplace Injuries to Staff	122	13	92			
BCH-SF	Reportable Privacy Events	13	0	10			
	Adverse Drug Events (in High Risk Meds)	56	4	24			
	CLABSI (excl. CLAMBI)	37	1	12		1.62	0.92
	CAUTI	2	0	1		0.68	0.63
	VAP	2	0	0		0.34	0.00
	SSI	6	0	2		0.50%	0.31%
	Codes Outside ICU	4	0	2			
	HAPI	24	2	13			
	Falls with Injury	30	0	1			
Ambulatory	Serious Safety Events	5	0	4			
	Workplace Injuries to Staff	26	4	19			
	Reportable Privacy Events	2	0	1			
	Adverse Drug Events (in High Risk Meds)	5	0	4			
	Falls with Injury	17	6	25			
	Communicable Disease Exposures	6	0	3			
Unattributed	Workplace Injuries to Staff	109	6	60			
	Adverse Drug Events (in High Risk Meds)	47	2	24			
Total Events		1324	96	805			