

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		
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
	Healthcare Equity: HTN Control in Black/African Americans	64.19%	66.38%		Total Population: 75.05%; White: 77.93%
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					
FY19 Goals		3.93	3.77	9	23
Financial Strength		Performance		FY19 Goals	
		FY18	Month	Month	YTD
Net Income UCSF Health West and East Bay		\$293M	\$38.1M Jan-19	\$21.0M Jan-19	\$43.8M
Net Income with actuarial adjustment for retirement benefits		\$175M	\$18.0M	\$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
Strategic Growth		Performance		Benchmark & Trend	FY19 Goals
		FY18	Month		
Ambulatory Visits		1,492,918	173,498 Jan-19	1,124,773	9.8% increase wRVU (compared to January FY18)
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
Inpatient Discharges		36,615	3,015 Jan-19	20,907	3.1% decrease compared to FY18
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
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		(4/5)		↓		93	
	Inpatient Peds	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 (Oct 2018)	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			
	Reportable Privacy Events		13	0	10			
	Adverse Drug Events (in High Risk Meds)		56	4	24			
BCH-SF	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 (Oct 2018)	2		0.50%	0.31%
	Codes Outside ICU		4	0	2			
	HAPI		24	2	13			
	Falls with Injury		30	0	1			
	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			
Ambulatory	Falls with Injury		17	6	25			
	Serious Safety Events		1	0	2			
	Communicable Disease Exposures		6	0	3			
	Workplace Injuries to Staff		109	6	60			
	Reportable Privacy Events		47	2	24			
	Adverse Drug Events (in High Risk Meds)		7	1	2			
Unattributed	Workplace Injuries to Staff		129	8	80			
	Adverse Drug Events (in High Risk Meds)		1	0	0			
Total Events			1324	96	805			