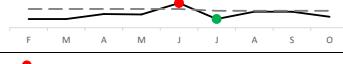
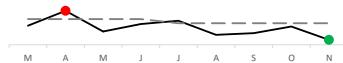
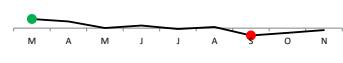
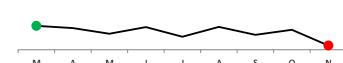
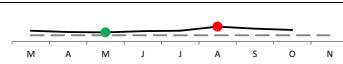


Green/Red denotes comparison to FY20 Goals

Patient Experience		FY19	Month		FY20 Goals	FY20TD vs FY19		
Would Recommend Hospital % of units, practices, services improving		58%	Hospital Services	55%	*IAP Goal: Th: 55% Hosp or Outpt T: 55% Hosp and Outpt O: 60% Hosp and Outpt	Hospital Inpt Adult Inpt Peds/ED-MB Inpt Behavioral ED - Parn Outpt PeriOp Dx-Tx Svcs	Outpatient Amb. Practices Peds Practices Outpt Behavioral Urgent Care	
		55%	Outpatient Services	65%				
Physician Communication % of units, practices, services improving		63%	Hospital Services	77%	*IAP Goal: Th: 55% Hosp or Outpt T: 55% Hosp and Outpt O: 64% Hosp and Outpt	Hospital Inpt Adult Inpt Peds/ED-MB Inpt Behavioral ED - Parn Outpt PeriOp Dx-Tx Svcs	Outpatient Amb. Practices Peds Practices Outpt Behavioral Urgent Care	
		62%	Outpatient Services	70%				
Quality & Safety		FY19	Month	FY20TD	FY20 Goals	Trendline Summary Green/Red Dot: Best/Worst Month during 9-month Trend		
Clinical Outcomes	Inpatient Mortality O/E index: lower is better	0.89 (n = 757)	0.83 (n = 58) Oct-19	0.87 (n = 252)	0.86			
	Sepsis Mortality Index O/E index: lower is better	1.15 (n = 420)	0.99 (n = 27) Oct-19	1.03 (n = 123)	1.12			
	30-day All-Cause Readmissions per monthly discharges	11.24% (n = 4,140)	11.31% (n = 314) Sep-19	11.13% (n = 1,044)	<11%			
	Diabetes HbA1c Goal < 9%		Colorectal CA Screening		Tobacco Counseling		HTN Control	
	Ambulatory Quality UC-wide metrics (PRIME)	81.4%		75.2%	97.3%	78.0%	66.9%	
Zero Harm	FY20 Goals 90th Percentile Benchmark	70.0%		64.9%	97.3%	71.7%	86.4%	
	Healthcare Equity Do we have a disparity?	Hispanic/Latinx: 72.8%; White: 79.3%		Black/AA: 68.7%; White 75.5%	Black/AA: 95.1%; White 97.4%	Black/AA: 69.4%; White: 81.0%	Black/AA: 65.0%; White: 67.1%	
	Harm Events actual # of harm events	110 (monthly) 1,325 (FY19)	86 Nov-19	483	*IAP Goal: Th: eliminate 25 events T: eliminate 40 events O: eliminate 55 events			
Our People		FY19	FY20	FY20 Goals	Trendline Summary Green/Red Dot: Best/Worst FY during 3-year Trend			
Staff: Gallup Engagement Grand Mean: 1-5 range		3.90		Spring 2020	3.94			
Physicians: Place for Clinical Work Net Promoter Score: -100 to 100 range		7		Spring 2020	13			
Advance Practice Providers: Place for Work Net Promoter Score: -100 to 100 range		18		Spring 2020	21			
Financial Strength		FY19	Month	FY20TD	FY20 Goals	Trendline Summary Green/Red Dot: Best/Worst Month during 9-month Trend		
Net Income Total revenue minus total expenses (incl retirement estimates) *UCSF Health West and East Bay		\$79M	(\$10.6M) Nov-19	(\$74.2M)	(\$29.2M)/(\$112.9M) Month/YTD			
Modified EBIDA Operating Earnings before Interest, Depreciation, and Amortization Represents our core income from patient care minus core expenses		\$478M	\$25.4M Nov-19	\$196.6M	\$29.8M/\$185.5M Month/YTD			
Modified EBIDA Margin Modified EBIDA / Operating Revenue Measures our "efficiency in providing patient care"		11.5%	7.1% Nov-19	10.7%	*IAP Goal: Th: 11.28% T: 11.63% O: 11.98%			
Strategic Growth		FY19	Month	FY20TD	FY20 Goals	Trendline Summary Green/Red Dot: Best/Worst Month during 9-month Trend		
Ambulatory Visits		1,973,305	162,782 Nov-19	885,424	2,081,837 5.5% increase			
New Patient Access # of patients scheduled to be seen within 14 days		136,137	10,130 Nov-19	59,329	148,389 9% increase			
Inpatient Discharges		36,089	3,008 Nov-19	15,747	2,976/15,313 Month/YTD	6.0% increase compared to FY19		
Length of Stay O/E index: lower is better ALOS: Average LOS		1.14 ALOS = 6.63	1.13 ALOS = 6.33 Oct-19	1.15 ALOS = 6.54	<1.0			
Learning Health System		Learning Environment: Gallup   NPS Survey Questions		Innovation at Scale % Virtual Care Visits	Lean Transformation Active Daily Engagement	Research Engagement Patients Enrolled per Month		
Current Performance		Spring 2020		2.08% Oct-19	Spring 2020	3,400 Nov-19		
FY19   FY20 Goals		3.92 Learn & Grow	4.00	1.80% 2.50%	78% 30% Improvement	4,100 TBD		
		75% Culture of CPI	78%					

Patient Experience								
Patient Survey Area			# of Groups Improved or Maintained High Performance	FYE19 / Q1 FY20**	FYTD 20	FYTD 20 Top Box / Mean Score Compared to FYE19	FYTD20 %ile Rank	
Would Recommend	Hospital Services 55%	Inpatient Adult	(9/13)	86.5%	88.1%	▲	95	
		Inpatient Peds/ED-MB	(1/1)	64.3	85.9	▲	57	
		Inpatient Behavioral	(0/1)	85.1	85.0	▼	39	
		ED Parnassus	(1/1)	73.3	77.4	▲	8	
		Outpatient PeriOp	(3/7)	85.3%	85.0%	▼	54	
	Outpatient Services 65%	Dx & Tx Services	(10/21)	94.1	93.7	▼	29	
		Ambulatory Practices	(75/116)	90.7%	91.0%	▲	38	
		Peds Ambulatory Practices	(1/1)	77.9	79.9	▲	77	
		Outpatient Behavioral	(0/1)	91.7	90.9	▼	56	
		Urgent Care	(2/2)	90.3	91.5	▲	87	
MD/Provider Communication	Hospital Services 77%	Inpatient Adult	(13/16)	85.0%	87.1%	▲	87	
		Inpatient Peds/ED-MB	(1/1)	80.0%	81.7%	▲	47	
		Inpatient Behavioral	(1/1)	83.0	85.9	▲	56	
		ED Parnassus	(1/1)	82.3	84.5	▲	8	
		Outpatient PeriOp	(4/7)	90.7%	90.7%	↔	36	
	Outpatient Services 70%	Dx & Tx Services	(4/5)	95.9	95.7	▼	---	
		Ambulatory Practices	(80/116)	92.2%	92.5%	▲	35	
		Peds Ambulatory Practices	(1/1)	85.7%	87.5%	▲	77	
		Outpatient Behavioral	(1/1)	90.5	91.2	▲	37	
		Urgent Care	(2/2)	93.6	95.4	▲	97	
* Diagnostic & Treatment Svcs represents performance for Cardiology Labs, Infusion, Radiology, Radiation Oncology & Rehabilitation for "Would Recommend" & Cardiology Labs, Radiation Oncology for "Provider Communication".								
** For Peds (Inpatient/ED & Ambulatory Practices), baseline performance is FY20, Q1 due to new NRC surveying starting in July 2019. Their FY20 performance represents results from Oct '19- Jun '20.								
Specific Harm Metrics			FY19 Baseline (# of harm events)	# of Harm Events		Rate	Trendline Summary of Rate Green/Red Dot: Best/Worst FY during 3-year trend	
Adult Hospital	Nov-19			FY19	FY20TD	FY19	FY20TD	
	CLABSI (excl. CLAMBI)	51	1	12		0.81	0.45	
	CAUTI	81	7	27		2.10	1.78	
	PVAP (VAE)	3	0	3		0.86	1.18	
	SSI	119	10	55		0.87%	0.90%	
	Hospital-Onset C. difficile	180	7	50		9.97	6.56	
	HAPI	185	18	63		1.09	0.88	
	Falls with Injury	69	4	32		0.41	0.45	
	Serious Safety Events	31	1	8				
	Workplace Injuries to Staff	130	1	20				
BCH-SF	Reportable Privacy Events	14	3	5				
	Adverse Drug Events (in High Risk Meds)	32	1	17				
	CLABSI (excl. CLAMBI)	24	1	13		1.03	1.36	
	CAUTI	1	0	1		0.37	0.90	
	SSI	6	0	1		0.51%	0.19%	
	Codes Outside ICU	5	0	6				
	HAPI	29	1	10		0.38	0.32	
	Falls with Injury	3	1	3		0.04	0.09	
	Serious Safety Events	7	0	0				
	Workplace Injuries to Staff	33	1	9				
Ambulatory	Reportable Privacy Events	2	0	0				
	Adverse Drug Events (in High Risk Meds)	7	1	2				
	Falls with Injury	26	5	11				
	Serious Safety Events	3	0	1				
	Communicable Disease Exposures	6	0	3				
	Workplace Injuries to Staff	114	10	70				
Unattributed	Reportable Privacy Events	37	3	26				
	Adverse Drug Events (in High Risk Meds)	3	1	1				
	Workplace Injuries to Staff	124	9	34				
Total Events			1325	86	483			