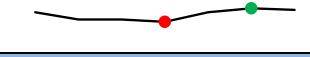
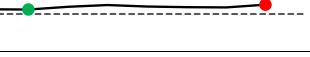
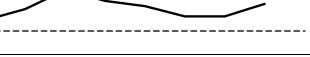


All data is UCSF Health West Bay unless noted otherwise

Patient Experience		Performance			Benchmark & Trend	FY19 Goals
		FY18	Current Period			
Would Recommend Hospital (% of units, practices, services improving)		59%	40%			*IAP Goal: Threshold: 54% Target: 57% Outstanding: >60%
Physician Communication (% of units, practices, services improving)		67%	48%			*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)	0.99 (n = 78) Jan-19	0.93 (n = 449)		0.88
	Sepsis Mortality Index (O/E index)	1.18 (n = 368)	1.27 (n = 46) Jan-19	1.21 (n = 253)		1.16
	30-day All-Cause Readmissions (per monthly discharges)	11.40% (n = 4,299)	10.48% (n = 323) Dec-18	10.73% (n = 1,984)		< 11%
	Ambulatory Quality: Advanced Care Planning	28.92%	32.60%		PRIME goal: >90% performance already met UCSF goal: more meaningful standard adopted	36.03%
	Healthcare Equity: HTN Control in Black/African Americans	64.19%	66.15%		Total Population: 75.05%; White: 78.20%	68.32%
Zero Harm	Harm Events (actual # of harm events)	110 (monthly) 1,324 (FY18)	100 Feb-19	899		*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	\$16.2M Feb-19	\$139.4M	\$17.6M Feb-19	\$61.4M
Net Income with actuarial adjustment for retirement benefits		\$175M	(\$3.9M)	(\$21.4M)	(\$2.5M)	(\$99.4M)
Operating Cost per Case (Adjusted for outpatient activity and acuity)		\$24,211	\$26,088 Feb-19	\$26,123	*IAP Goal Threshold: \$24,686 Target: \$24,562 Outstanding: \$24,439 Feb-19	*IAP Goal Threshold: \$24,601 Target: \$24,478 Outstanding: \$24,356
Strategic Growth		Performance			Benchmark & Trend	FY19 Goals
		FY18	Month	FY19TD		
Ambulatory Visits		1,492,918	148,087 Feb-19	1,271,001	8.7% increase w/RVU (compared to February FY18)	5% increase
Ambulatory Access (% of practices meeting unit goal)		53%	49% Feb-19	47%	Strategic Access Practices: >75% seen in 14d All Practices: 4% increase from FY18	65%
Inpatient Discharges		36,615	2,880 Feb-19	23,762	2.6% decrease compared to FY18	3,022/25,212 (monthly/YTD)
Length of Stay (O/E index)		1.08	1.09 Jan-19	1.10		<1.00
Average Daily Bed Opportunity (# of beds created if LOS = 1.0)		49	51 Jan-19	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)		⬇️		92
	Peds Unit	(3/3)		⬆️		99
	Inpatient Peds	(0/1)		⬇️		54
	ICN	(0/1)		⬇️		59
	Birth Center	(0/1)		⬇️		36
	Outpatient	(4/12)		⬇️		40
	Emergency Services	(1/2)		⬇️		53
	Outpatient Periop	(0/4)		⬇️		41
	Diagnostic & Treatment Svcs**	(1/5)		⬇️		39
	Behavioral Health	(0/1)		⬇️		22
Physician Communication	Inpatient Adult	(8/16)		⬆️		74
	Peds Services	(2/2)		⬆️		85
	Inpatient Peds	(0/1)		⬇️		39
	Neonatology	(1/1)		⬆️		12
	OB Services	(1/1)		⬆️		35
	Outpatient	(5/12)		⬆️		54
	Emergency Services	(0/2)		⬇️		34
	Outpatient Periop	(1/4)		⬇️		UCSF custom questions - no benchmark available
	Diagnostic & Treatment Svcs**	(1/2)		⬇️		44
	Behavioral Health	(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	
		Feb-19	FY19TD		FY18	FY19TD
Adult Hospital	CLABSI (excl. CLAMBI)	61	3	36		1.03
	CAUTI	67	11	57		2.16
	PVAP (VAE)	4	0	2		0.41
	SSI	104	6	74		0.86% 0.84%
	Hospital-Onset C. difficile	157	15	116		9.05
	HAPI	178	17	133		
	Falls with Injury	76	2	42		
	Serious Safety Events	26	3	19		
	Workplace Injuries to Staff	122	10	102		
	Reportable Privacy Events	13	1	11		
BCH-SF	Adverse Drug Events (in High Risk Meds)	56	1	25		
	CLABSI (excl. CLAMBI)	37	2	14		1.62
	CAUTI	2	0	1		0.68
	VAP	2	0	0		0.34
	SSI	6	1	3		0.50% 0.42%
	Codes Outside ICU	4	0	2		
	HAPI	24	2	15		
	Falls with Injury	30	0	1		
	Serious Safety Events	5	1	5		
	Workplace Injuries to Staff	26	3	22		
Ambulatory	Reportable Privacy Events	2	0	1		
	Adverse Drug Events (in High Risk Meds)	5	1	5		
	Falls with Injury	17	0	21		
	Serious Safety Events	1	0	2		
	Communicable Disease Exposures	6	1	4		
	Workplace Injuries to Staff	109	6	66		
Unattributed	Reportable Privacy Events	47	1	25		
	Adverse Drug Events (in High Risk Meds)	7	0	2		
Total Events		1324	100	899		