

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%	49%		*IAP Goal: Threshold: 54% Target: 57% Outstanding: >60%	
Physician Communication (% of units, practices, services improving)		67%	45%		*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)	0.78 (n=53) Feb-19	0.91 (n = 502)		0.88
	Sepsis Mortality Index (O/E index)	1.18 (n = 368)	0.94 (n = 27) Feb-19	1.18 (n = 280)		1.16
	30-day All-Cause Readmissions (per monthly discharges)	11.40% (n = 4,299)	11.36% (n = 349) Jan-19	10.93% (n = 2,356)		< 11%
	Ambulatory Quality: Advanced Care Planning	28.92%	35.12%		PRIME goal: >90% performance already met UCSF goal: more meaningful standard adopted	36.03%
	Healthcare Equity: HTN Control in Black/African Americans	64.19%	66.29%		Total Population: 75.79%; White: 78.75%	68.32%
Zero Harm	Harm Events (actual # of harm events)	110 (monthly) 1,324 (FY18)	99 Mar-19	999		*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				9	23	
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	\$69.3M Mar-19	\$36.1M Mar-19	\$97.5M	
Net Income with actuarial adjustment for retirement benefits		\$175M	\$49.2M	\$16.0M	(\$83.4M)	
Operating Cost per Case (Adjusted for outpatient activity and acuity)		\$24,211	\$24,797 Mar-19	\$25,990 Mar-19	*IAP Goal Threshold: \$23,759 Target: \$23,640 Outstanding: \$23,522	
Strategic Growth		Performance		Benchmark & Trend	FY19 Goals	
		FY18	Month			
Ambulatory Visits		1,492,918	172,037 Mar-19	1,451,923	7.5% increase wRVU (compared to March FY18)	5% increase
Ambulatory Access (% of practices meeting unit goal)		53%	47% Mar-19	47%	Strategic Access Practices: >75% seen in 14d All Practices: 4% increase from FY18	65%
Inpatient Discharges		36,615	3,226 Mar-19	26,947	2.4% decrease compared to FY18	3,376/28,588 (monthly/YTD)
Length of Stay (O/E index)		1.08	1.14 Feb-19	1.10		<1.00
Average Daily Bed Opportunity (# of beds created if LOS = 1.0)		49	85 Feb-19	59	-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	

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	Peds Unit	(3/3)		↑		99	
		ICN	(0/1)		↓		62	
		Birth Center	(0/1)		↓		59	
	Outpatient	(5/12)		↓		36		
	Emergency Services	(1/2)		↓		41		
	Outpatient Periop	(1/4)		↓		53		
	Diagnostic & Treatment Svcs**	(1/5)		↓		41		
Behavioral Health	Inpatient	(0/1)		↓		43		
	Outpatient	(1/1)		↑		26		
Physician Communication	Inpatient Adult	(9/16)		↑		76		
	Inpatient Peds	Peds Services	(2/2)		↑		83	
		Neonatology	(0/1)		↓		45	
		OB Services	(0/1)		↓		11	
	Outpatient	(5/12)		↑		34		
	Emergency Services	(0/2)		↓		68		
	Outpatient Periop	(1/4)		↓		34		
	Diagnostic & Treatment Svcs**	(0/2)		↓		UCSF custom questions - no benchmark available		
	Behavioral Health	Inpatient	(1/1)		↑		41	
		Outpatient	(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		
			Mar-19	FY19TD		FY18	FY19TD	
Adult Hospital	CLABSI (excl. CLAMBI)	61	4	40		1.03	0.86	
	CAUTI	67	6	63		1.72	2.14	
	PVAP (VAE)	4	0	3		0.41	0.39	
	SSI	104	7 (Dec 2018)	82		0.86%	0.82%	
	Hospital-Onset C. difficile	157	15	131		9.05	9.68	
	HAPI	178	11	143				
	Falls with Injury	76	6	48				
	Serious Safety Events	26	2	21				
	Workplace Injuries to Staff	122	12	114				
	Reportable Privacy Events	13	0	11				
	Adverse Drug Events (in High Risk Meds)	56	1	26				
BCH-SF	CLABSI (excl. CLAMBI)	37	3	17		1.62	0.98	
	CAUTI	2	0	1		0.68	0.50	
	VAP	2	0	0		0.34	0.00	
	SSI	6	0 (Dec 2018)	3		0.50%	0.38%	
	Codes Outside ICU	4	1	3				
	HAPI	24	2	17				
	Falls with Injury	30	1	2				
	Serious Safety Events	5	2	7				
	Workplace Injuries to Staff	26	4	26				
	Reportable Privacy Events	2	0	1				
Adverse Drug Events (in High Risk Meds)	5	1	6					
Ambulatory	Falls with Injury	17	2	23				
	Serious Safety Events	1	0	2				
	Communicable Disease Exposures	6	0	4				
	Workplace Injuries to Staff	109	8	74				
	Reportable Privacy Events	47	2	27				
	Adverse Drug Events (in High Risk Meds)	7	1	3				
Unattributed	Workplace Injuries to Staff	129	8	101				
	Adverse Drug Events (in High Risk Meds)	1	0	0				
Total Events		1324	99	999				