

**FY22 UCSF HEALTH INCENTIVE AWARD ORGANIZATIONAL GOALS
(WEST BAY)**

UCSF Medical Center, UCSF Benioff Children’s Hospital San Francisco,
UCSF Faculty Practice, Langlely Porter Hospital and Clinics

Every person has a role in achieving our goals.

GOAL	WHY THIS IS IMPORTANT	MEASUREMENT
<p>QUALITY & SAFETY (20%)</p> <p>Achieve zero harm</p>	<p>Patients put their trust in us to provide the safest care possible. It is our goal to reduce any harms to the lowest level possible.</p> <p>Each unit or clinic will receive their specific harm event data, enabling solutions most relevant to their areas.</p> <p>*Harm events: CLABSI (Central Line-Associated Bloodstream Infection), CAUTI (Catheter-Associated Urinary Tract Infection), patient falls with injuries, serious safety events, <i>C.diff</i> infection (<i>Clostridioides difficile</i>), HAPI (Hospital-acquired Pressure Injuries)</p>	<p>Meet/exceed harm goals based on top performance benchmarks.</p> <p>Threshold: 3 of 6 achieve/exceed goal Target: 5 of 6 achieve/exceed goal Outstanding: achieve/exceed all goals</p>
<p>PATIENT EXPERIENCE (20%)</p> <p>Create an exceptional experience for our patients and their families</p>	<p>Our patients' experience is the combined result of all their interactions with UCSF Health, and this influences their perceptions of care. Scores impact our Medicare reimbursement and indicate our patients’ loyalty to UCSF Health, as well as our reputation in the community.</p> <p>For Staff, we evaluate: top box of Consumer Assessment of Healthcare Providers and Systems (CAHPS) surveys, or mean score of Press Ganey surveys for the “Recommend” survey question. For pediatrics, we use NRC Health surveys to determine the Net Promoter Score (NPS) on the “Recommend” survey question.</p> <p>For MD/Providers, we evaluate: top box of CAHPS surveys, or top box of NRC Health surveys, or mean score of Press Ganey, for “MD/Provider Communication” survey section.</p>	<p>Percent of Hospital Areas (Units/Service Area) and Outpatient Areas (Practices/Clinics) that improve performance from FY21 baseline by at least:</p> <ul style="list-style-type: none"> • .1 top box on CAHPS or mean score on Press Ganey • 1.0 Net Promoter Score (NPS) on NRC Health <p>OR</p> <ul style="list-style-type: none"> • Maintain high performance at or above based on service-line criteria. <p>Staff: Threshold: Either Hospital or Outpatient areas achieve at least 55% of units improving or maintaining high performance Target: Both Hospital and Outpatient areas achieve at least 55% of units improving or maintaining high performance Outstanding: Both Hospital and Outpatient areas achieve at least 60% of units improving or maintaining high performance</p> <p>MDs/Providers: Threshold: Either hospital or outpatient areas achieve at least 59% of units improving or maintaining high performance Target: Both hospital and outpatient areas achieve at least 59% of units improving or maintaining high performance Outstanding: Both hospital and outpatient areas achieve at least 64% of units improving or maintaining high performance</p>

<p>FINANCIAL STRENGTH (20%)</p> <p>Improve financial strength</p>	<p>Modified EBIDA Margin is a good representation of the financial performance of our organization’s core operations. Looking at only cost does not represent the true financial health of UCSF Health, as certain increases in expenses have corresponding increases in revenue. The focus is on operations and controllable revenue and costs.</p> <p>Achieving the Modified EBIDA Margin goal will allow UCSF Health to continue to invest in overall strategic plans, meet necessary capital financial requirements and debt obligations, and support UCSF Health’s mission of caring, healing, teaching and discovering.</p> <p>*Modified EBIDA Margin is defined as (Operating Earnings before Interest, Depreciation, and Amortization) / Operating Revenue. This metric is modified by eliminating actuarial based non-cash expenses for pension/post-retirement health benefits.</p>	<p>Achieve Modified EBIDA Margin percent* (all results will exclude Cares Act funding and COVID-19 expenses from baseline)</p> <p>West Bay Only</p> <p>Threshold: Maintain FY21 results – Measured by audited Modified EBIDA Margin from FY21</p> <p>Target: Significantly Improve on FY21 Results – Measured by mid-point of</p> <ul style="list-style-type: none"> • Audited Modified EBIDA Margin from FY21 • FY22 budgeted Modified EBIDA Margin <p>Outstanding: Achieve FY22 budget – Measured by FY22 budgeted Modified EBIDA Margin</p>
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