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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, October 25, 2022 3:00 p.m.
REMOTE MEETING VIA WEBEX EVENT**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Adrian Smith, Jennifer Boffi, Tara Stevens, Lisa Winston MD,
Lukejohn Day MD, Michael Gerchow, Susan Brajkovic, Troy Williams, Jim Marks MD, Andrea Turner,
Jenna Bilinski, Gillian Otway, Alexander Shoemaker, Jeff Critchfield MD, Claire Horton MD, Basil Price,
Elkin Lara-Mejia, Greg Chase, Lann Wilder

The meeting was called to order at 3:02pm.

2) APPROVAL OF THE MINUTES OF THE SEPTEMBER 27, 2022 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the September 27, 2022 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Chow noted that there seem to be a cluster of HAPI events, although in the past year there were only about 2 per month. Mr. Smith stated that over the past 3 years, these numbers have not seen a big increase. However, since this cluster, ZSFG has moved these to be a priority on its dashboard.

Commissioner Chow asked whether CDPH are the reason the privacy breach cases have not been closed. Mr. Smith stated that based on comparing FY2020-21 and FY2021-22, the number of privacy breaches has not increased. He noted that the state has not closed out these cases.

Commissioner Chow asked if ZSFG will understand the required plans of correction only when CDPH closes out the cases. Mr. Smith stated that usually ZSFG is able to self-correct the privacy breach cases; he can recollect only two ZSFG privacy breach cases in the past the required corrective action.

4) FY2022 ENVIRONMENT OF CARE ANNUAL REPORT DRAFT

Basil Price, Director of Security, Elkin Lara-Mejia, Biomedical Engineering Director, Greg Chase, Director of Facilities, and Lann Wilder, Emergency Management, presented the item.

Commissioner Comments:

Commissioner Green noted that there is a set of emergency management needs and equipment to be purchased and asked whether there is staffing in place to obtain the equipment. Elkin Lara Mejia stated that ZSFG prioritizes equipment no longer supported by the manufacturer. The list was created to explore funding options to purchase necessary equipment.

Commissioner Green asked how supply chain issues impact this area. Ms. Lara Mejia stated that there are only two staff in this unit at present. The unit attempts to anticipate equipment needs such battery replacement needs far ahead of time to circumvent supply chain issues. The Joint Commission simply requires an explanation for these types of situations since this is a common practice across the country.

Commissioner Chow requested Security objectives for the FY22-23 year.

Commissioner Chow noted that patient altercations with staff are a major area of concern and asked if there is a way to preserve staff safety while protecting patients' rights. Mr. Price stated that in Building 5 they hope to utilize a computer management system to vet each person entering the building.

Commissioner Chow asked if there is commonality with the types of patient-to-staff altercations occurring at ZSFG and LHH. Mr. Price stated that the similarity is the patient population. The DPH is attempting to offer training and education to staff on how to interact and provide support to patients as part of de-escalation of these situations.

Commissioner Chow asked for more information regarding the racial breakdown of these safety incidents. Mr. Price stated that this is being looked at across the DPH. Efforts to educate staff and understand its client populations is key. He noted that it is difficult to provide care to a population if staff are fearful.

Commissioner Chow requested that the presentation include information from the special section in the report on the EOC team.

Action Taken: The Committee voted unanimously to recommend that the full Commission approve the report.

5) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT AND EMERGENCY DEPARTMENT NEWSLETTER

Susan Ehrlich, Chief Executive Officer, presented the item.

SAFETY

1. COVID-19 Returning Safely Together

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

Updated Visitation Guidelines

This past month ZSFG updated our visitation guidelines to better align with the status of COVID-19 in our community. Inpatients (excluding pediatric and NICU patients) are now allowed four visitors at a time instead of two, and there is no longer a limit on the total number of visitors per day. Further, ZSFG has removed the 3-hour visitation time limit, allowing friends and family to better support patients at the hospital throughout the day.

However, all visitors must still be screened, receive a badge, and confirm that the patient is able to receive a visitor before visitation is approved. Visitors must also adhere to masking, social distancing and limited building movement protocols during their stay.

The ZSFG Visitation Team will continue to monitor visitor movement in the hospital, and COVID-19 in the community and the hospital to update the visitation guidelines as needed in order to keep our staff, patients and community safe.

SAFETY

2. MPX Update

In early October, the MPX vaccine criteria expanded for healthcare workers. Clinicians who have had a high-risk occupational exposure (e.g., examined MPX lesions or collected MPX specimens without using recommended personal protective equipment) are now eligible to receive the vaccine.

Staff who meet this criteria can drop in to the Vaccine Clinic in Building 30, 2nd floor for their MPX vaccine Monday through Friday from 8:00 a.m.-3:30 p.m.

DEVELOPING OUR PEOPLE

3. Sojourn's 40th Anniversary

October 3rd marked four decades of partnership between ZSFG and the Sojourn Chaplaincy! Sojourn began in 1982 so that the faith community could better support patients suffering from AIDS.

Sojourn developed the world's first AIDS Ministry Training Program and, in the early days of the epidemic, trained hundreds of clergy so that they could support our patients with compassionate and affirming spiritual care. It is difficult to overstate how critical this was in 1982 to people who were facing a terrifying new and deadly disease.

Since then, Sojourn has expanded, adapted, and evolved to serve patients, their families and our staff throughout ZSFG and they have supported everyone through some of our most challenging crises, including today's COVID-19 pandemic. The last few years have been especially challenging for healthcare workers everywhere. Sojourn's Spiritual Care providers, also known as Chaplains, are trained in wellness exercises and can connect staff to resources to help them with their emotional and psychological well-being. Chaplains are skilled at helping people connect with their inner resources to get through hard times and adapt to difficult circumstances.

One of Sojourn's latest and very exciting partnerships is the roll out of ZSFG's Code Lavender. This new code system activates a rapid response team to different units to support staff wellness during a trying event, such as a patient death, severe injury, or workplace violence incident.

When a Code Lavender is called, the team responds with stress diffusing mechanisms, one-on-one support for staff who need it, wellness resources, and support staff for next steps and referrals. Code Lavender is available Monday through Friday 9am-5pm and the team is currently piloting expanded hours in the ICUs and Emergency Department.

Many thanks for Sojourn's support today and their deep history and commitment to ZSFG over the past 40 years!



DEVELOPING OUR PEOPLE

4. Garden Poetry Walk



30/40 and on the 7th floor of building 25.

At the end of September, ZSFG expressed our partnership with UCSF and the San Francisco General Hospital Foundation (SFGHF) in a new way – the Garden Poetry Walk. This month there was a Dedication Ceremony for the Walk in the Comfort Garden at Building 80/90. The Garden Poetry Walk was conceptualized and organized by our stellar gardening team and its leader, Anile Woods, partnering with the UCSF Dean's Office and made possible by a grant from the SFGHF.

This partnership makes our talented poets' artistry visible every day to the rest of our team through the poetry kiosks in the gardens outside buildings 80/90, buildings

This effort is a great time to highlight and celebrate our Facilities Grounds Maintenance Crew, (gardeners and facilities porters) who keep the ZSFG grounds clean and safe, 24/7, come rain or shine. Amazingly, just a small team of seven are cleaning and maintaining the entire 23 acres of our campus, including garden areas, courtyards, and what the team calls "wild areas," the green places staff enjoy every day.

Keeping the campus clean and green is not only a good way to welcome our patients and staff, but also a way to provide our staff with the proper facilities to take the mental health breaks they need outside. This was especially critical at the beginning of the COVID-19 pandemic; getting a quick break and enjoying a small bit of fresh air amidst our beautiful gardens and courtyards helped everyone through some tough times. Our deepest gratitude to our grounds keeping team for that and the incredible work they do every day to provide a wonderful space to serve our patients and community!

DEVELOPING OUR PEOPLE

5. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognition in honor of our staff and the incredible work they do every single day!

Ultrasound Team Accreditation

Congratulations to the ZSFG Ultrasound Team for their successful accreditation by the American College of Radiology (ACR)! The team met all the testing criteria established by the ACR Committee on the Ultrasound Accreditation for Clinical Image Quality for Obstetrical (1st, 2nd and 3rd Trimester), Gynecological and General Overall Accreditation.

Food and Nutrition Services Week

October 2-8 was Healthcare Foodservice Workers' Week; a great time to honor our incredible Food and Nutrition Services (FNS) team! FNS is a department of 130 employees made up of food service workers, diet office staff, cooks, supervisors, managers, support staff, dietitians, and dietetic technicians. This well-integrated interdisciplinary team works together to make delicious and nutritious food for our community, serving approximately 1,200 patient meals and 1,500 cafe meals every day, operating out of two kitchens in Buildings 5 and 25 with approximately 26,000 square feet of space.

Over the years, FNS has developed focus and goals around sustainable purchasing, prioritizing food that's produced locally and grown in an environmentally friendly way. FNS sources food that raises animals humanely, chooses vendors that value their workforce, and selects food that is nutritious. For example, 75% of the meat FNS purchases is raised with no antibiotics, and all its eggs are cage-free.

FNS also consistently promotes cultural events in the cafeteria so thoughtfully and beautifully, including the Hispanic Heritage celebration, Juneteenth, Pride, Filipino American History Month, and Lunar New Year.

National Supply Chains Week

Our less recognized but incredibly essential partners, Materials Management (MM) and Central Processing (CPD), work tirelessly 24 hours a day, 7 days a week, 365 days a year, to ensure supplies and materials are ordered, stocked and available for our clinical partners and patients. October 3-9 was National Supply Chain Week and the perfect way to honor and celebrate our fantastic staff!

With COVID-19 came sudden supply disruptions, unprecedented demand for supplies, and staffing challenges. Over the past few years Materials Management has stepped into new roles to support the citywide pandemic response. It was, and continues to be, an incredibly stressful and demanding environment, but nevertheless, Materials Management/CPD steps up in laudable ways.

Supply Chain/Materials Management Week is time to recognize the critical role that MM/CPD plays in the daily operations in a healthcare setting. While day-to-day materials & supplies are purchased, received, and delivered throughout the campus, the team also demonstrates their exceptional commitment to providing our colleagues and patients with a level of service above and beyond expectations.

International Sterile Processing Department Week

October 9-15 is International Sterile Processing Week! This week recognizes the committed specialists that fill our Sterile Processing Department (SPD) and make a difference in patient care. Held annually, Sterile Processing Week is a time to show appreciation and respect to our essential SPD staff and their contributor to patient safety and quality care.

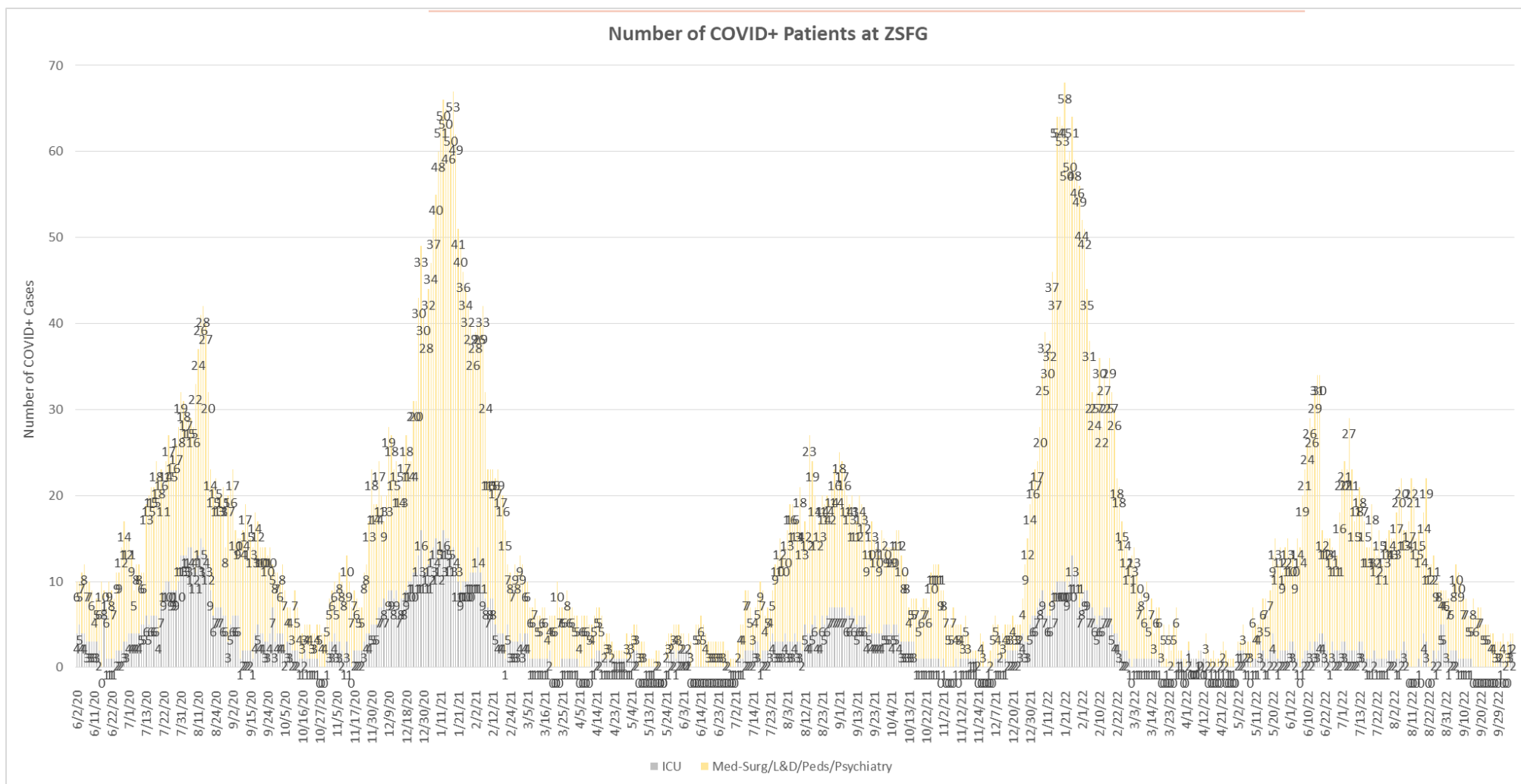
Physical Therapy month

October is National Physical Therapy Month! This is a time to celebrate the profession and all the ways physical therapists (PT), physical therapist assistants (PTA), and PT and PTA students help improve lives of our patients. It is also a great time to raise awareness about the benefits of physical therapy.

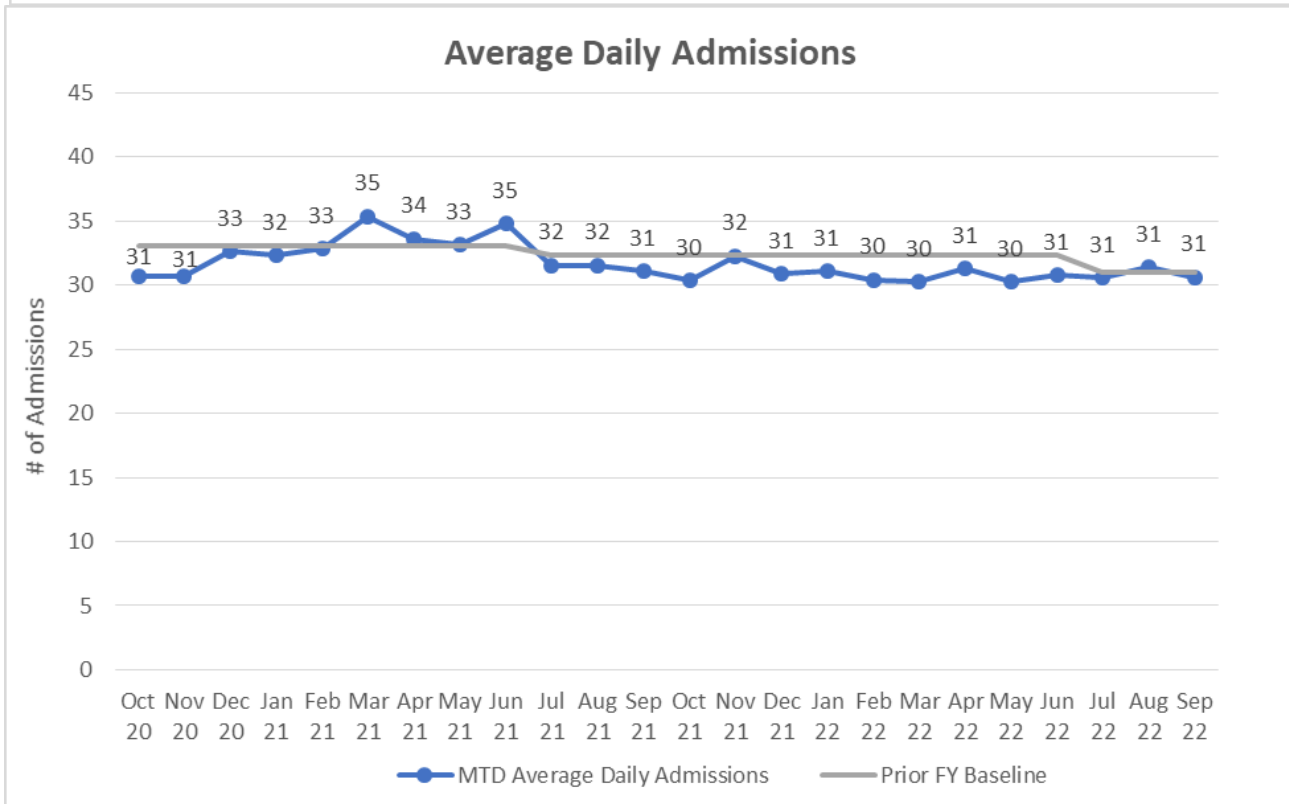
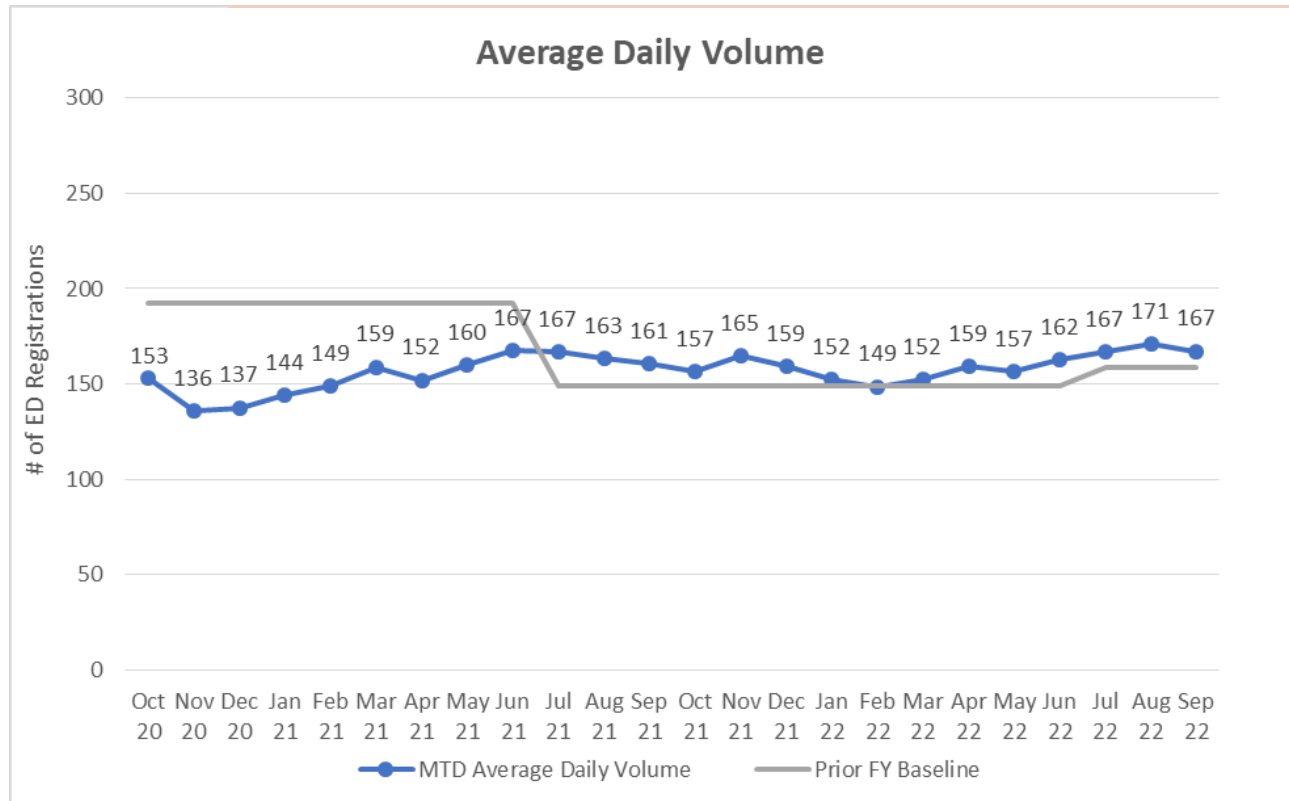
Pharmacists Month

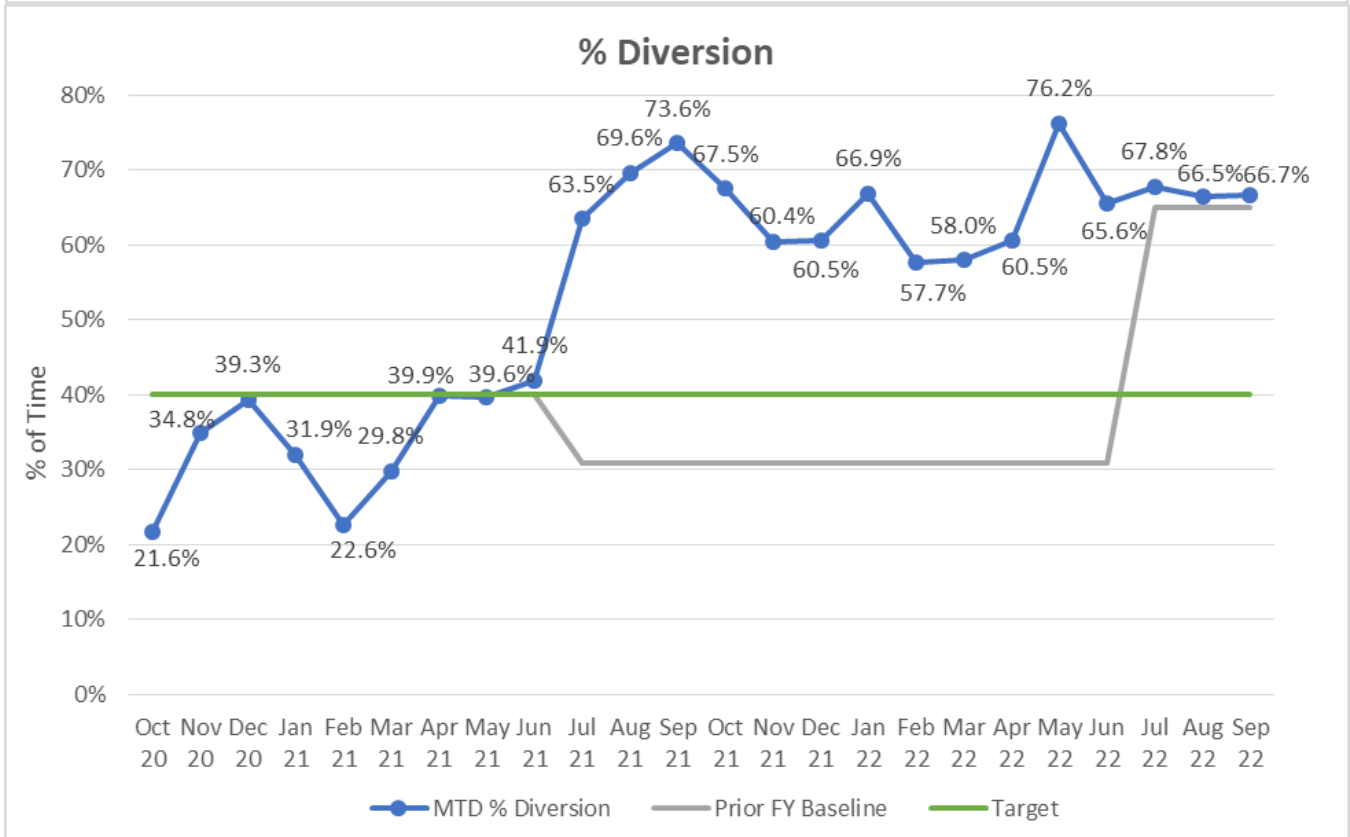
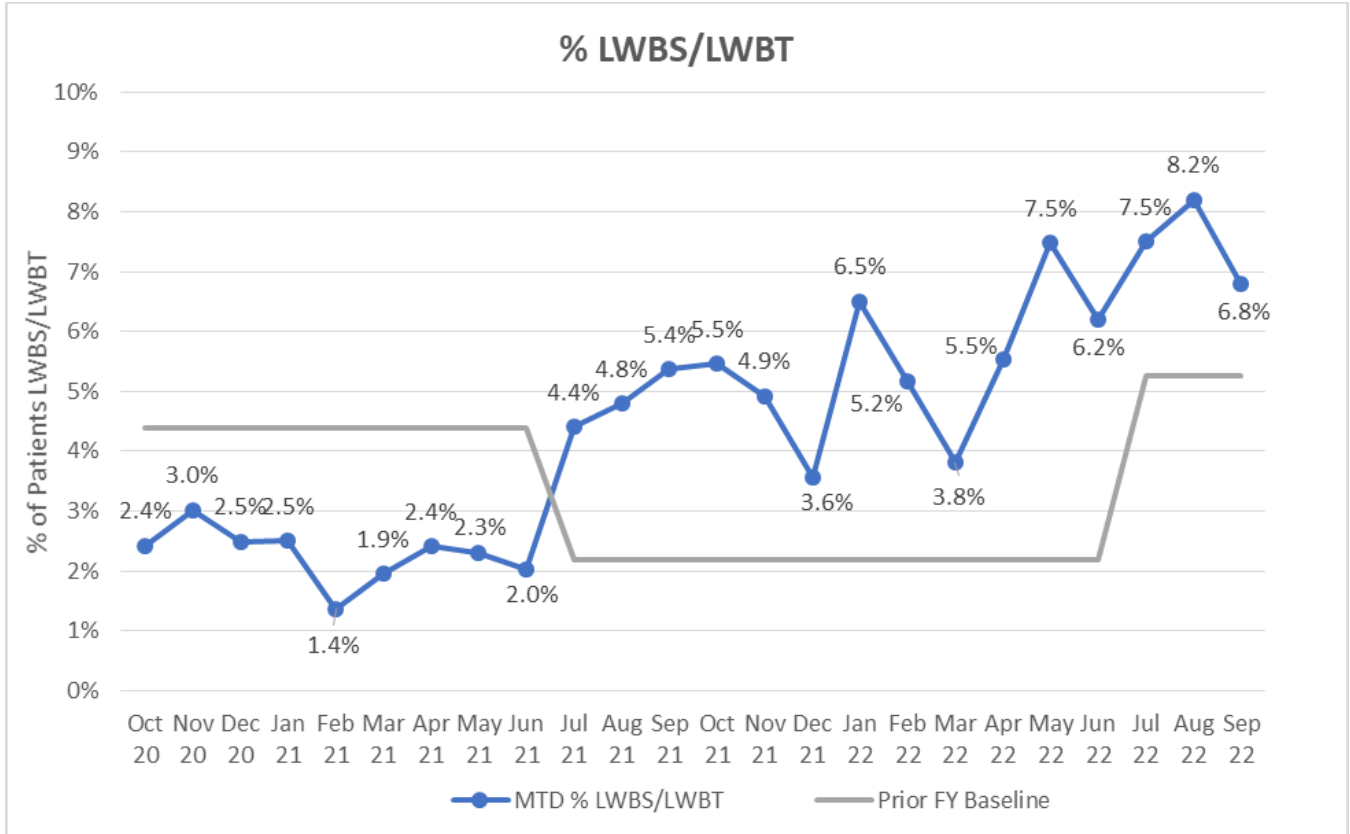
October is also American Pharmacist Month! This is a time to recognize pharmacists' contributions to health care and share the positive impact of Pharmacists' work on the front lines in our communities. ZSFG's pandemic response and vaccination administration would not have been possible without the amazing work of our Pharmacy staff!

QUALITY ZSFG COVID+ Patients



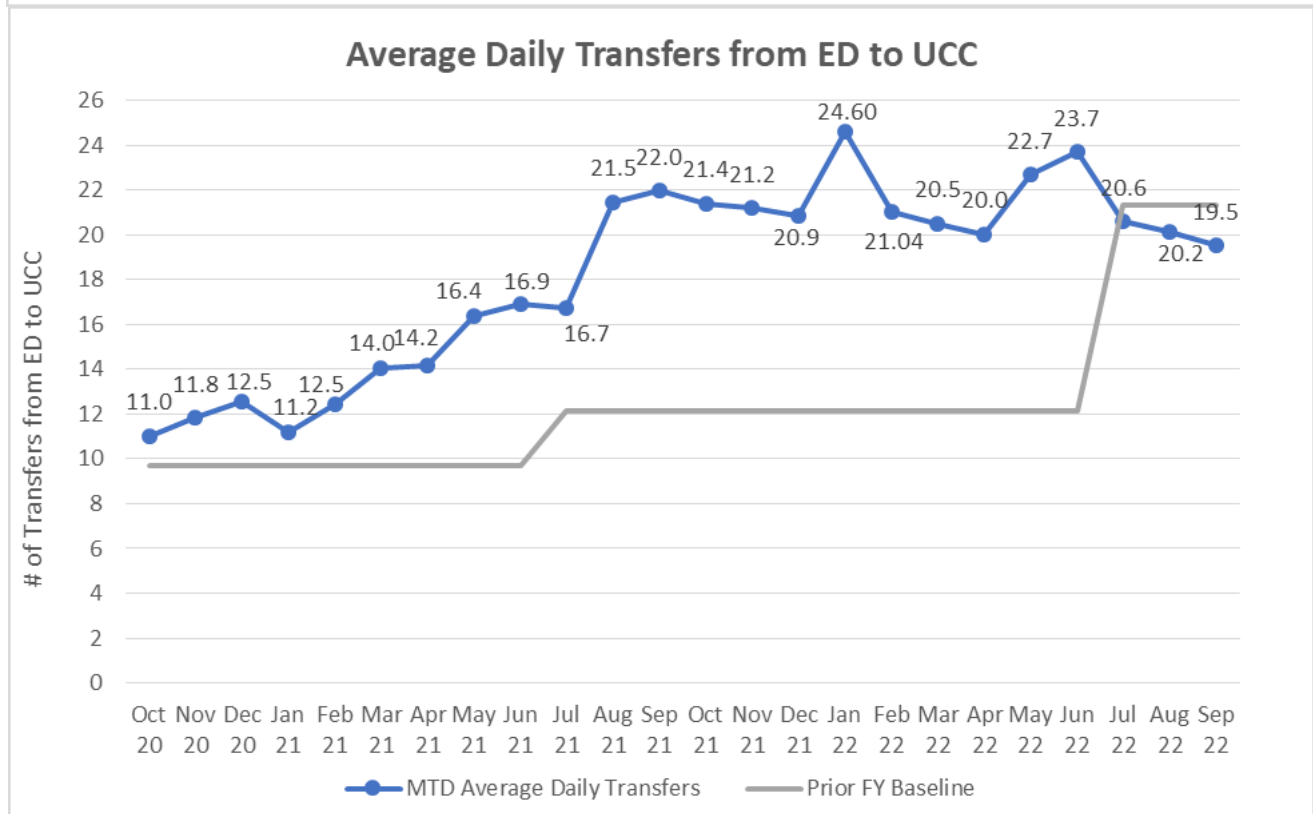
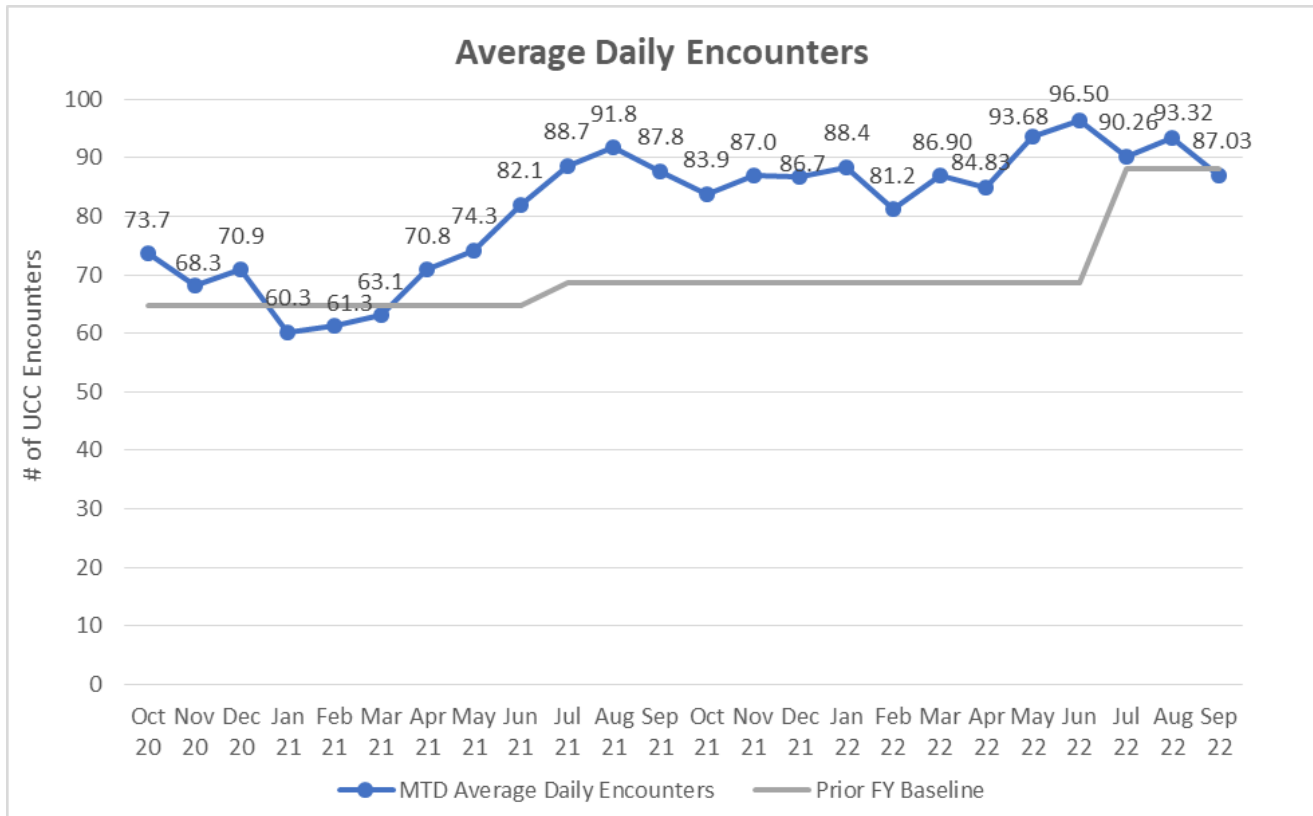
QUALITY Emergency Department Activities

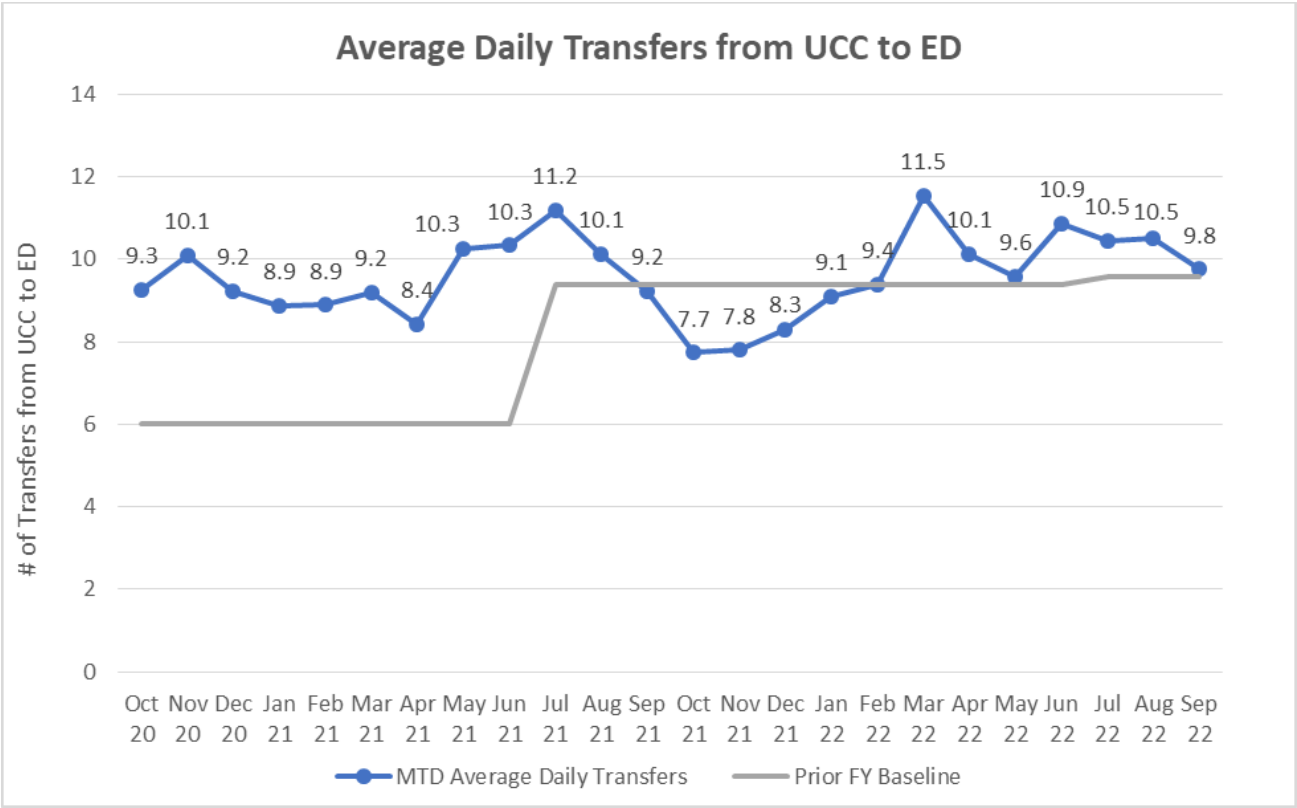




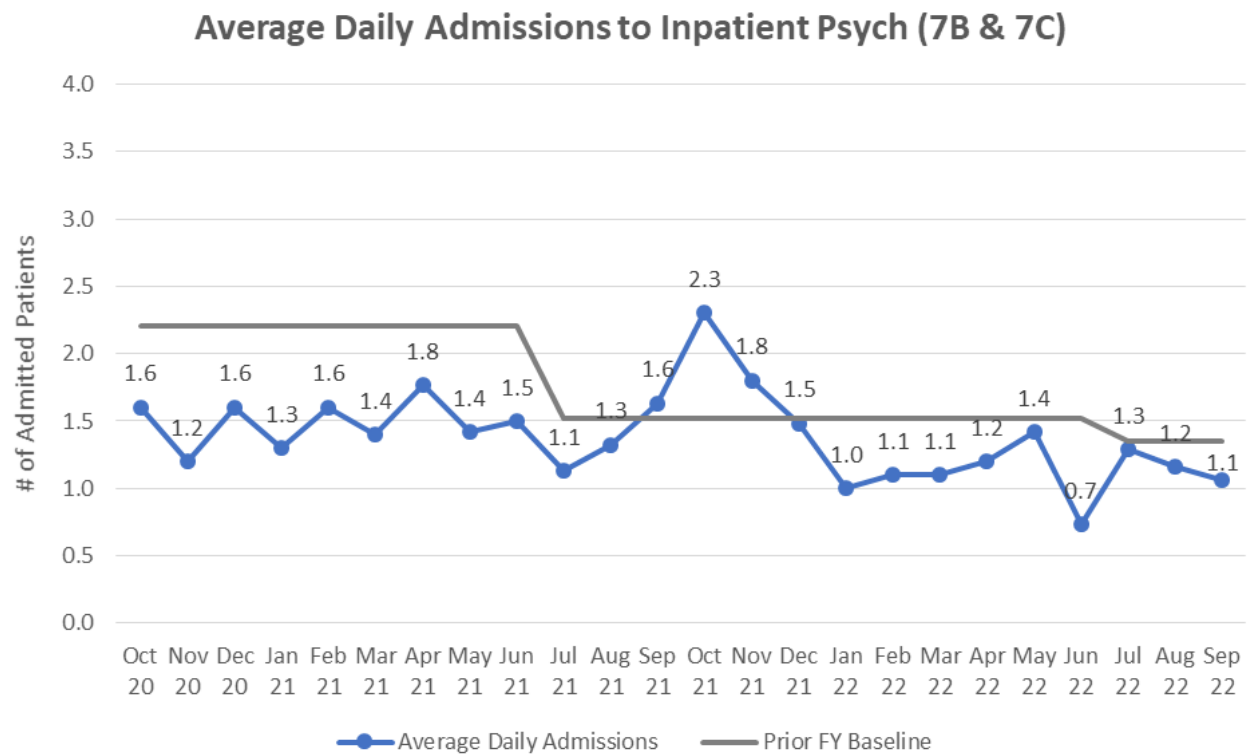
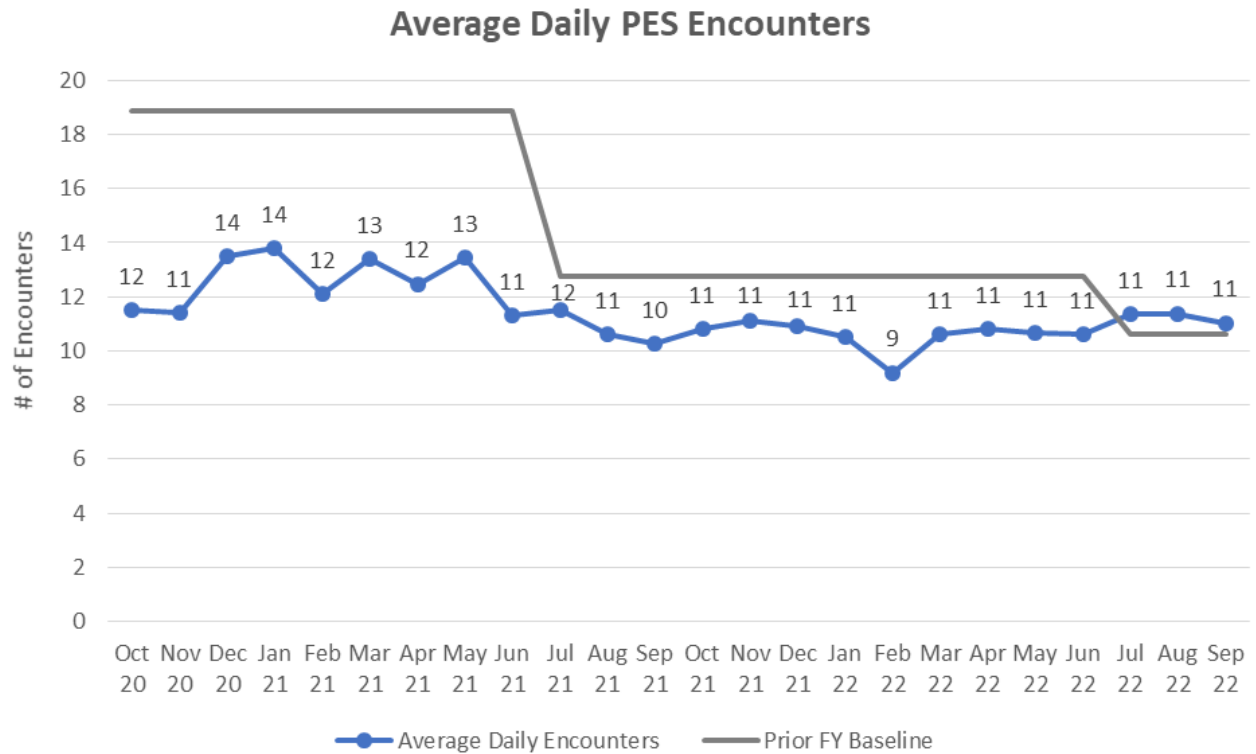
QUALITY

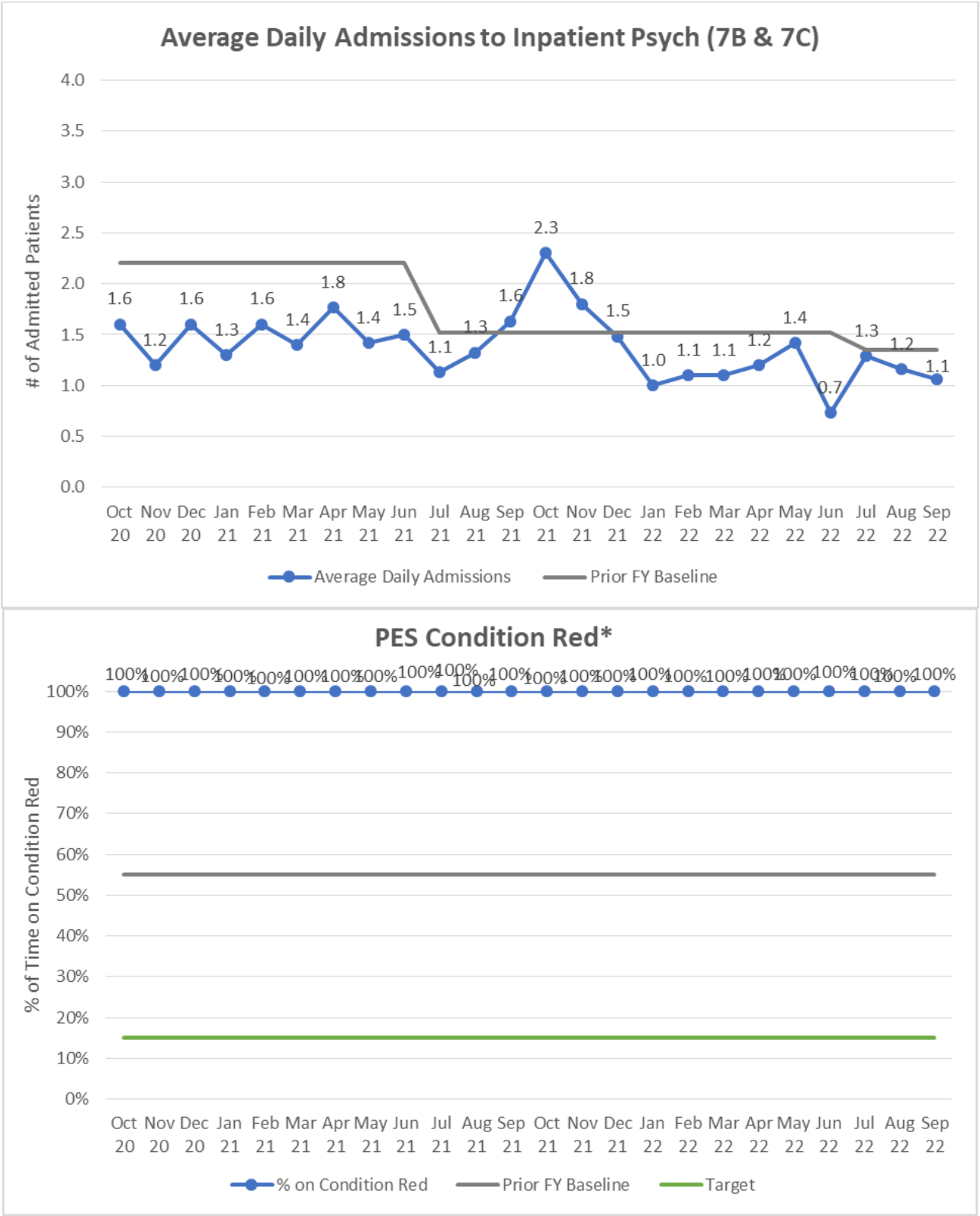
Urgent Care Clinic Activities





QUALITY Psychiatric Emergency Services Activities





***We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 169.67 which is 108.76% of budgeted staffed beds and 94.76% of physical capacity. 25.68% of the Medical/Surgical days were lower level of care days: 5.36% administrative and 20.31% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 20.30 which is 104.64% of budgeted staffed beds and 50.52% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 26.90 which is 89.67% of budgeted staffed beds and 64.05% of physical capacity of the hospital.

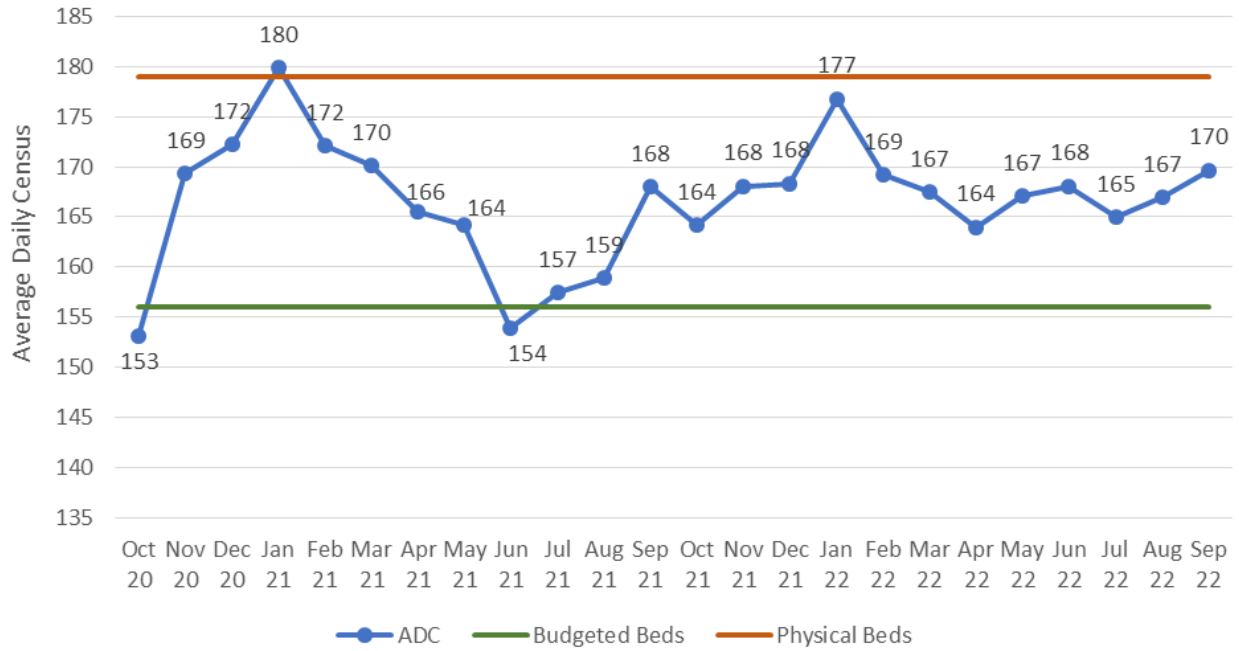
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 42.80, which is 97.27% of budgeted staffed beds and 63.88% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.50, which is 78.34% of budgeted staffed beds (n=7) and 45.83% of physical capacity (n=12). Utilization Review data shows 84.66% non-acute days (34.03% administrative and 50.62% non-reimbursed).

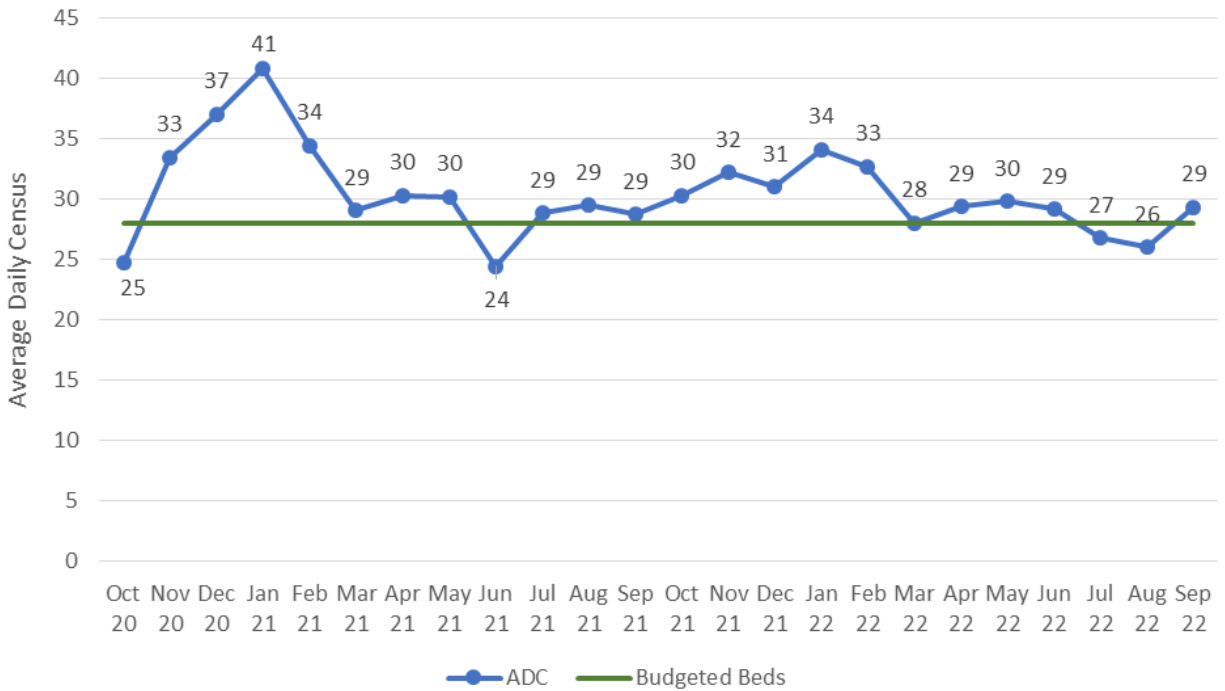
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 26.90, which is 96.07% of our budgeted staffed beds and 89.67% of physical capacity.

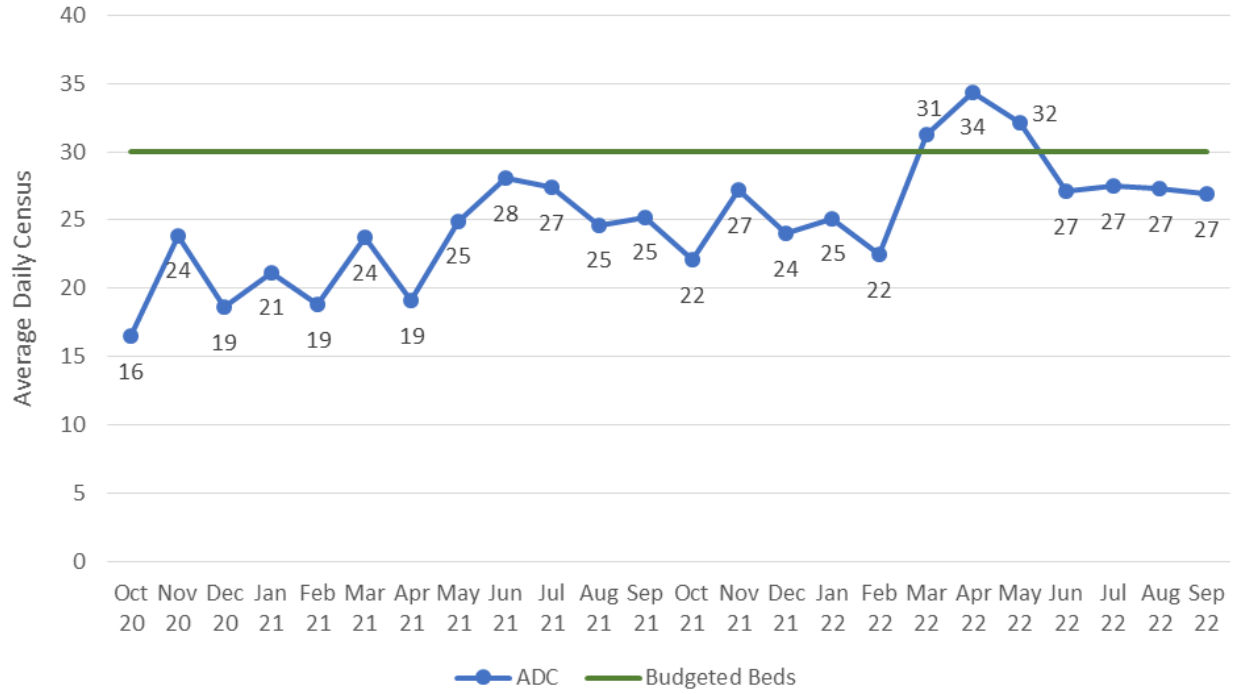
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



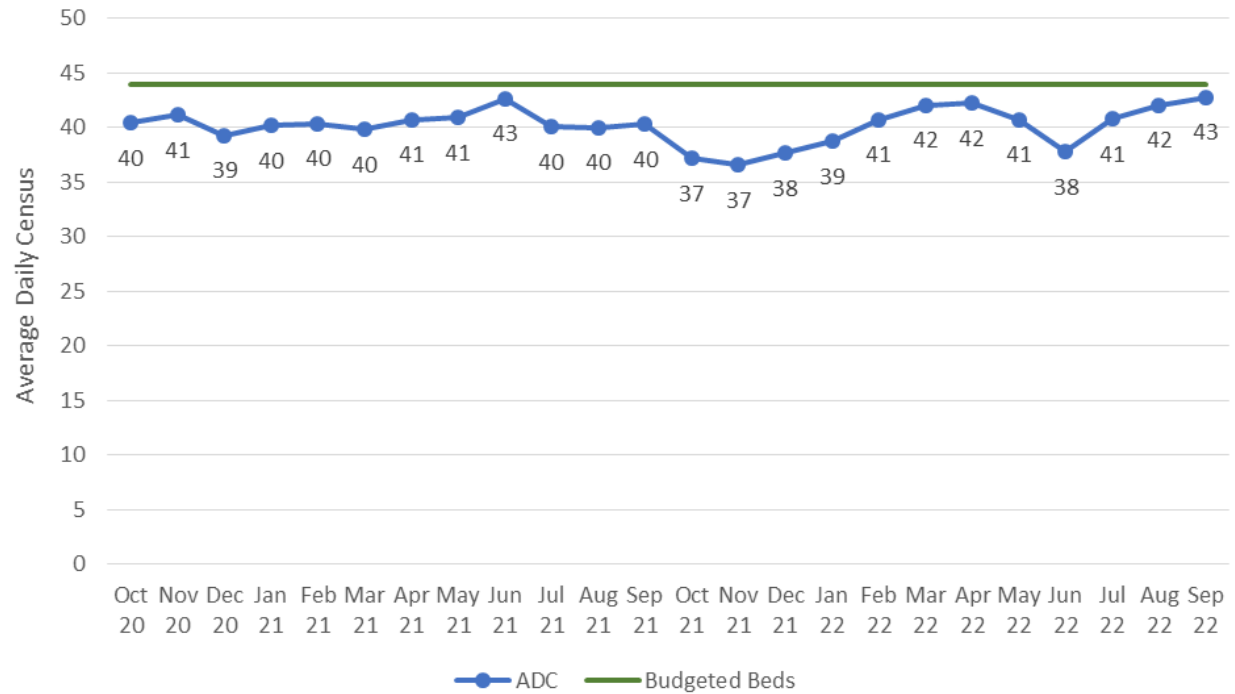
Intensive Care Unit Average Daily Census

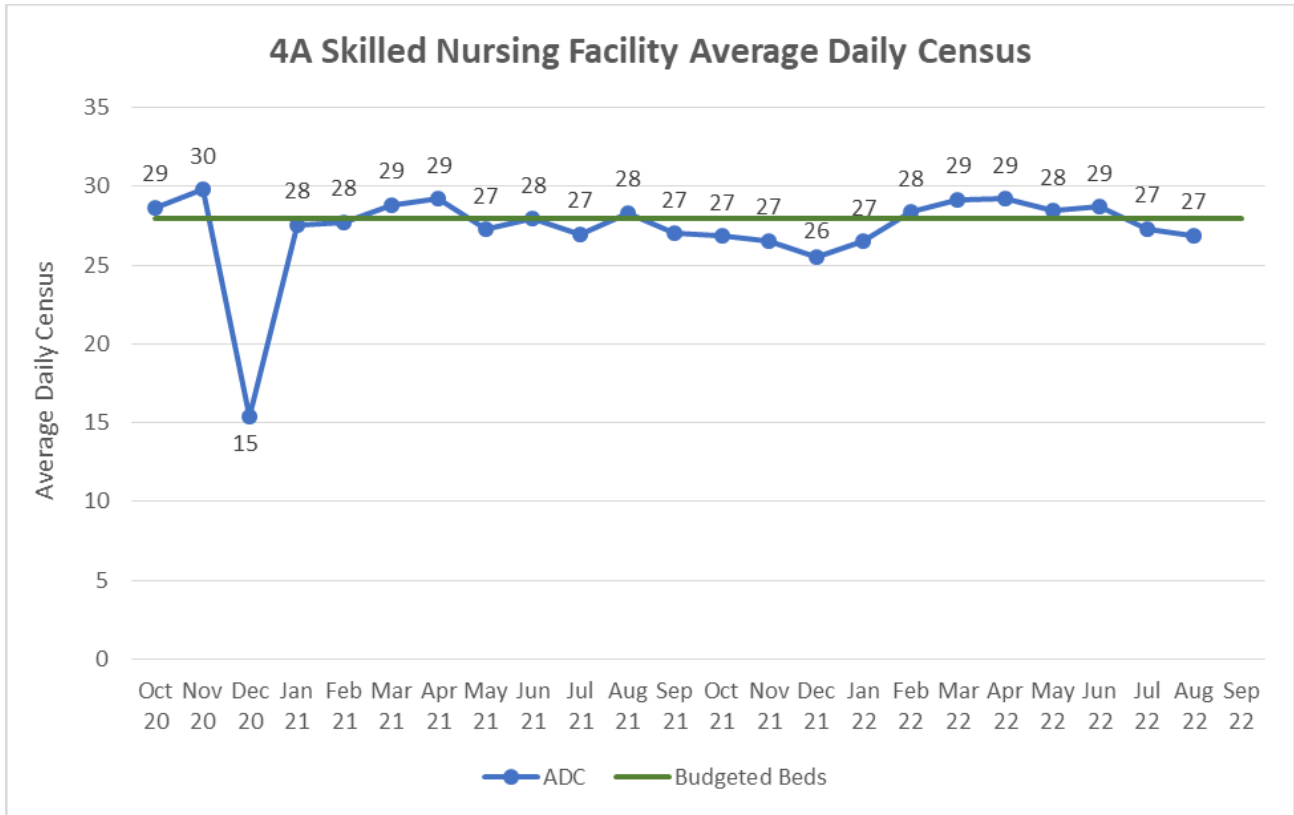


Maternal Child Health Average Daily Census



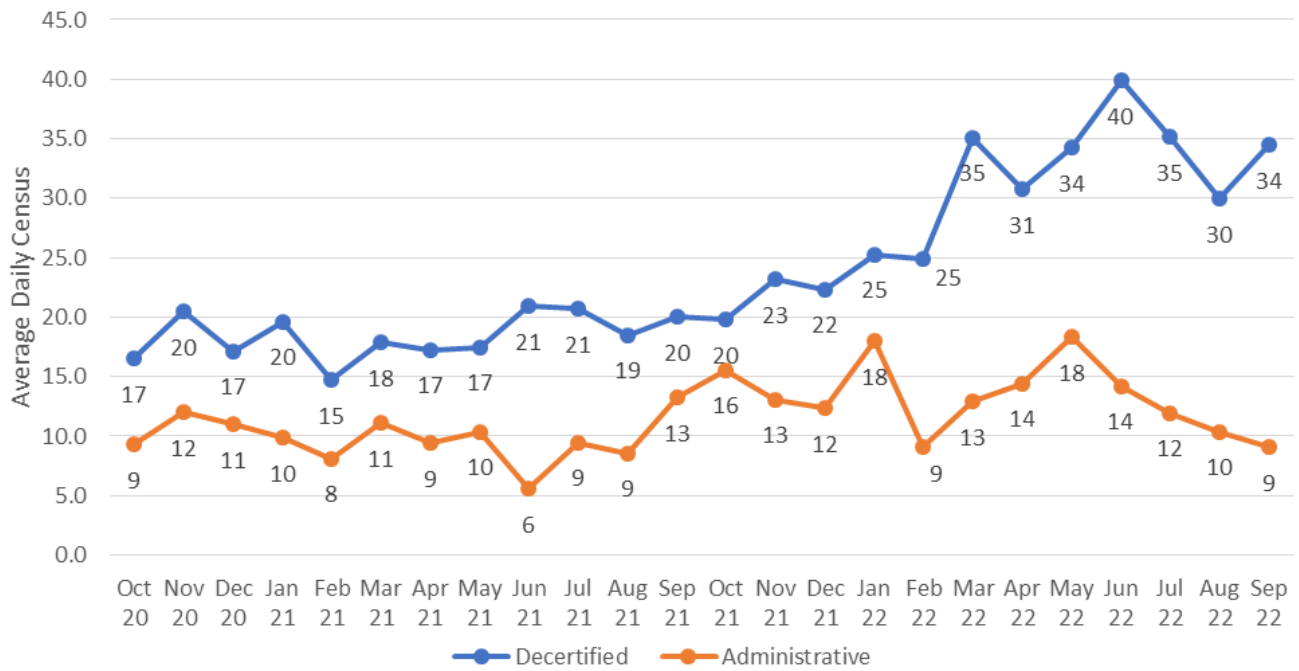
Acute Psychiatry (7B & 7C) Average Daily Census



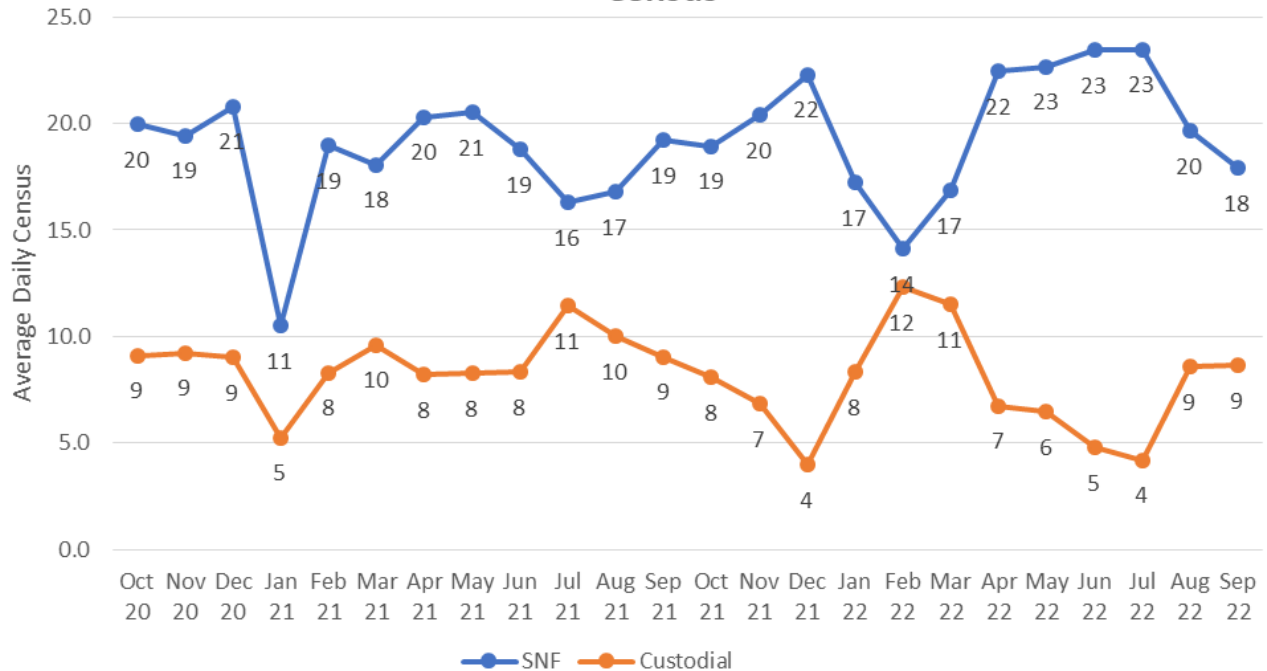


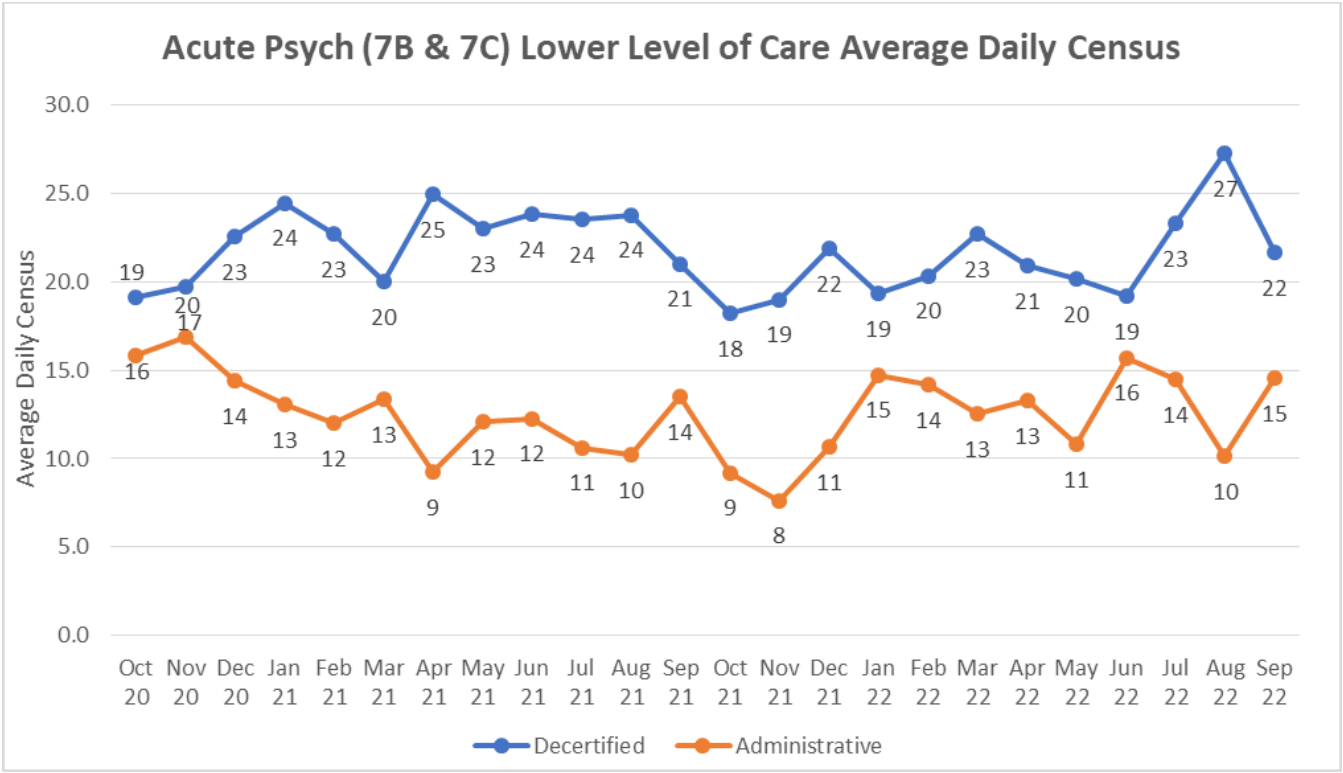
QUALITY Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

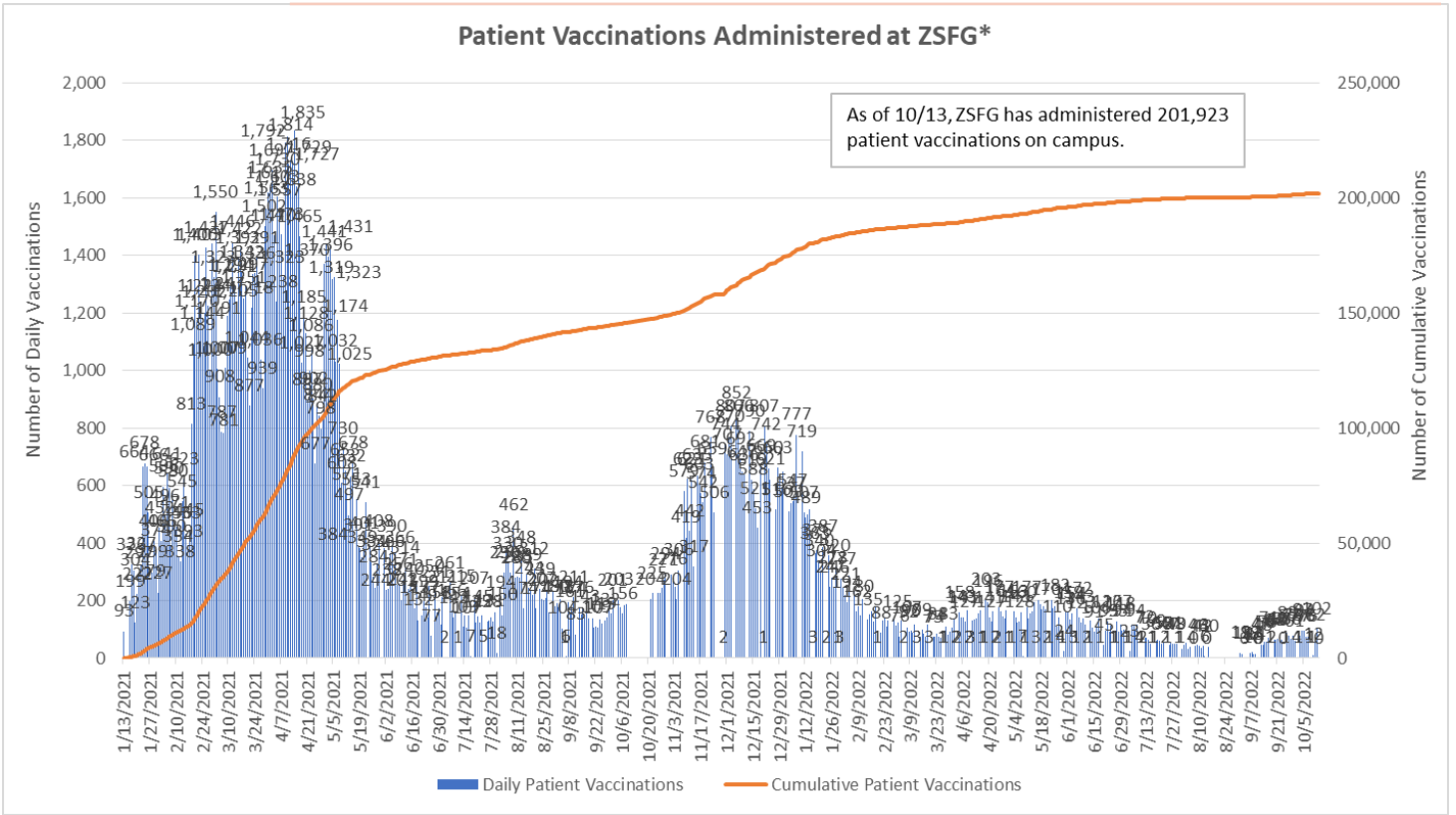


4A Skilled Nursing Facility Lower Level of Care Average Daily Census

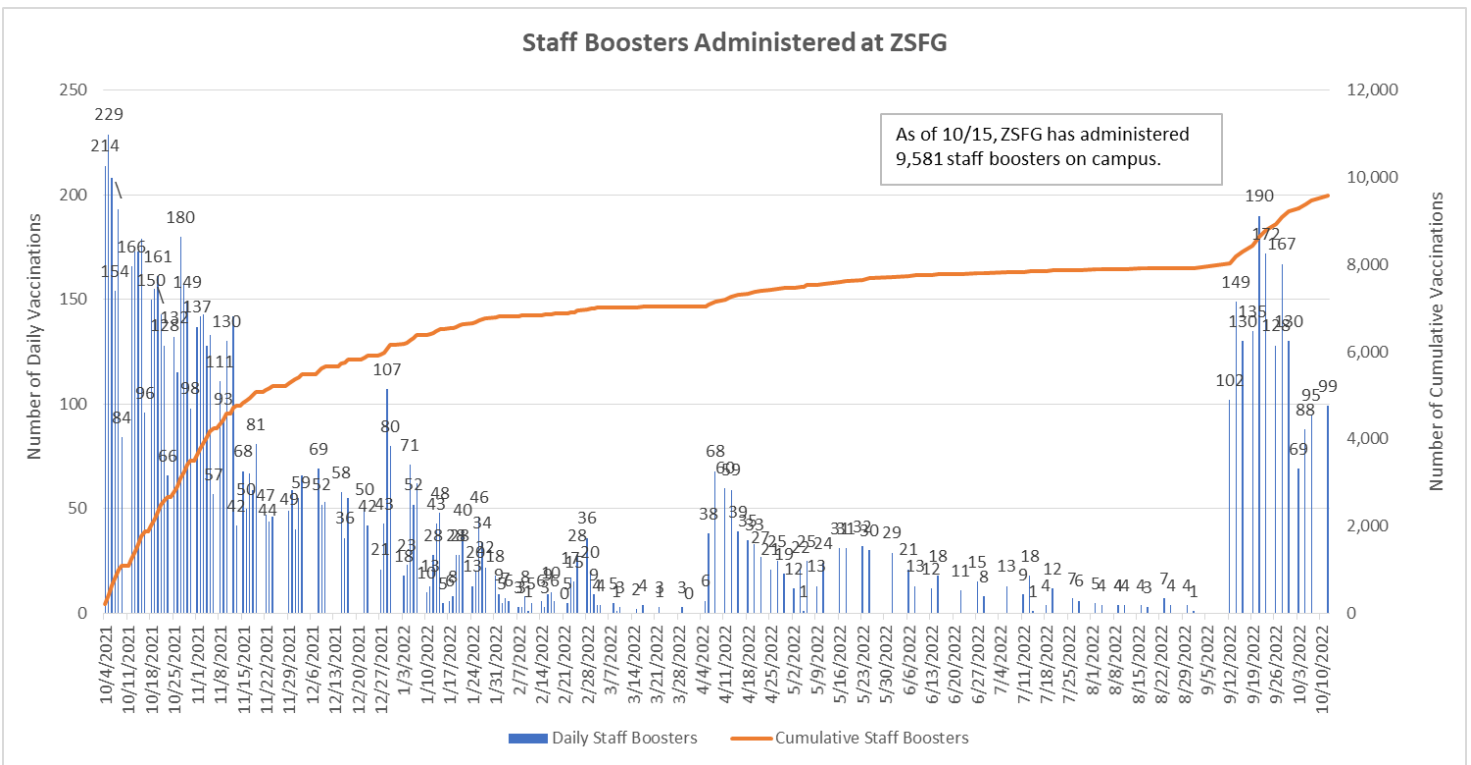




SAFETY COVID-19 Vaccinations Administered at ZSFG

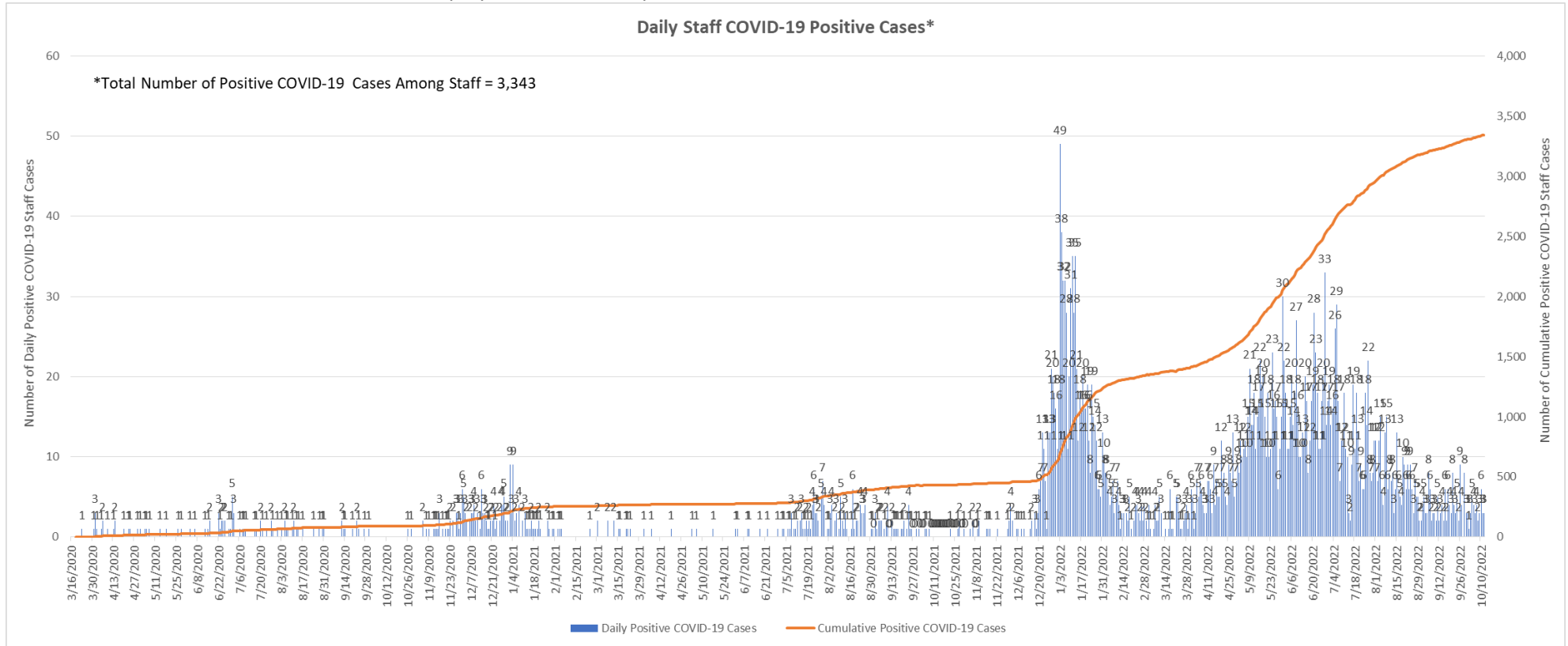


*Includes network-wide patients and members of the community.



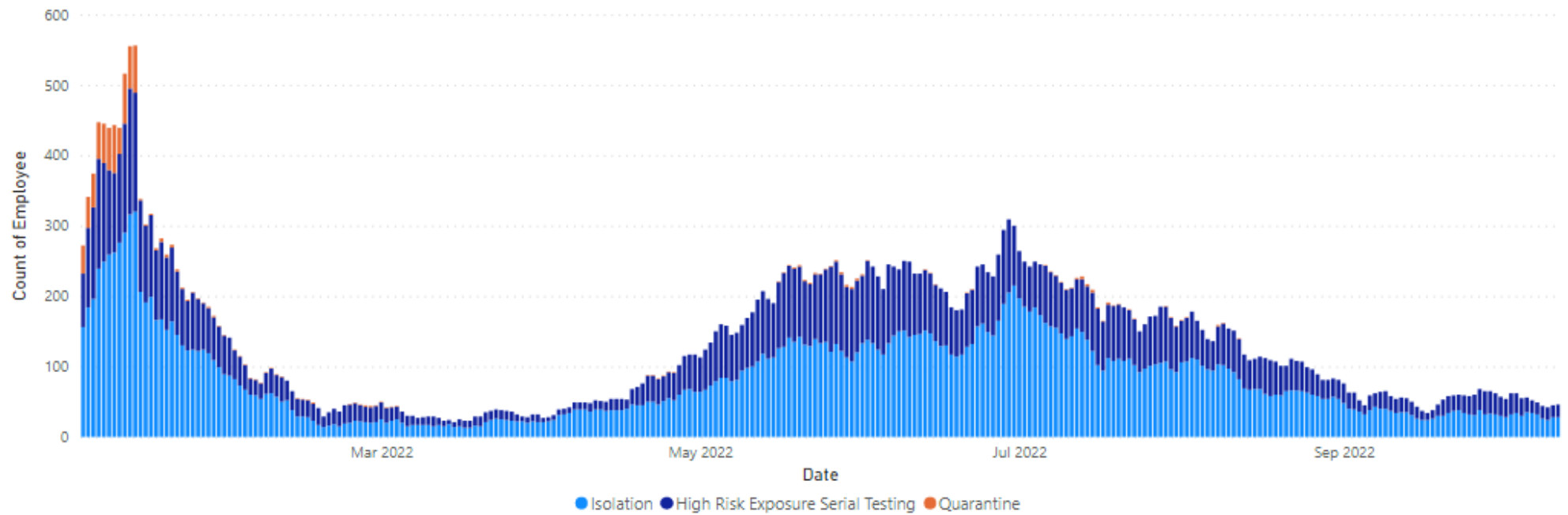
SAFETY Occupational Health COVID+ Staff Cases

As of October 15, 2022, 3,343 ZSFG employees have tested positive for COVID-19.



SAFETY Occupational Health COVID-19 Staff Management

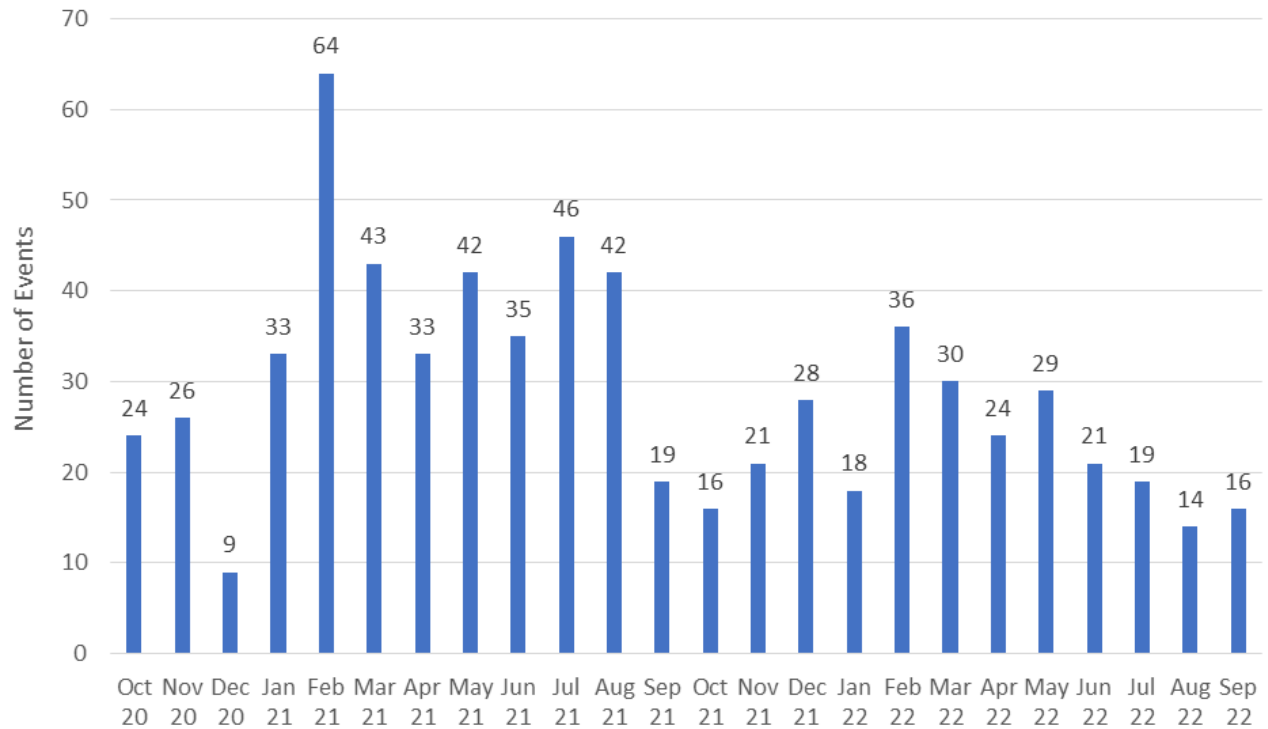
Employees in Occupational Health Services COVID Management



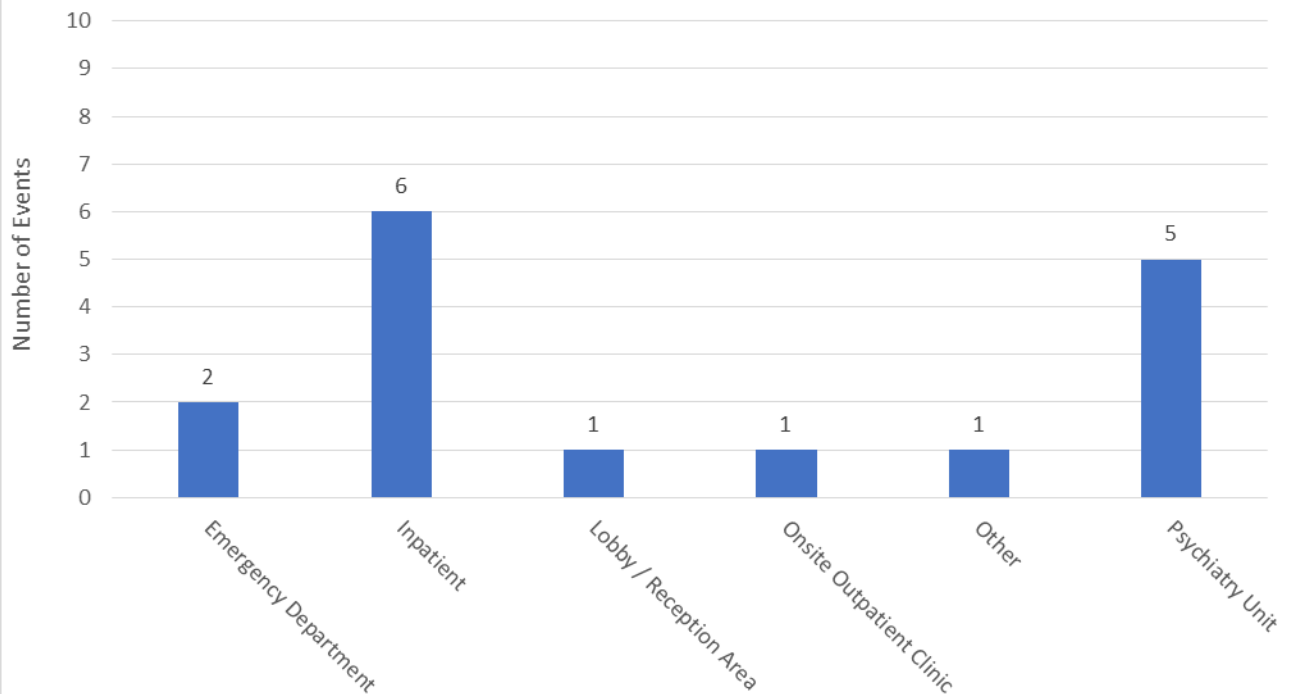
SAFETY

Workplace Violence Activity

Total Events by Month

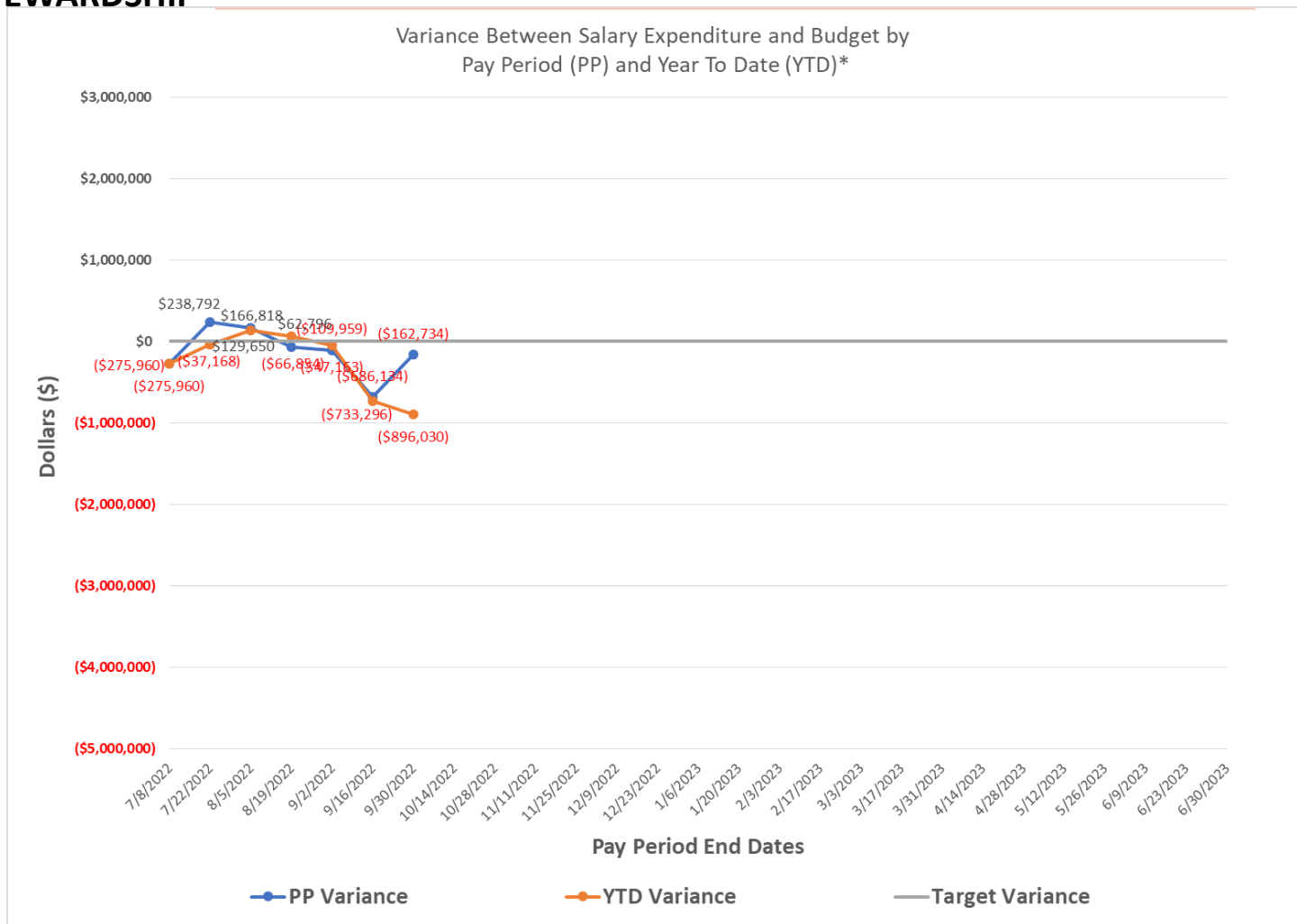


Total Events by Location - September 2022



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that COVID-19 costs are now a part of ZSFG operations and budget.

Commissioner Comments:

Commissioner Green gave kudos to ZSFG for its Code Lavender, which provides incredible support to staff. Dr. Ehrlich stated that the ZSFG chaplains are incredible and help in moments of stress.

Commissioner Chow asked who has authority to call a Code Lavender. Dr. Ehrlich stated that anyone can invoke the code and that full time and part-time chaplains respond to this code.

Commissioner Chow noted that in LHH-oriented items at other Commission meetings, the community has voiced concern that ZSFG has been “dumping” patients at LHH. Dr. Ehrlich stated that the previous ZSFG transfer target was a maximum of 4 patients per week but that goal was often not met. She added that there definitely was not a steady flow of ZSFG patients discharged to LHH. She added that not having LHH as a resource for one year has impacted the ZSFG discharges for patients suitable for skilled nursing care.

6) ZSFG HIRING AND VACANCY REPORT

Tara Stevens, DPH Human Resources, presented the item.

Commissioner Comments:

Commissioner Green asked how the end of the Mayor's COVID-related emergency declaration has impacted hiring timelines. Ms. Stevens stated that there will be new eligibility lists in mid-November. ZSFG is planning to have an interview event to speed up the hiring process. Onboarding events will also take place in large groups to expedite this part of the hiring process.

Commissioner Green asked for more information regarding how ZSFG is addressing issues related to candidates declining offers for employment. Ms. Stevens stated that ZSFG is keeping in touch with candidates throughout the hiring process. Recruiters are assisting with additional communication with candidates.

Commissioner Green noted that pre-COVID, it took up to 200 days to hire and is concerned that there is now a smaller pool of applicants. Ms. Stevens stated that these events in which candidates can meet hiring managers and the group onboarding are intended to speed up the hiring process.

Commissioner Chow noted that it seems ambitious to clear all vacancies by the end of December, noting that the hiring processes throughout the city are slow. Ms. Stevens stated that ZSFG is in communication with DHR regarding efforts to shorten the hiring process.

Commissioner Chow requested an update after December on the average time to hire a ZSFG staff member.

7) MEDICAL STAFF REPORT

Lisa Winston, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green is concerned about staff stress in the Neurosurgery Department. She asked for more information regarding the staff satisfaction with balancing consulting time versus surgeries. Dr. Winston stated that the department chief is hopeful that they will be able to recruit and retain medical staff.

Commissioners Chow and Green both stated that the RN THN management standard procedures are an innovative idea.

Action Taken: The Committee voted unanimously to approve the following:

- Neurosurgery Rules and Regulations
- Primary Care RN HTN Management Standard Procedures

8) OTHER BUSINESS

This item was not discussed.

9) PUBLIC COMMENT

There was no public comment.

10) CLOSED SESSION

- A) Public comments on All Matters Pertaining to the Closed Session
- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)
- C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and

1157.6: Health and Safety Code Section 1461; and California Constitution, Article I, Section 1.

CONSIDERATION OF CREDENTIALING MATTERS

CONSIDERATION OF PERFORMANCE IMPROVEMENT AND PATIENT SAFETY REPORTS AND PEER REVIEWS

RECONVENE IN OPEN SESSION

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)2 and San Francisco Administrative Code Section 67.12(b)(2).)
2. *Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)*

Action Taken: The committee voted to not disclose discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 5:11pm.