

Laurie Green, M.D.
President

Tessie M. Guillermo
Vice President

Edward A. Chow, M.D.
Commissioner

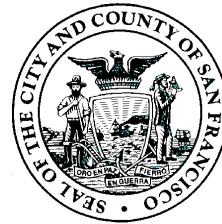
Susan Belinda Christian, J.D.
Commissioner

Cecilia Chung
Commissioner

Suzanne Giraudo ED.D
Commissioner

**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, January 23, 2024 3:00 p.m.
101 Grove Street, Room 300
San Francisco, CA 94102 & via Webex**

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, Gabriel Ortiz MD, Elena Fuentes Afflick MD, Angelica Journagin, Gillian Otway, James Frieberg, Jennifer Boffi, Andrea Turner, Emma Moore, Emma Perez, Will Huen MD

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

2) APPROVAL OF THE MINUTES OF THE DECEMBER 12, 2023 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The ZSFG JCC unanimously approved the December 12, 2023 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Emma Moore, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioners Green and Chow congratulated ZSFG on the low number of facility reported incidents.

Commissioner Chow asked when CMS is expected to arrive for the Joint Commission triennial survey. Ms. Moore stated that CMS does not announce the date of their arrival.

4) OVERVIEW OF ZSFG'S STRATEGY TO IMPROVE WORKPLACE VIOLENCE

Andrea Turner, Chief Operating Officer, presented the item.

Commissioner Comments:

Commissioner Green stated that she appreciates this important work and understands the violence in the workplace is a trend in healthcare. She asked if the BERT team is fully staffed. Ms. Turner stated that the team is not fully staffed, adding that there is a national shortage of licensed psychiatric technicians. When the team is fully staffed, ZSFG can deploy its full strategy.

Commissioner Chow stated that it is troubling that healthcare workers experience four times the amount of violence than other industries. He asked if ZSFG has comparison data with other large metropolitan hospitals because having something to compare helps with setting realistic goals. Ms. Turner stated that she would check on this and get back to the JCC members.

Commissioner Chow asked why patterns differ so much in pod A versus pod D. Ms. Turner stated that psychiatric patients are put into those rooms, which increases the likelihood of violence.

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

Susan Ehrlich, M.D., Chief Executive Officer, presented the item.

EQUITY

1. Equity Quality Leaders Award Winner



On December 7, ZSFG's Behavioral Emergency Response Team (BERT) was honored with an Equity Quality Leaders Award from the California Association of Public Hospitals and Health Systems. CAPH helps shape policies for California's public hospitals, with a focus on improving equity in our healthcare system. Being acknowledged by such a distinguished organization reaffirms the impact of the BERT program in advancing equity and safety within our hospital community.

Zuckerberg San Francisco General (ZSFG) established the Behavioral Emergency Response Team (BERT) program in 2018 with the goal of de-escalating behavioral health emergencies to create a safer and calmer environment for hospital patients and staff. BERT has been pivotal in addressing the inequitable use of force on patients by law enforcement within our campus. BERT approaches these situations with trauma-informed care, focused on 24/7 support, verbal de-escalation, and patient engagement. In addition to the hospital-wide activations, BERT has an ED-focused team for immediate support in that location.

From a humble 49 activations in its first year, BERT soared to 675 activations in 2022. Furthermore, in 2022, the team conducted an astounding 2,085 rounding consultations, increasing the opportunity to prevent violence before it happens, and to educate and support our care teams at the same time. The use of force was reduced 24 percent from the previous year and decreased for all races and ethnicities. Overall, 94 percent of the team's activations were deemed successful through mostly verbal de-escalation and/or verbal redirection, with 84 percent completed without law enforcement involvement. Due to the program's success, it received permanent funding and expansion in 2022. ZSFG plans to expand BERT throughout the hospital and the entire San Francisco Health Network.

EQUITY

2. ZSFG's Cardiology Team Recognized in America's Essential Hospitals Newest Report



The Cardiology team at ZSFG was recently recognized in "America's Essential Hospitals" newest report: Novel Hospital Initiatives to Target Cardiovascular Disease Disparities. The team developed and implemented a Heart Failure Care Pathway in the electronic health record that incorporated machine learning based risk prediction and patient specific decision support tailored to the population's needs by targeting social determinants of health. This intervention led to a more than 10% drop in 30-day readmission rates, a reduction in the mortality rate, and a decrease in racial disparities in readmissions.

CARE EXPERIENCE

3. 37th Annual Dudley Perkins Toy Run and Pediatric Toy Drive



The Annual Dudley Perkins Toy Run was started 37 years ago by Thomas Perkins who was brought to ZSFG after an accident. He rallied his friends to ride their Harley-Davidsons to ZSFG with toy donations every year in appreciation for the care he received here at the hospital. The tradition continues to this day.

The motorcyclists from San Francisco Harley-Davidson and Dykes on Bikes braved the wet weather and hauled a donation of toys to the hospital entrance. They were greeted by Dr. Susan Ehrlich, Aiyana Johnson, Shannon Smith, and the Areté Singers. Also, there to greet the bikers were Dr. Mabel Chan, Dr. Maggie Gilbreth and family, Deborah Giatinna and family, and Jennifer Boffi with her daughter. The riders and hospital staff enjoyed treats and good cheer while carolers sang an assortment of holiday tunes. Throughout the month of December, Volunteer Services, Hospital Administration and Nursing Administration also served as collection areas for staff and visitors to donate new toys.

Just before the holidays, some of ZSFG's youngest patients in the Children's Health Center received the donated gifts. The pediatric clinic is the largest in San Francisco and served 15,000 patients last year, providing primary, urgent, and specialty care to our community.

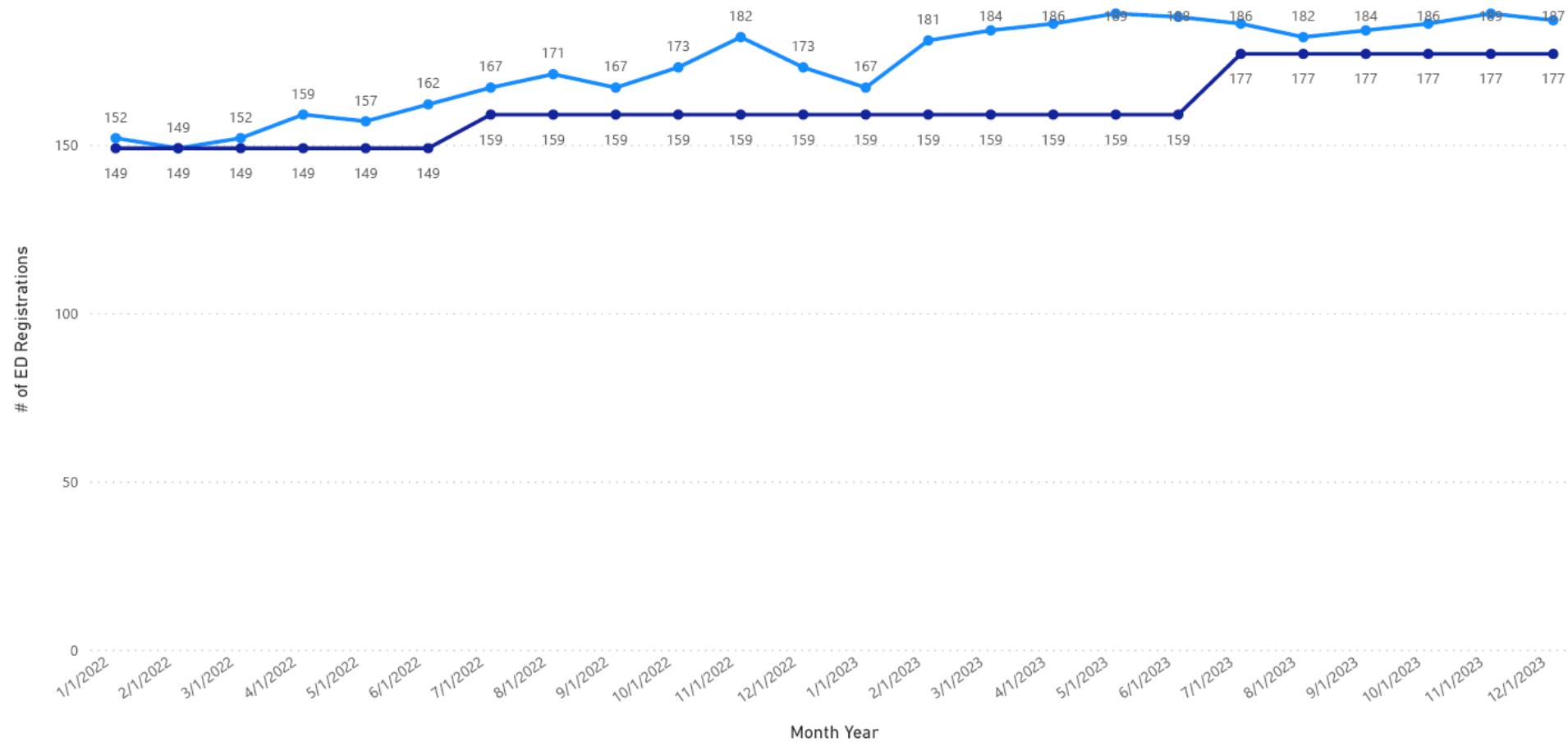


QUALITY

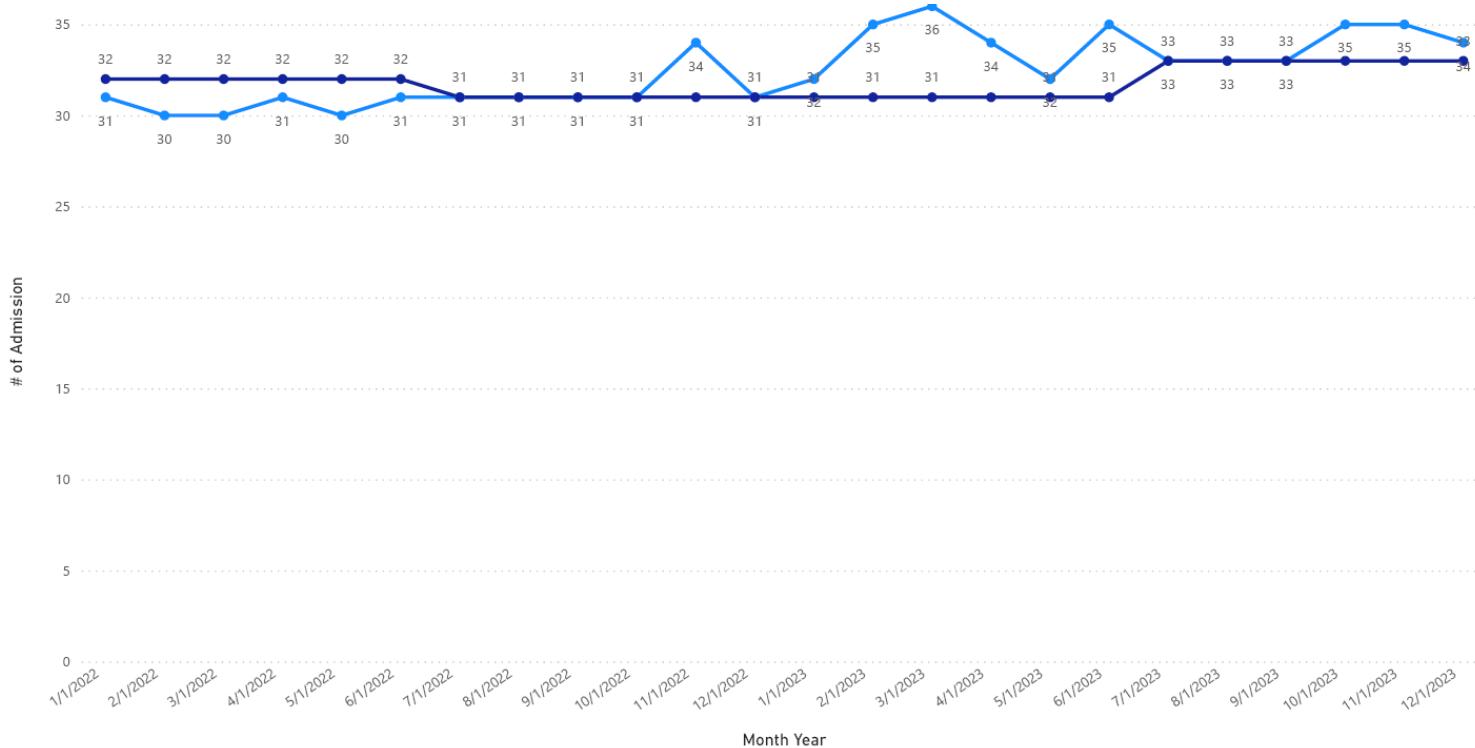
Emergency Department Activities

Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline

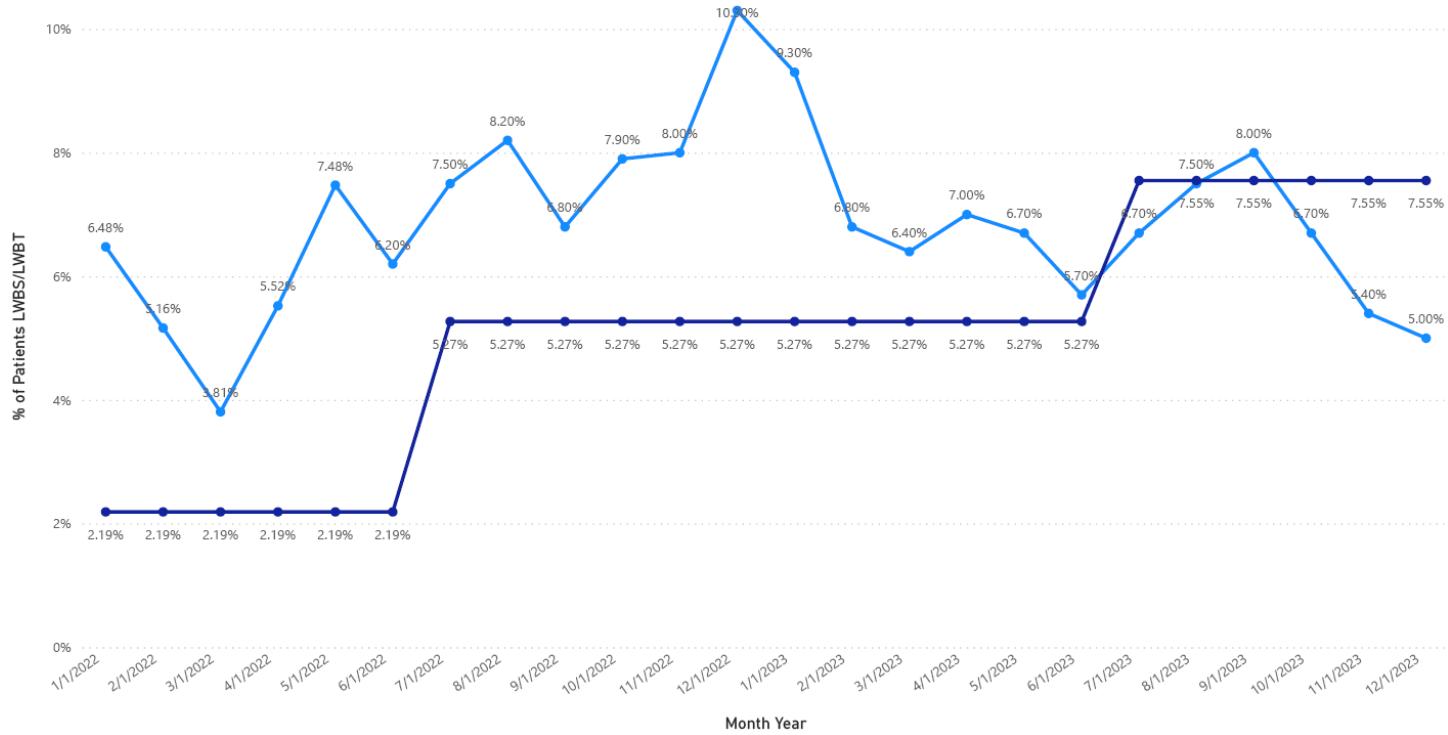


Average Daily Admissions From ED

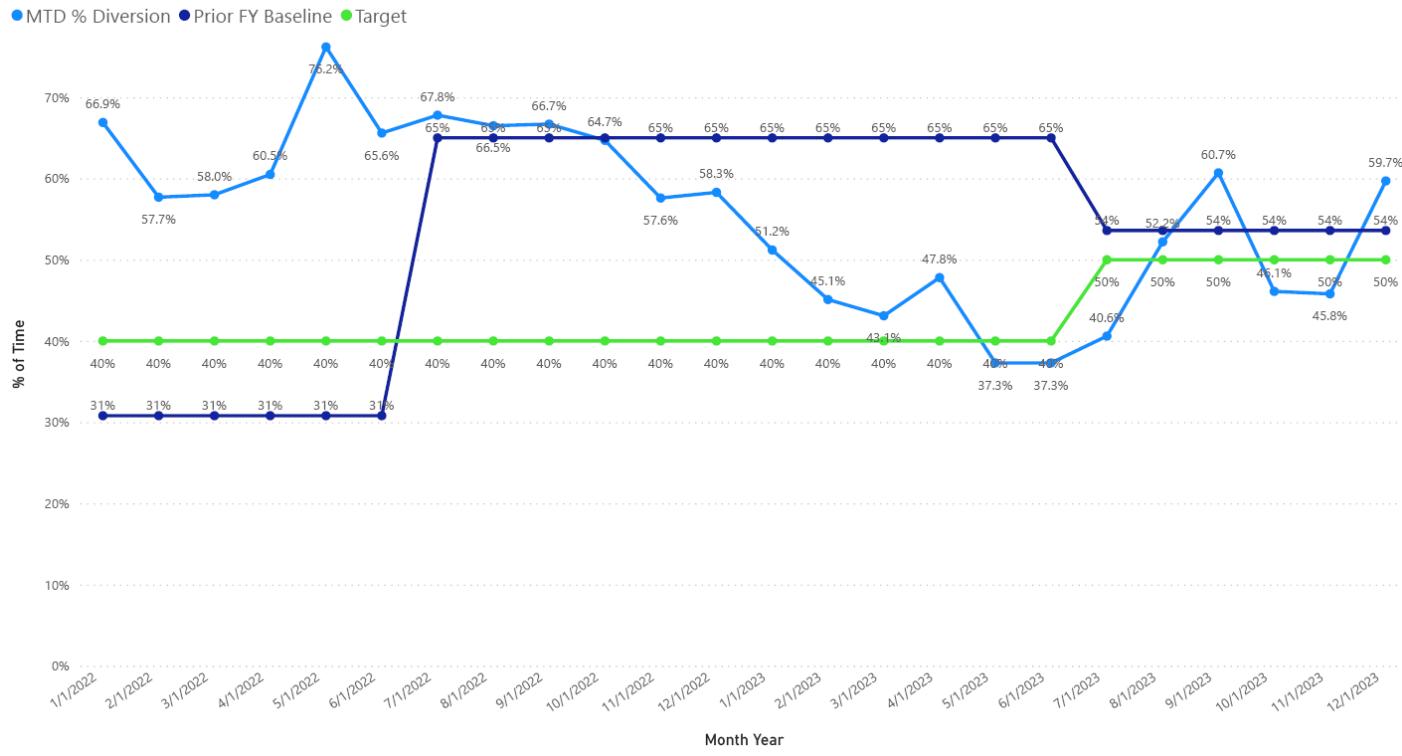


% LWBS/LWBT

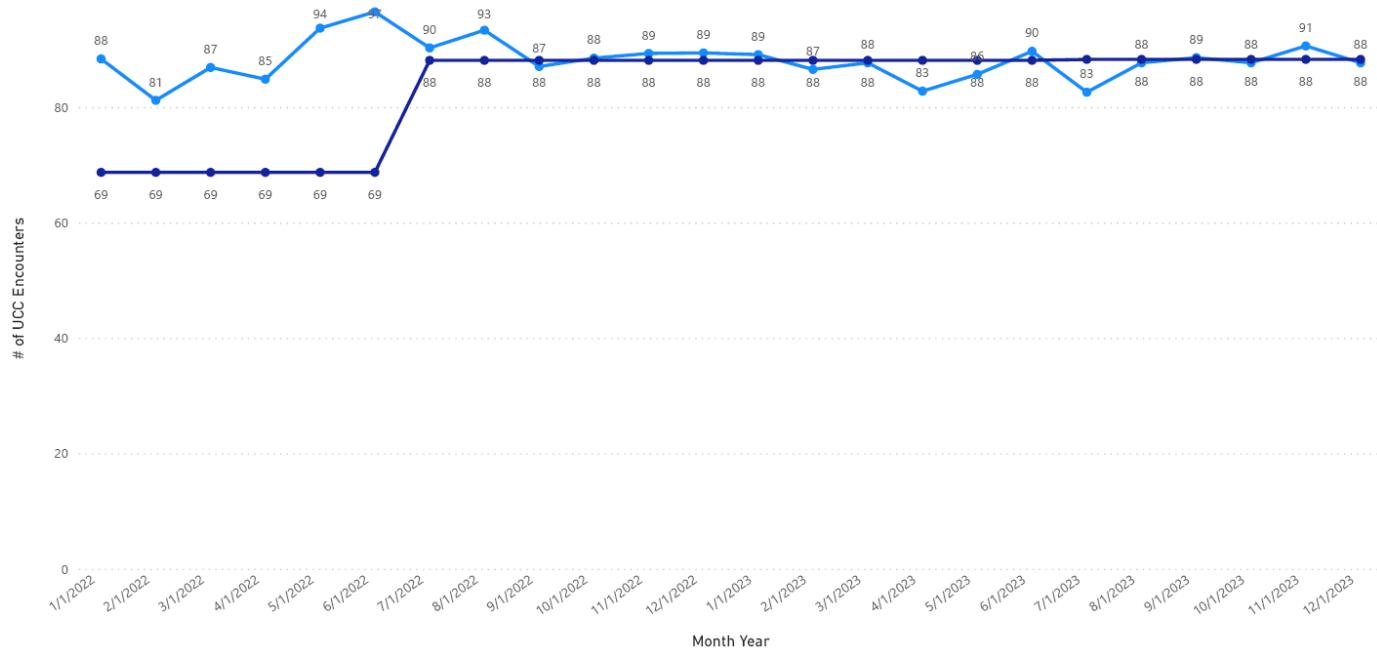
● MTD % LWBS/LWBT ● Prior FY Baseline



% Diversion

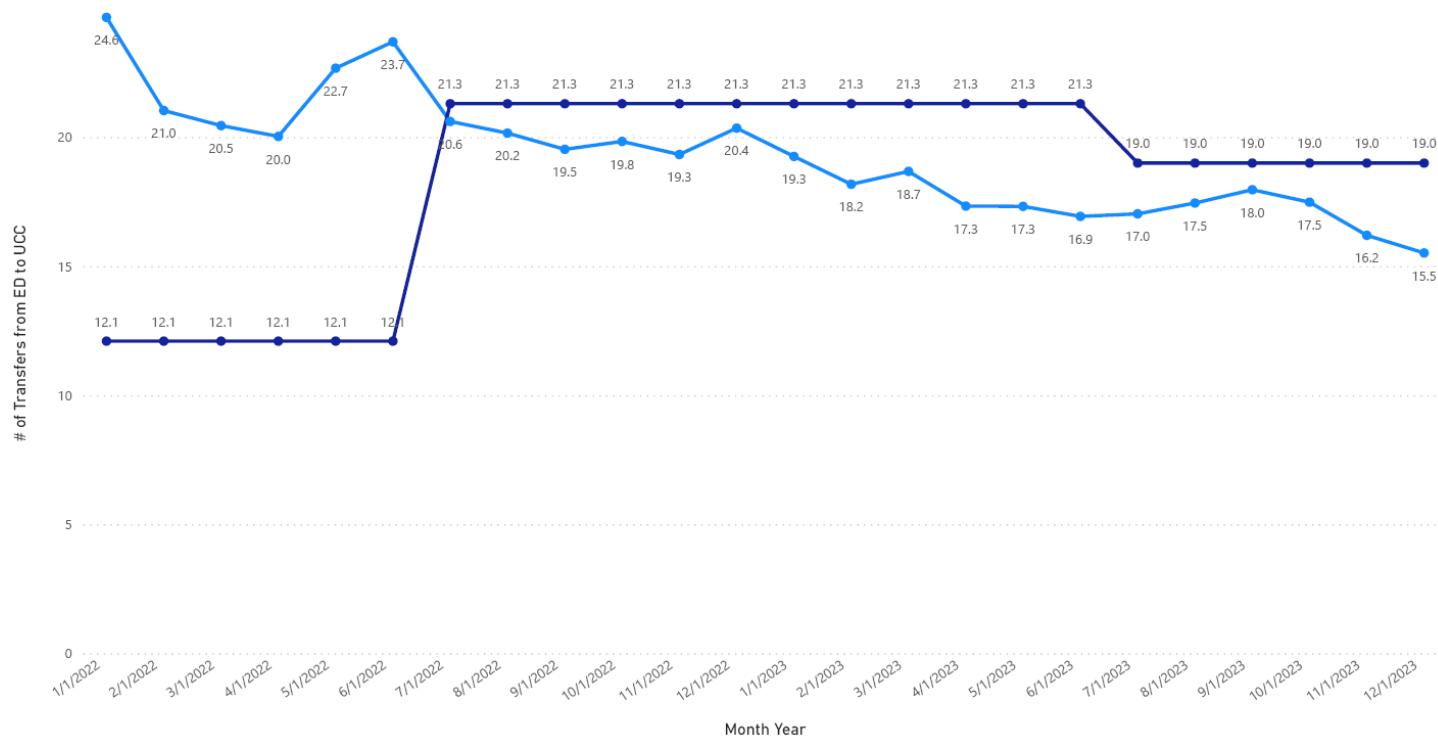


QUALITY Urgent Care Clinic Activities



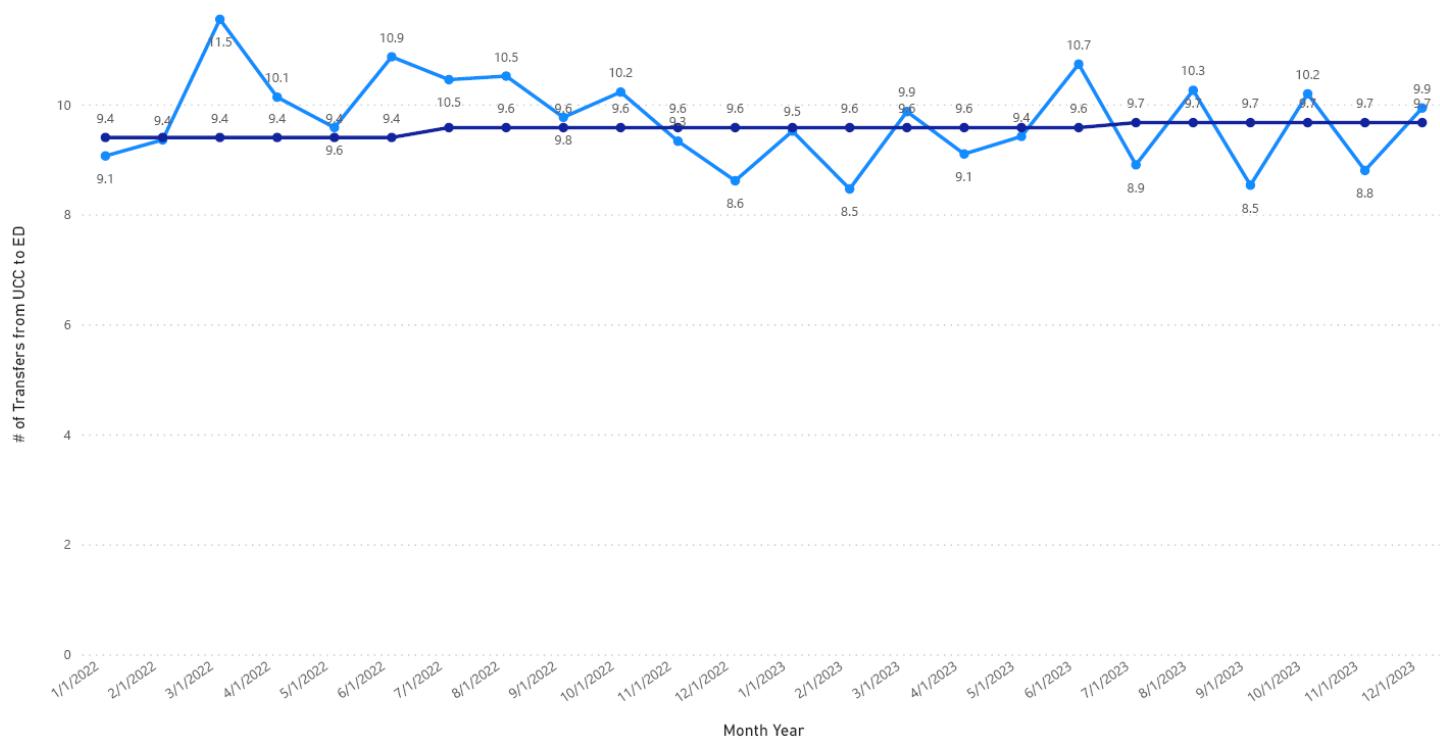
Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline

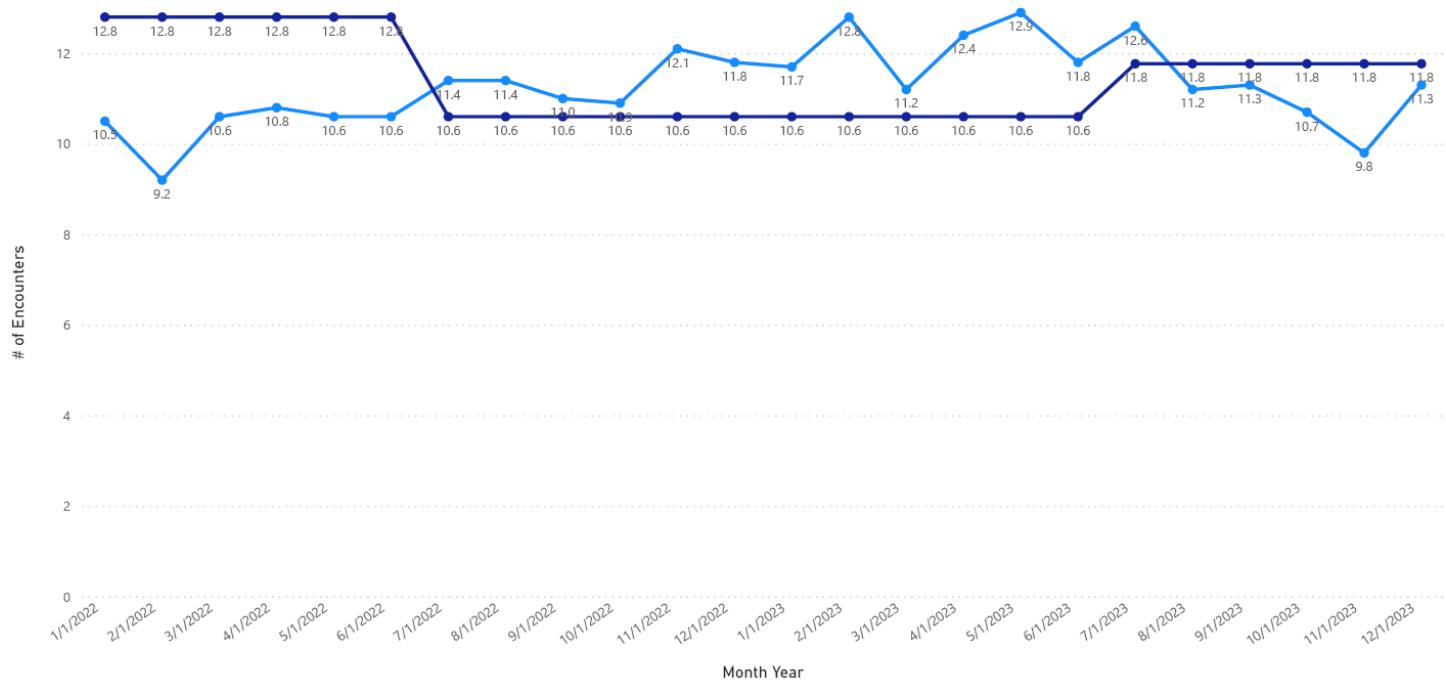


QUALITY

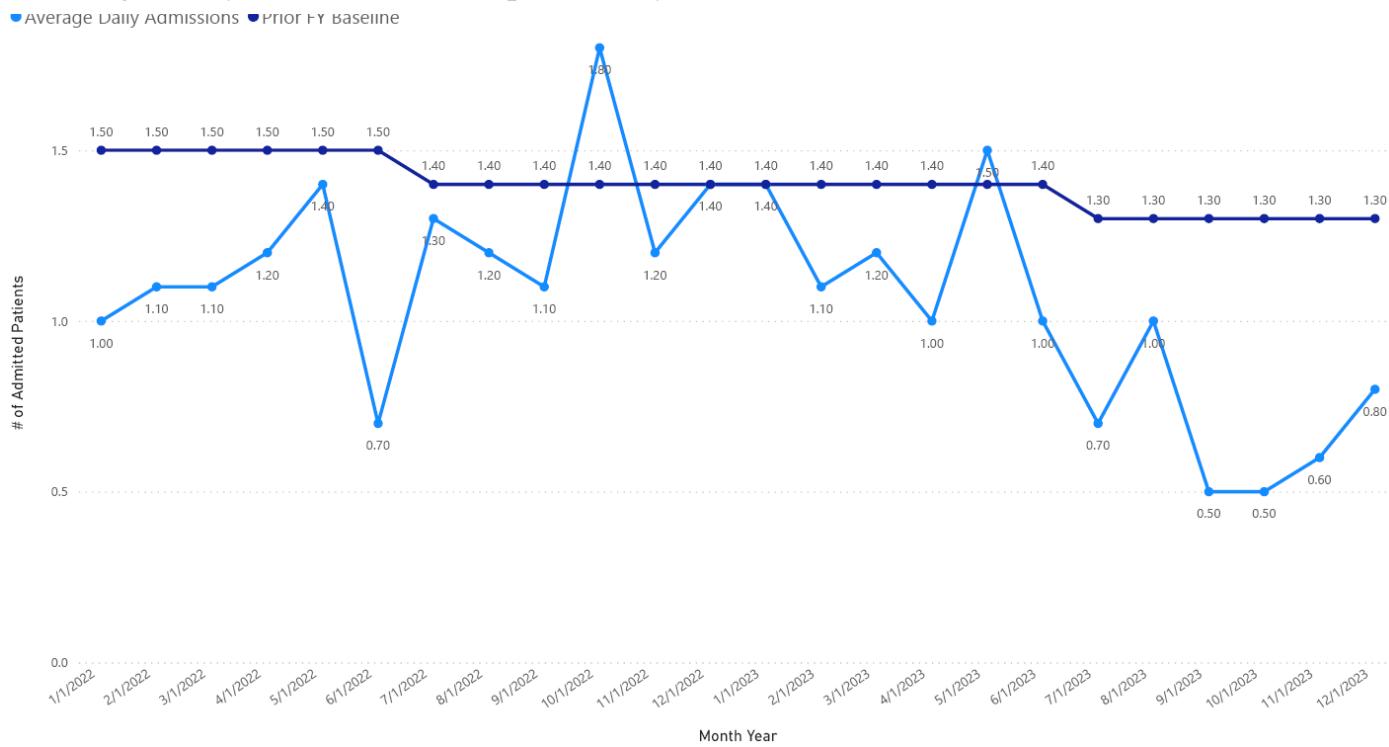
Psychiatric Emergency Services Activities

Average Daily PES Encounters

● Average Daily Encounters ● Prior FY Baseline

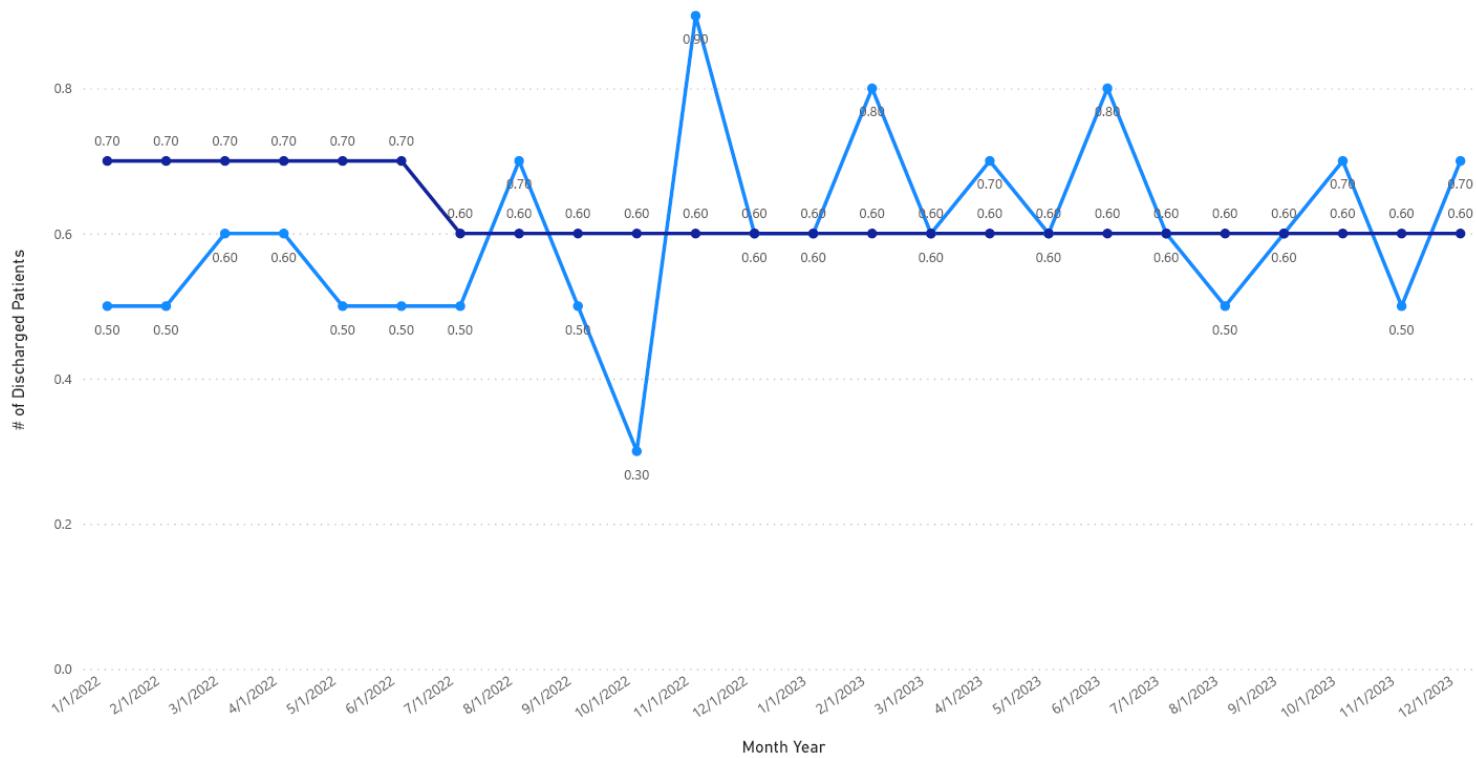


Average Daily Admissions to Inpatient Psych (7B & 7C) from PES



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)

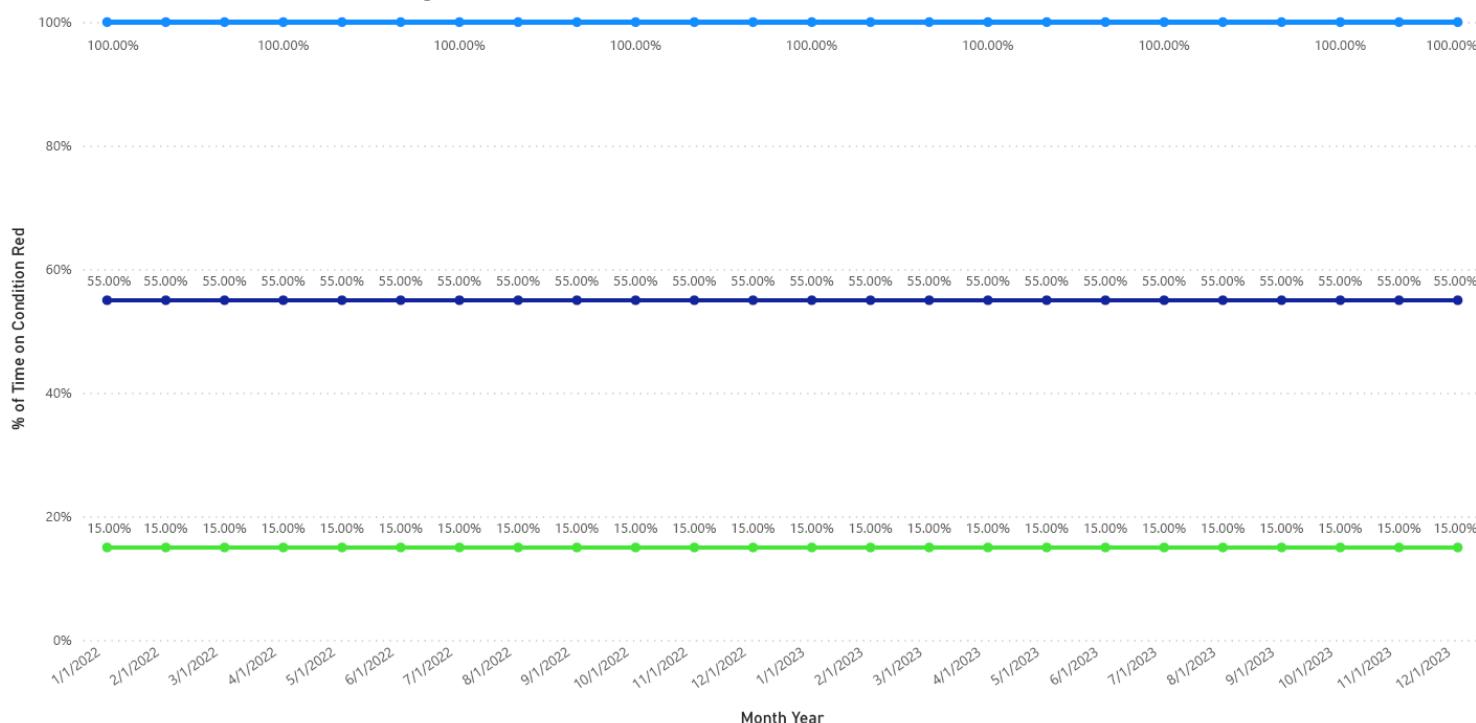
● Average Daily Discharges ● Prior FY Baseline



PES Condition Red*

*We're using condition red as an external communication tool to signal that patients can't directly come to PES

● % on Condition Red ● Prior FY Baseline ● Target



QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 193 which is 112.87% of budgeted staffed beds and 104.89% of physical capacity. 40.1% of the Medical/Surgical days were lower level of care days: 7.88% administrative and 32.23% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 33.1 which is 118.21% of budgeted staffed beds and 57.07% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 24 which is 80% of budgeted staffed beds and 57.14% of physical capacity of the hospital.

ACUTE PSYCHIATRY

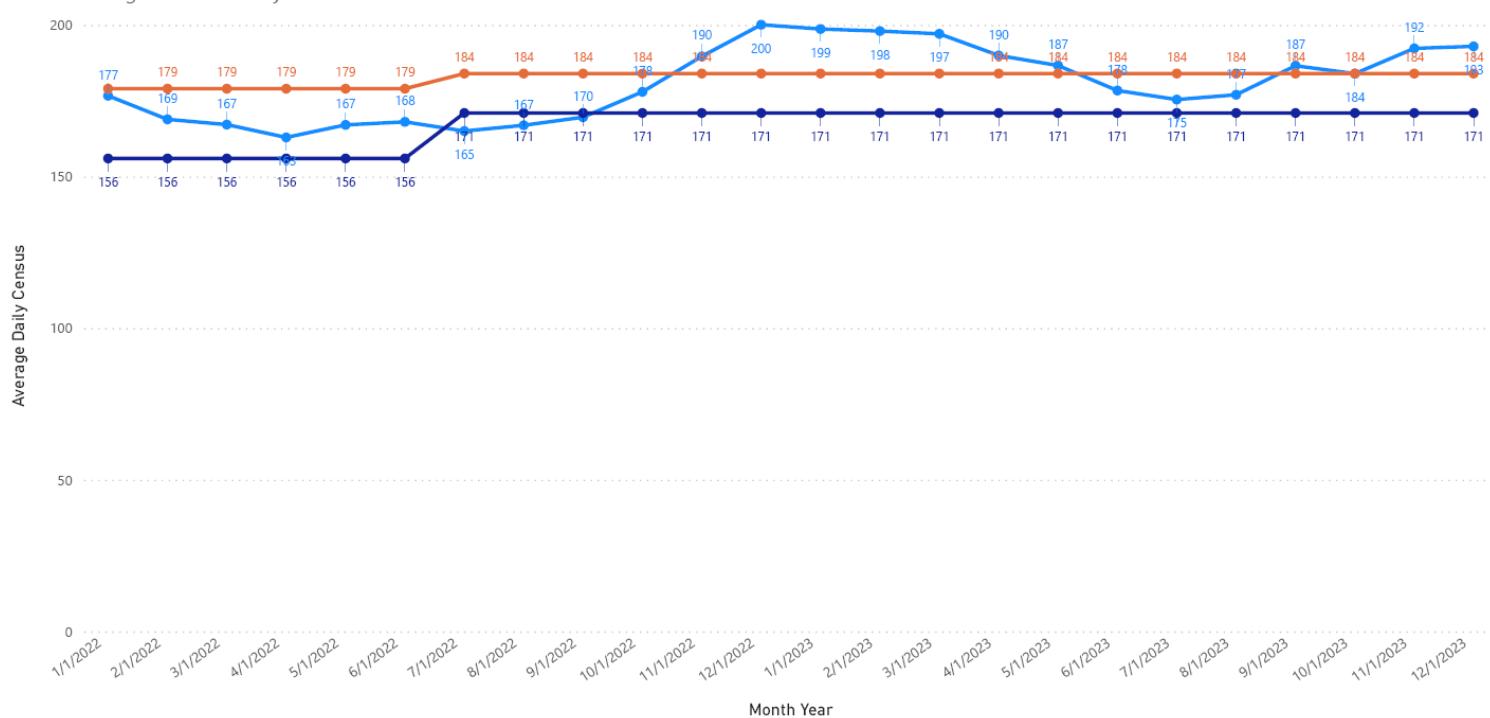
Average Daily Census for Psychiatry beds, excluding 7L, was 43.4, which is 98.64% of budgeted staffed beds and 64.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.4, which is 77.14% of budgeted staffed beds (n=7) and 45.5% of physical capacity (n=12).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 26.2, which is 93.57% of our budgeted staffed beds and 87.33% of physical capacity.

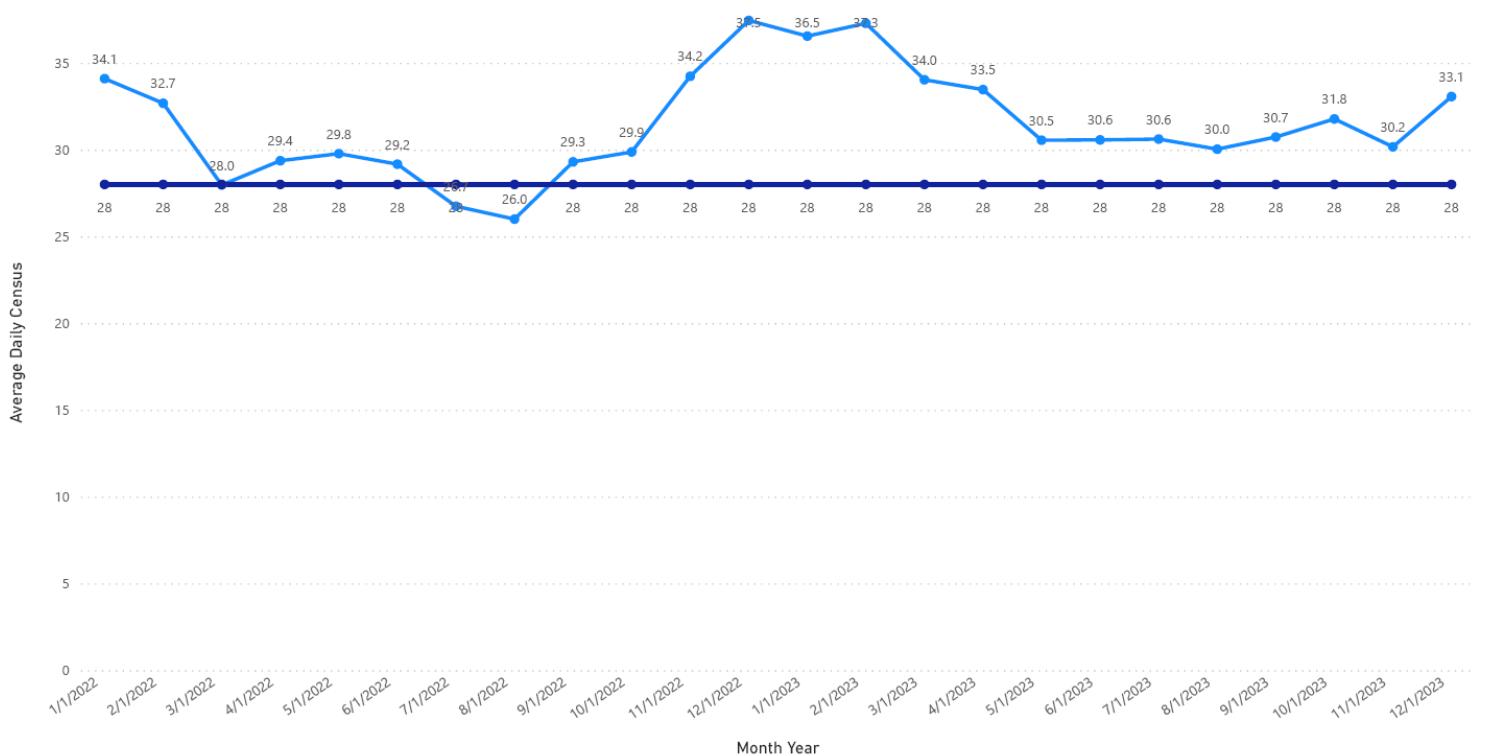
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds



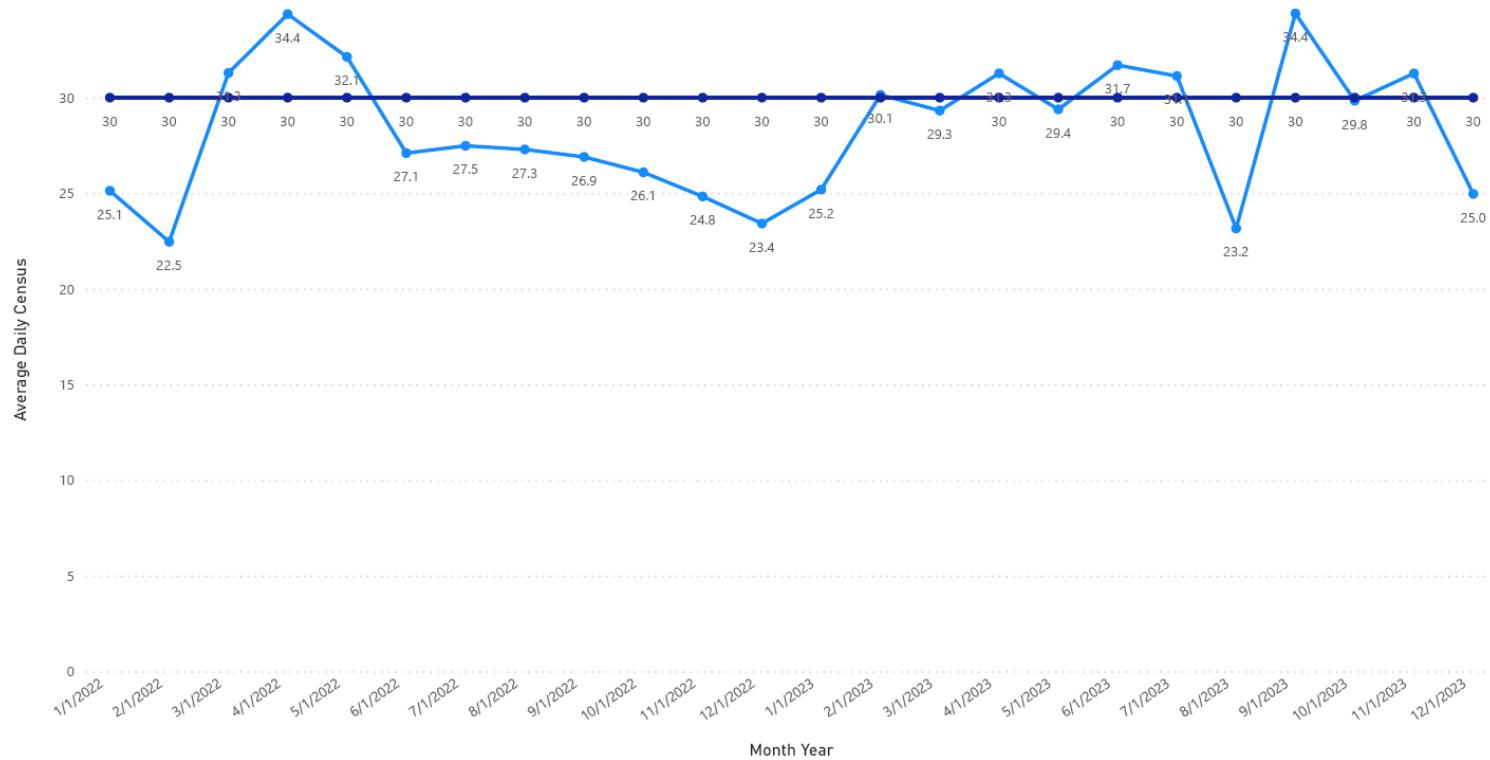
Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds



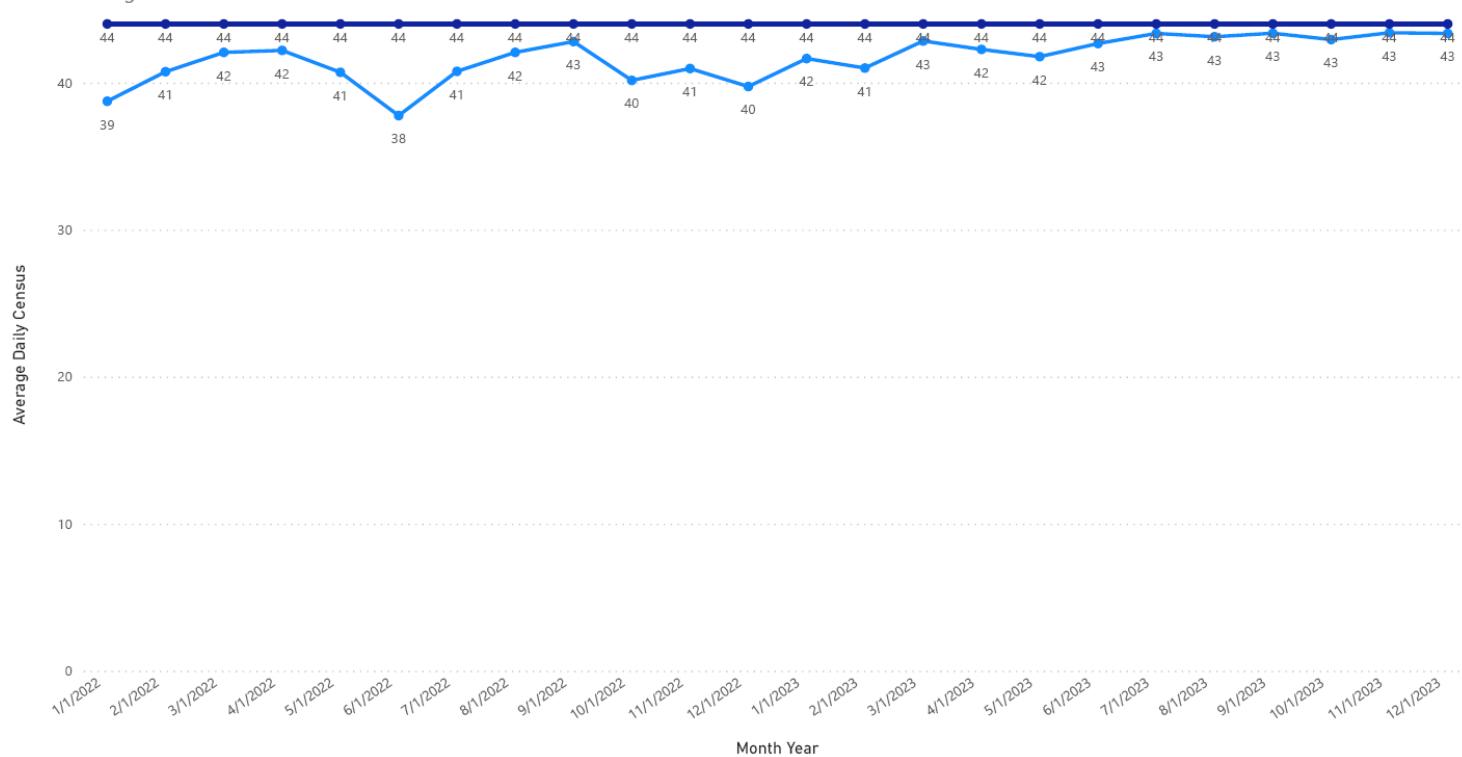
Maternal Child Health Average Daily Census

● ADC ● Budgeted Beds



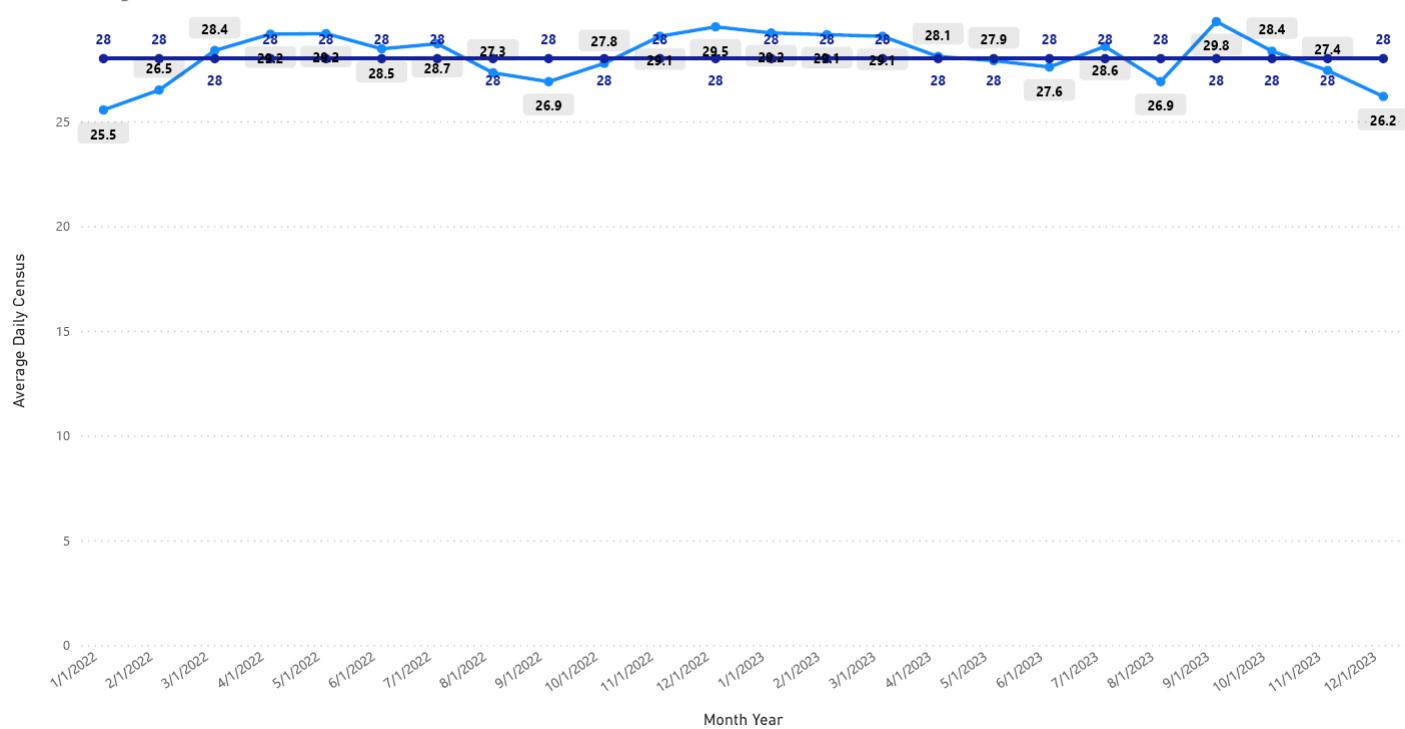
Acute Psychiatry (7B & 7C) Average Daily Census

● ADC ● Budgeted Beds



4A Skilled Nursing Facility Average Daily Census

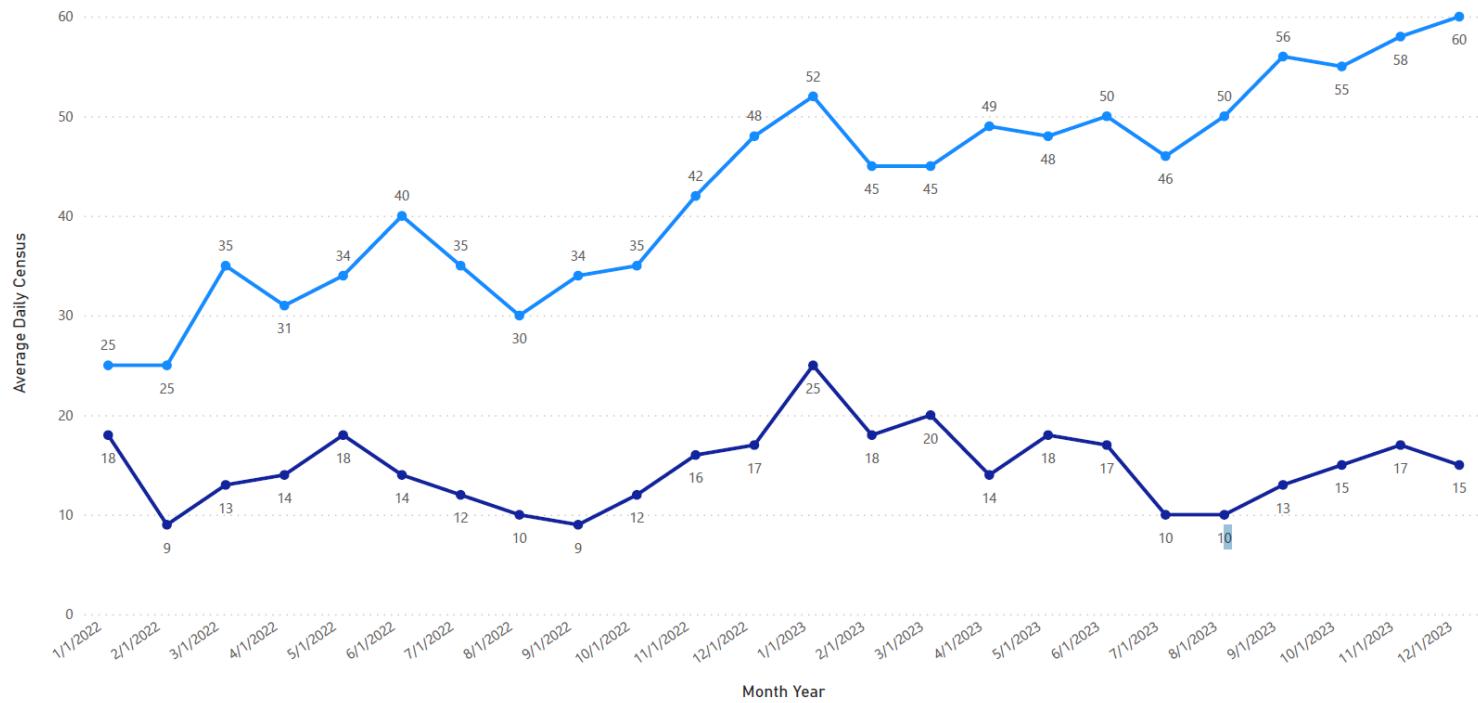
● ADC ● Budgeted Beds



QUALITY Lower Level of Care Average Daily Census

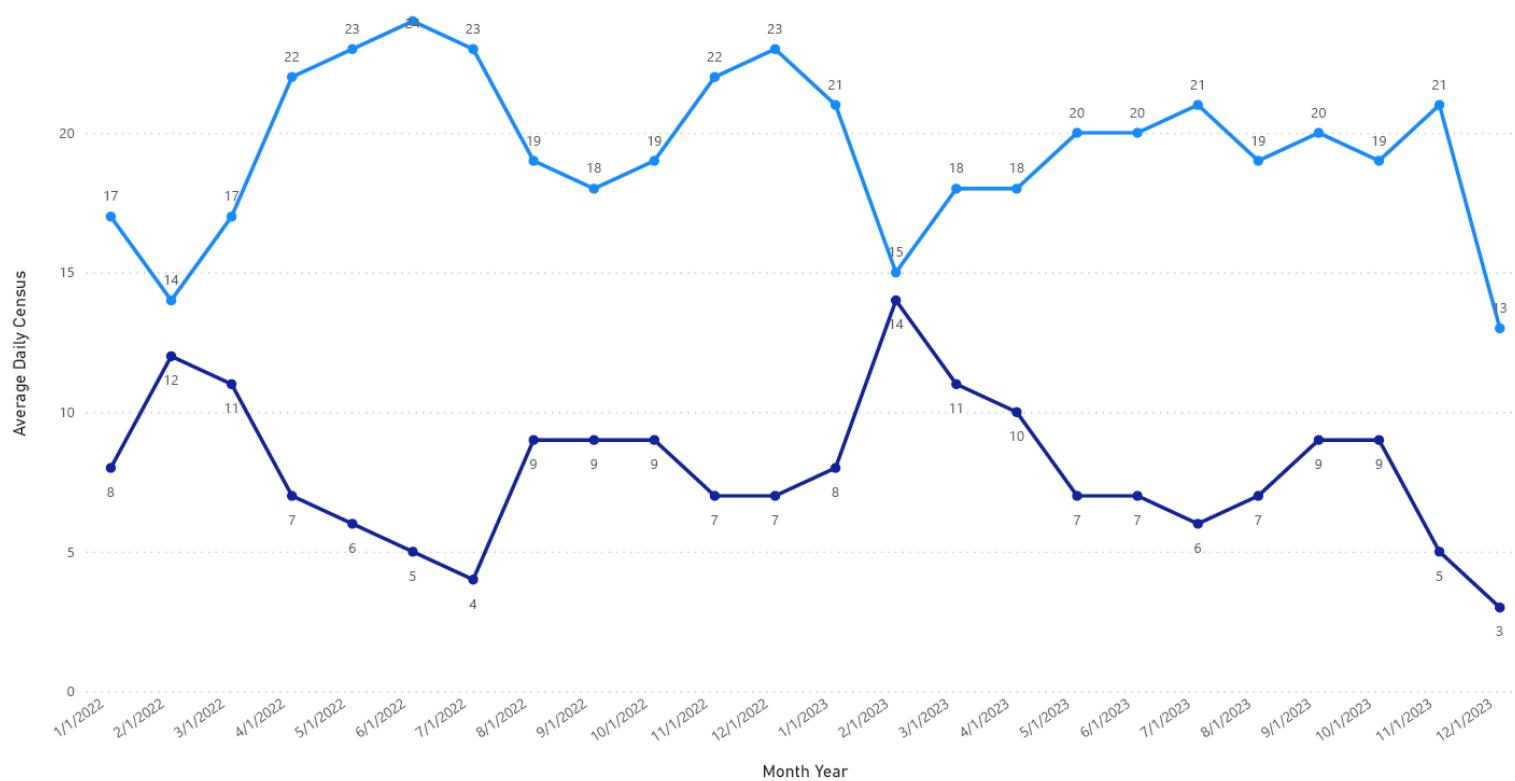
Medical Surgical Lower Level of Care Average Daily Census

● Decertified ● Administrative



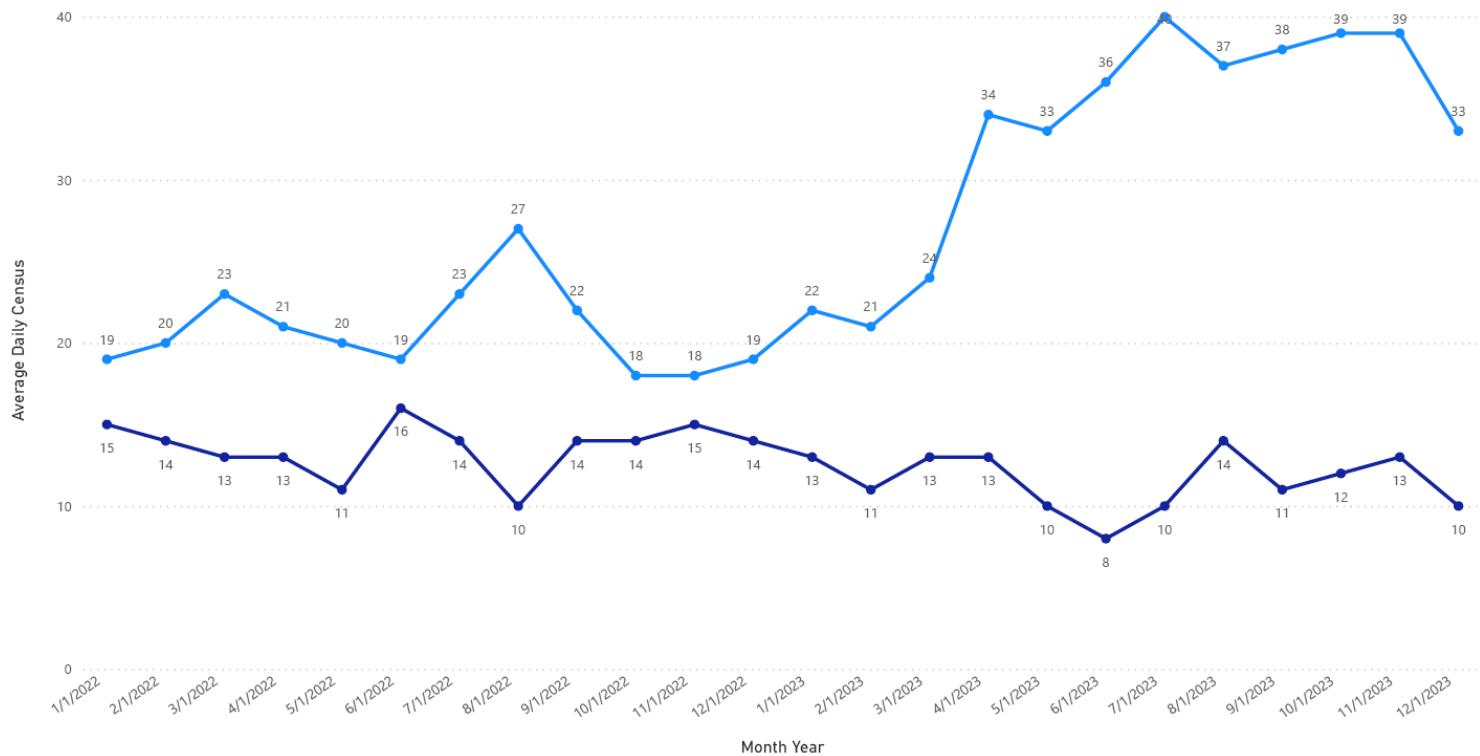
4A Skilled Nursing Facility Lower Level of Care Average Daily Census

● SNF ● Custodial



Acute Psych (7B & 7C) Lower Level of Care Average Daily Census

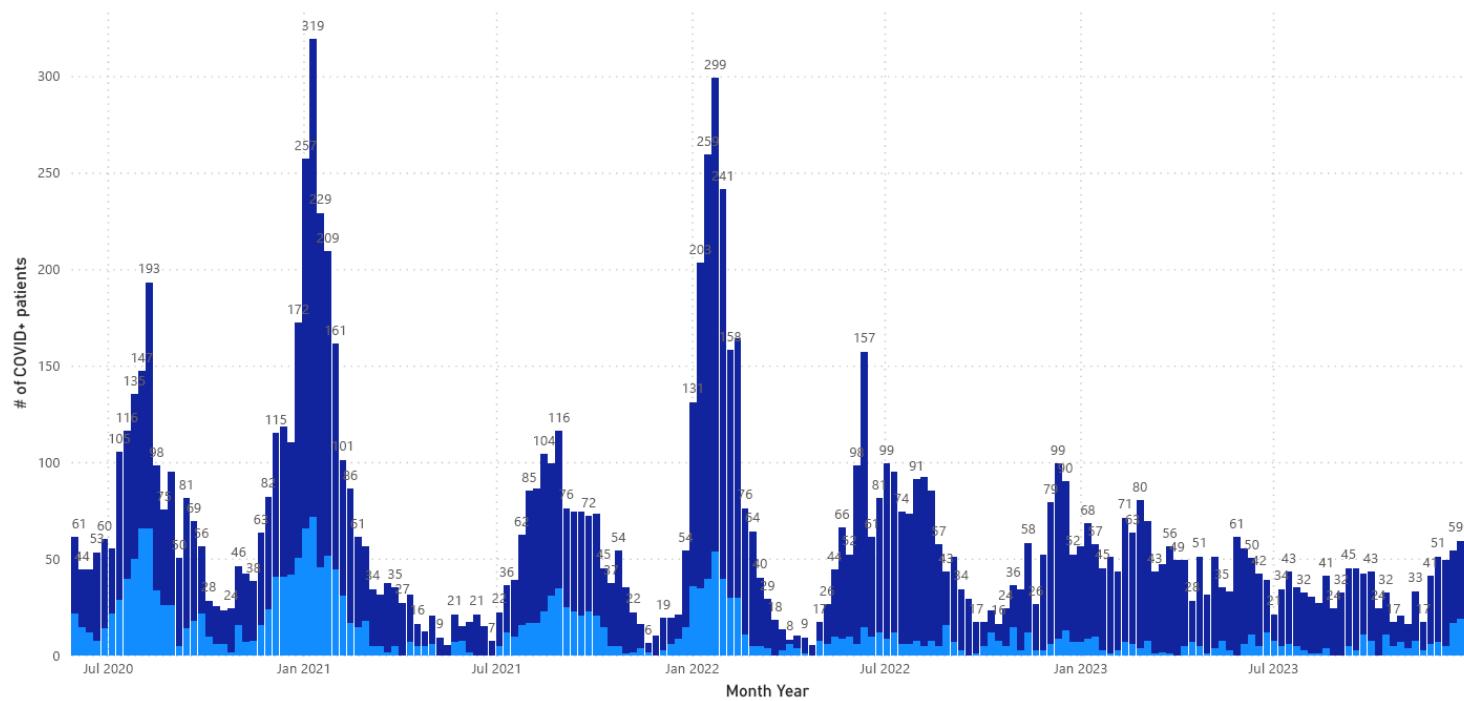
● Decertified ● Administrative



SAFETY ZSFG COVID+ Patients

ICU and MedSurg/L&D/Peds/Psych by Start of Week

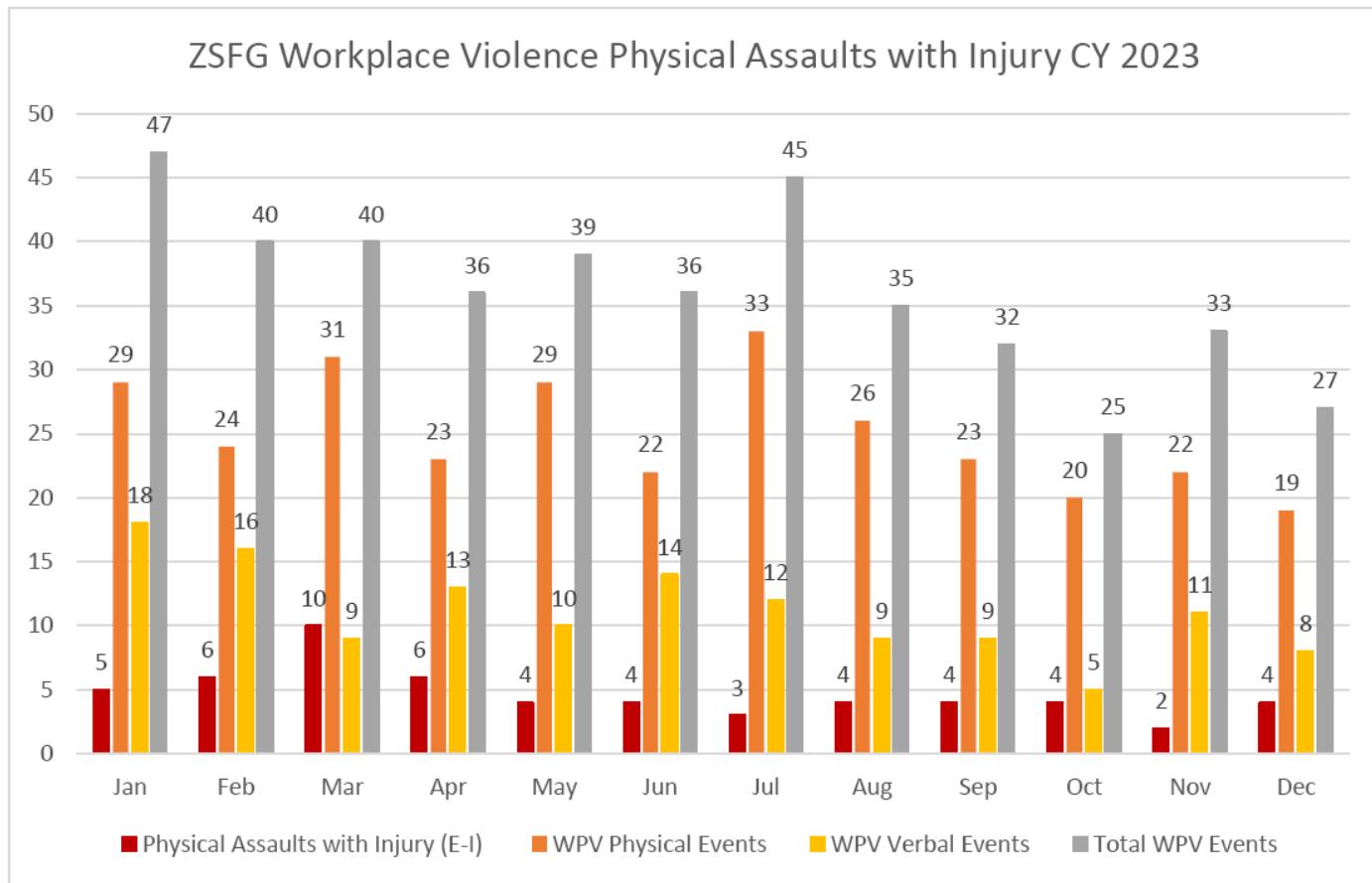
● ICU ● MedSurg/L&D/Peds/Psych



SAFETY

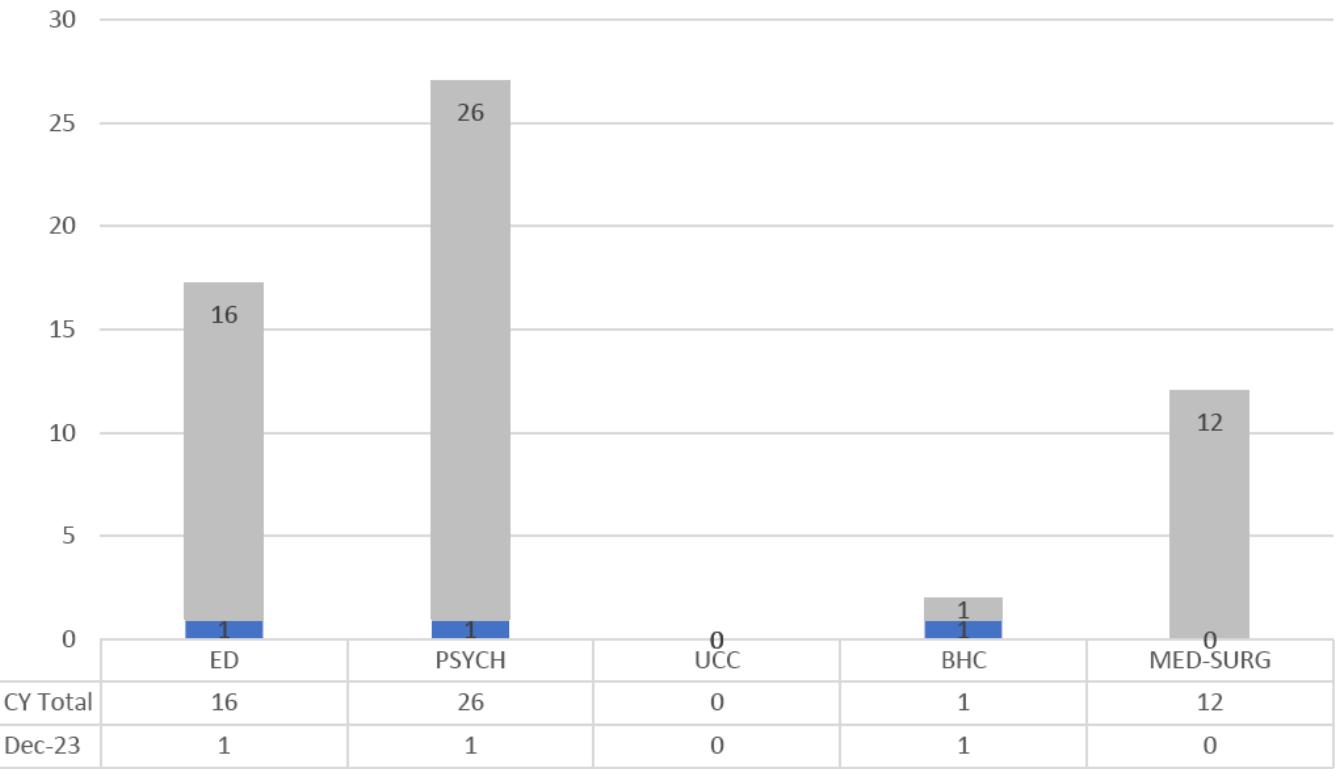
Workplace Violence Activity*

*Workplace Violence data is from ZSFG's SAFE system



**includes all verbal and physical threats, all physical contact, for all departments

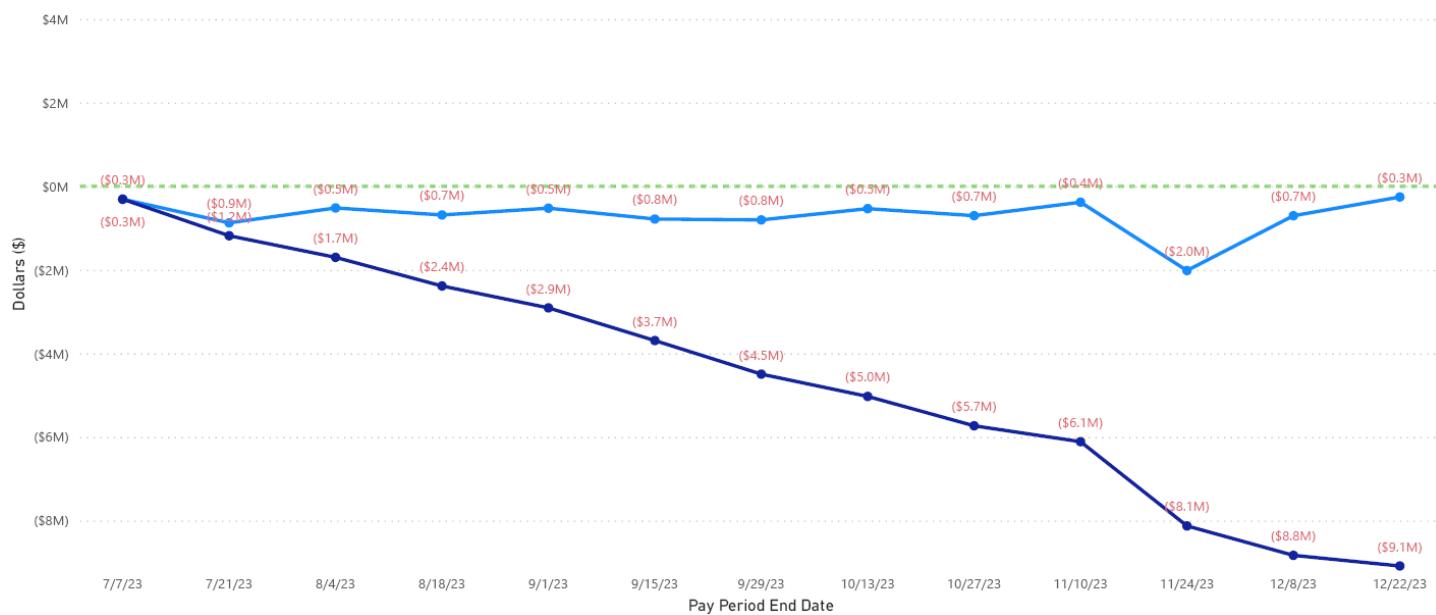
ZSFG Workplace Violence Physical Assaults with Injury CY 2023
(Previous month & total CY)



Variance Between Salary Expenditure and Budget by Pay Period and Year to Date (YTD)

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

● PP Variance ● YTD Variance



Commissioner Comments:

Commissioners Chow and Green asked for more information on how ZSFG and UCSF are using AI in healthcare. Dr. Ehrlich stated that use of AI is novel and important in the ZSFG population. AI uses EPIC data to identify patients with heart failure at ZSFG and helps clinicians provide education and interventions based on best practices. Based on a patient's issues, AI through EPIC will recommend medications and will also recommend that issues such as homelessness or food insecurity be addressed by the provider. After five years of putting this pathway into place, ZSFG went from being the worst to best performer in the state; ZSFG reversed disparity in Black/African American men with heart issues. Dr. Fuentes-Afflick stated that the focus of the UCSF School of Medicine retreat will be AI; UCSF wants to benefit from the technology without introducing new biases.

Commissioner Green asked what the most common diagnoses are bringing people into the ICU. Dr. Ehrlich stated that there is no unifying diagnosis in the surgical and medical ICU units.

6) ZSFG HIRING AND VACANCY REPORT

Emma Perez, SFDPH Principal Human Resources Analyst, presented the item.

Commissioner Comments:

Commissioner Green asked how the January cohort interfaces with the number of staff vacancies. Ms. Sanchez stated that the report shows the hiring manager needs in regard to training and experience for listed positions. She noted that training positions are .9FTE.

Commissioner Green asked if ZSFG is recruiting nurses from other areas of the hospital to fill the ED. Ms. Sanchez stated that all the newly filled positions in Section 4 are from external hires.

Commissioner Chow thanked Ms. Sanchez for the new charts which are easy to read.

7) MEDICAL STAFF REPORT

Gabriel Ortiz, M.D., Chief of Medical Staff, presented the item. He stated that his staff will make correct grammatical errors on the Medical Rules and Regulations, based on the written feedback the Commissioners submitted.

Action Taken: The ZSFG JCC recommended that the full Health Commission approve the following, with the understanding that LHH JCC members' questions and comments will be addressed prior to the full Health Commission approval.

- Department of OBGYN Rules and Regulations
- Department of Medicine Rules and Regulations
- Department of Urology Rules & Regulations
- Department of Ophthalmology Standardized Procedures

8) OTHER BUSINESS

This item was not discussed.

9) PUBLIC COMMENT

This item was not discussed.

10) CLOSED SESSION

A) Public comments on All Matters Pertaining to the Closed Session

There was no public comment.

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 ZSFG JCC unanimously voted not to disclose discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 5:20pm.