

Dan Bernal
President

Laurie Green, M.D.
Vice President

Edward A. Chow, M.D.
Commissioner

Susan Belinda Christian, J.D.
Commissioner

Cecilia Chung
Commissioner

Suzanne Giraudo ED.D
Commissioner

Tessie M. Guillermo
Commissioner

HEALTH COMMISSION CITY AND COUNTY OF SAN FRANCISCO

London N. Breed Mayor
Department of Public Health



Grant Colfax, MD
Director of Health

Mark Morewitz, M.S.W.
Executive Secretary

TEL (415) 554-2666

FAX (415) 554-2665

Web Site: <http://www.sfdph.org>

MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, April 26, 2022 3:00 p.m.
REMOTE MEETING VIA WEBEX EVENT**

1) CALL TO ORDER

Present: Commissioner Laurie Green, M.D.
Commissioner Cecilia Chung

Excused: Commissioner Edward A. Chow, M.D., Chair
Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Adrian Smith, Dan Schwager, Jennifer Boffi, Karen Hill, Basil Price
Lisa Winston MD, Lukejohn Day MD, Michael Gerchow, Sue Carlisle MD,
Terry Dentoni, Daphne Nguyen, Basil Price, Jim Marks MD, Leslie Safier, Dan Schwager, Aiyanna Johnson

The meeting was called to order at 3:03pm

2) APPROVAL OF THE MINUTES OF THE MARCH 22, 2022 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the March 22, 2022 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Daphne Nguyen, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Green congratulated ZSFG for remarkable work done on primary care provider notification, which has historically been a “bottleneck” in the process.

4) ZSFG QUALITY STRATEGIC IMPROVEMENT

Lukejohn Day, M.D., Chief Medical Officer & Terry Dentoni, Chief Nursing Officer, presented the item.

Commissioner Comments:

Commissioner Chung noted that the font size made it difficult to read materials. She was pleased that the indicators are moving in the right direction.

Commissioner Chung asked if it is possible to determine special events that had an impact on data. Dr. Day stated that analysis of the data showed that several weeks before the last surges, during the surges, and several weeks after the surges impacted the metrics most.

Commissioner Green asked whether goals were set too high for some of the metrics. She also asked if some of the star-related metrics are more heavily weighted. Dr. Day stated that ZSFG was ambiguous with its goal setting. Staff used data in literature to compare where ZFGH should be. There was no way to anticipate the level of staff shortages due to COVID-related leaves. Dr. Ehrlich noted that during its next Hoshin, ZSFG staff will address issues with star-related goals. She added that as a public health hospital, ZSFG’s star rating scores are heavily influenced by social determinants of health factors impacting the complexity of its patient population.

Commissioner Green asked when the results of the Hoshin will be reported to the ZSFG JCC. Dr. Ehrlich stated that the end of Summer is likely for the report-out. She added that plans have had to be repeatedly revised due to COVID-related issues. She noted gratitude for leaders such as Dr. Day who are using principal-based leadership while there have so many unexpected events.

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:

ZSFG Occupational Health Clinic Relocation

Effective April 6th, ZSFG Occupational Health relocated to Building 5, 4th floor, unit 4E and began offering the second COVID-19 vaccine booster to eligible San Francisco City Employees and UCSF Employees located at ZSFG who meet the CDC COVID-19 Booster guideline.

Eligible staff are:

- ages 50 or older, who received their last COVID-19 booster shot over 4 months ago; or
- 12 years and older and moderately or severely immunocompromised, who received their last COVID-19 booster shot over 4 months ago.

Many thanks to the OHS team for the continuous improvement to meet our patient and staff needs.

QUALITY

2. California Department of Public Health Survey

On April 14th, a CDPH surveyor visited ZSFG's campus in order to continue an investigation for a facility-reported incident regarding the delayed administration of Cefepime to a patient who developed sepsis and pneumonia. The case was reported in March 2021.

During the visit, the surveyor conducted interviews and concurrent record reviews.

Following the visit, the surveyor did not have any further requests for observation, interview or record review and did not make a conclusion or determination.

Our deepest gratitude to Julie Russell, Amy Logan, Shayda O'Hara, Jen Berke, Dr. Antonio Gomez, and Dr. Seth Goldman for their interviews, involvement in the case, and dedication to serving our patients!

QUALITY

3. AVON Breast Center Re-Accreditation and Designation as a Breast Imaging Center of Excellence

On March 23rd, The AVON Breast Center achieved re-accreditation in Mammography, Stereotactic Breast Biopsy, Breast Ultrasound and Breast MRI, which signals that quality standards have been met in all four modalities.

The Breast Center has been awarded the highest level of distinction and is designated a "Breast Imaging Center of Excellence" by the American College of Radiology. Only those centers who reach such a distinctive level appear on the ACR's "Accredited Facility Search" web page with a gold seal.

Many thanks to Nancy Toscano for her incredible leadership of the Breast Center through a difficult 2 years; to our Mammography Technologists for their constant attention to image quality and improvement; to Mike DeGuzman and our dedicated Breast MRI Technologists for their incredible work to improve image quality in breast MRIs; and to Rita Freimanis and our Breast Radiologists for their leadership and guidance through technical challenges and image review.

Congratulations to the AVON Breast Center for their amazing work and well-deserved designation!

EQUITY

4. LGBTQ+ Healthcare Equality Leader 2022

At the beginning of April, the Human Rights Campaign Foundation gave ZSFG a top score of 100 and the designation of "LGBTQ+ Healthcare Equality Leader" in their 15th anniversary edition of the Healthcare Equality Index (HEI). This is the nation's foremost benchmarking survey of healthcare facilities on policies and practices dedicated to the equitable treatment and inclusion of LGBTQ+ patients, visitors and employees.

The top score of 100 is based on the HEI detailed scoring criteria including:

- (1) Foundational Policies and Training in LGBTQ+ Patient-Centered Care
- (2) LGBTQ+ Patient Services and Support
- (3) Employee Benefits and Policies
- (4) Patient and Community Engagement

ZSFG was granted this designation for our equitable and inclusive care for LGBTQ+ patients and their families. In the last year, our hospital has hosted, partnered, and sponsored several large-scale community events targeting Trans and Non-binary individuals including the Transgender Day of Remembrance, Transgender Day of Visibility, the Trans March, the Trans Wellness & Holistic Fair and, through the Transgender Pilot Program of Behavioral Health Services, the annual Transgender Health Fair in addition to numerous online provider and patient education sessions supporting the LGBTQ+ community.

This designation demonstrates that ZSFG is committed to improving the health and wellness of our LGBTQ+ community and providing world-class care with equity, compassion and respect. It also shows our commitment to our expert, dedicated and hard-working staff and all of our community partners at ZSFG. With discriminatory healthcare legislation making its way through courts across the nation, providing and advocating for inclusive care for all is more important than ever and, once again, San Francisco and ZSFG are leading the way.

ZSFG is very honored to be recognized for providing LGBTQ+ centered patient care and for creating a welcoming and safe environment for all individuals on the ZSFG campus. Our deepest gratitude and congratulations to our Chief Medical Officer, Dr. Lukejohn Day, for his leadership in helping us obtain this designation, and many thanks to all of our staff who put our values into action every day.



CARE EXPERIENCE

5. Black Maternal Health Week Celebration

From April 11th-15th, ZSFG celebrated Black Maternal Health Week. The theme was “Building for Liberation: Centering Black Mamas, Black Families, and Black Systems of Care.” ZSFG joins all of our healthcare providers to help our patients claim the right to live and thrive despite racism, poverty, and structural policies that affect access to quality and equitable reproductive health care.

On April 13th, from 5:30 pm to 7:30 pm, the ZSFG Division of OBGYN created a virtual space of storytelling, centering the voices of Black birthing and parenting individuals in honor of Black Maternal Health Week. The viewers heard from mothers, Brandi Gates-Burgess, Breezy Powell, and Julie Harris, to learn about their experiences of Black birthing and parenting.

Many thanks to the Division of OBGYN for creating such a wonderful virtual celebration!

DEVELOPING OUR PEOPLE

6. ZSFG Annual Employee Celebration

Each year, ZSFG celebrates our staff's many years of service, via the Annual Employee Dinner. Though virtual again this year due to COVID-19, the Executive Team still sought to honor those who have devoted much of their working lives to ZSFG. Remarkably, these dedicated individuals have served our patients and our team for between 10 and 35 years!

The Executive Team honored staff during our monthly Management Forum. At the Forum, Susan Ehrlich, Chief Executive Officer, Jennifer Boffi, Chief Financial Officer, and Lukejohn Day, Chief Medical Officer, led the celebration while our list of honorees were on display. Susan Ehrlich then honored two people, one employed by DPH and one employed by UCSF, who have devoted decades of service and whose service is truly exemplary. This year, those two individuals were Ms. Cynthia Mande and Ms. Wynne Bamberg.

Ms. Cynthia Ma is a Senior Hospital Eligibility Worker who has dedicated 35 years of service to Patient Financial Services. Her enrollment and application assistance have been significant to some of the most impactful healthcare program changes over the years. She was part of the original Enrollment Unit team, created for the implementation of the Healthy San Francisco program in 2008, enrolling thousands of San Francisco residents into the new healthcare access program. She was also part of the same team for the Affordable Care Act implementation in 2014, providing application assistance to the multiple new programs that it provided. But it is not only that Cyndy has assisted countless patients, but that she has done it with patience, kindness, and respect.

Ms. Wynne Bamberg spent much of her tenure within the Department of Psychiatry, where she held a variety of roles ranging from projects related to research, education and program development. She then joined the School of Medicine Vice Dean's Office in 2013 as the Executive Assistant to the ZSFG Vice Dean and is currently the Communications Analyst. In this role, she is a passionate and dedicated leader whose communication, willingness to help, and commitment to our mission have served our UCSF and ZSFG communities, especially during the pandemic. Her contributions and commitment to our Diversity, Equity and Inclusion and other institutional initiatives exhibit a dedication to both ZSFG and UCSF's missions of innovation, education and clinical care.

Our deepest gratitude to Ms. Ma for her 35 years of service and to Ms. Bamberg for his 30 years of service! ZSFG would also like to thank and congratulate all the honorees for their incredible work and commitment to this organization, our patients and community. Our staff is our greatest asset, and we would not be the remarkable institution we are today without the amazing work they all do every day.

DEVELOPING OUR PEOPLE

7. 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!

National Doctors Day

March 30th was National Doctors Day! This is a day to come together to celebrate physicians and their contributions to the lives of their patients and communities. Without our incredible physicians, ZSFG would not be the outstanding institution it is today. Our greatest appreciation for all our physicians at ZSFG for their amazing work and service to our patients!

National Social Workers Month Awards

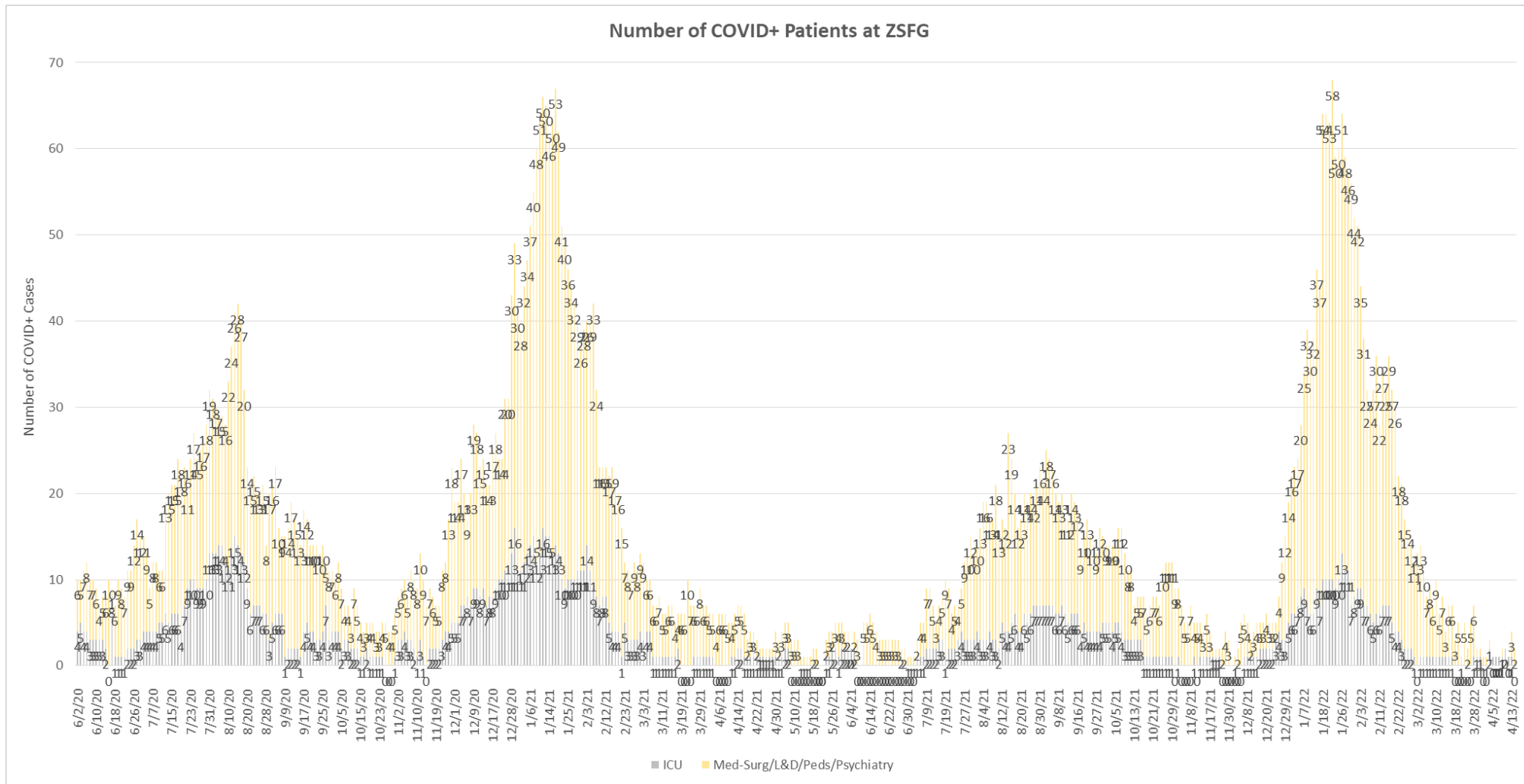
In honor of March being National Social Workers Month – Medical Social Services invited all ZSFG staff to place nominations for social work awards! On April 11th, the following Social Work Award winners were announced:

- Rigoberta Menchu Tum Integrity Award: **Selam Batti**, Inpatient – Neurosurgery SW
- Ida B. Wells Service Award: **Nicole Price**, Urgent Care SW
- Marsha P. Johnson Social Justice Award: **Naomi Thomas**, Emergency Department SW
- Grace Lee Boggs Importance of Human Relationships Award: **Sarah Davis**, Inpatient- L&D, Nursery, Pediatrics SW
- Bernie Whitebear Competence Award: **Amy Kwan**, 5M SW
- Bell hooks Dignity and Worth of a Person Award: **Maura Darrow**, Inpatient – Surgical ICU SW

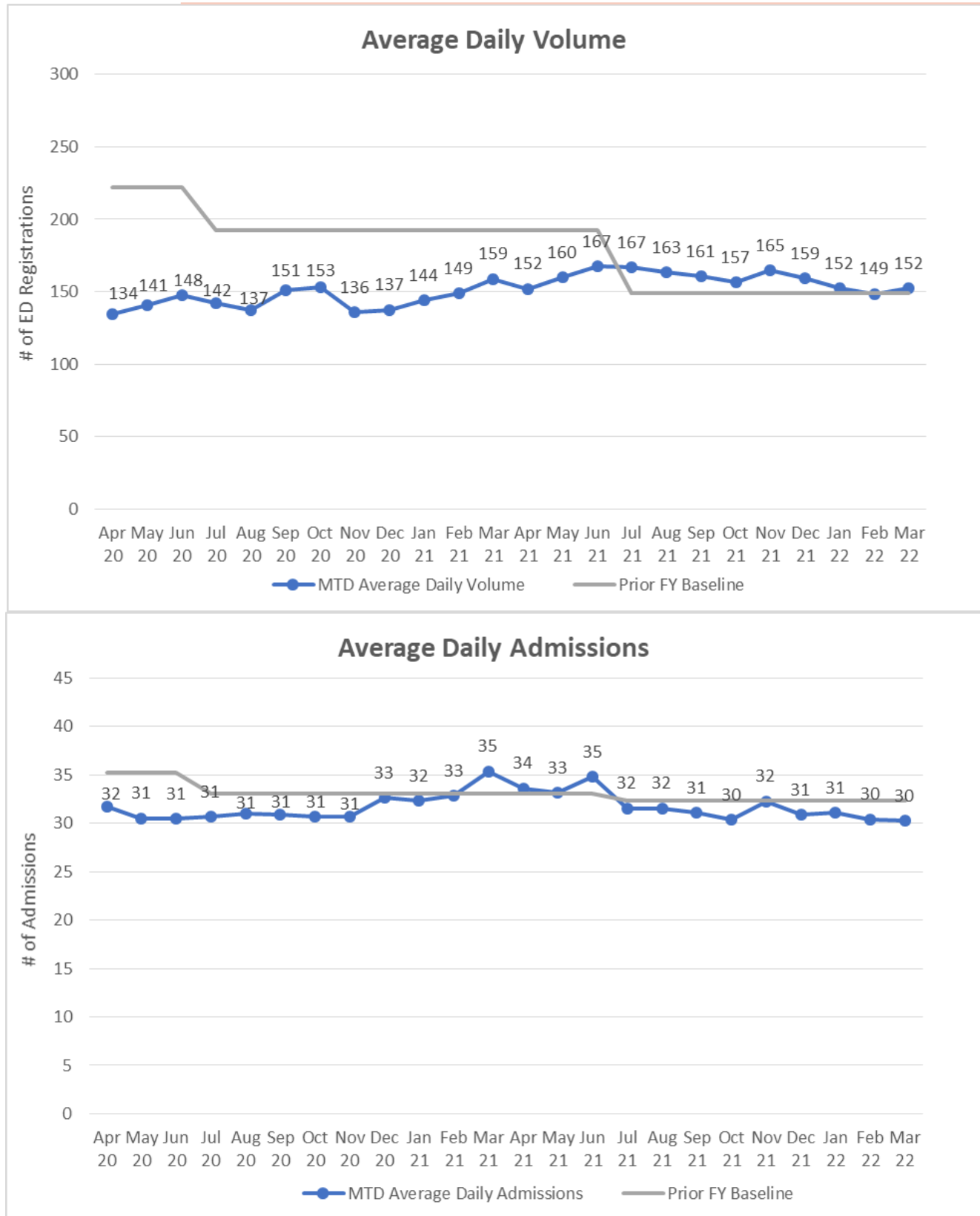
Congratulations to the winners and many thanks to all social workers for all that they do across our inpatient, outpatient, emergency department, and psychiatry settings!

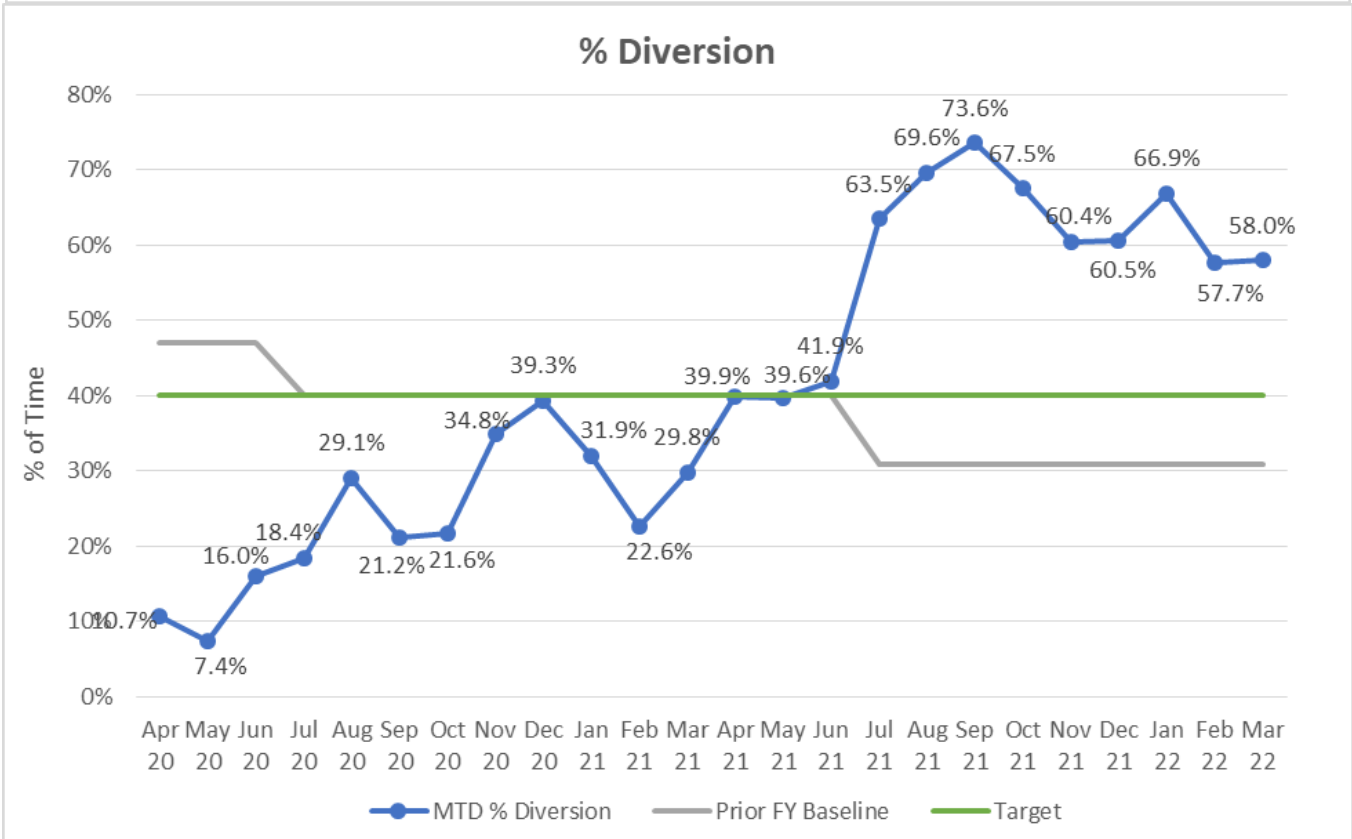
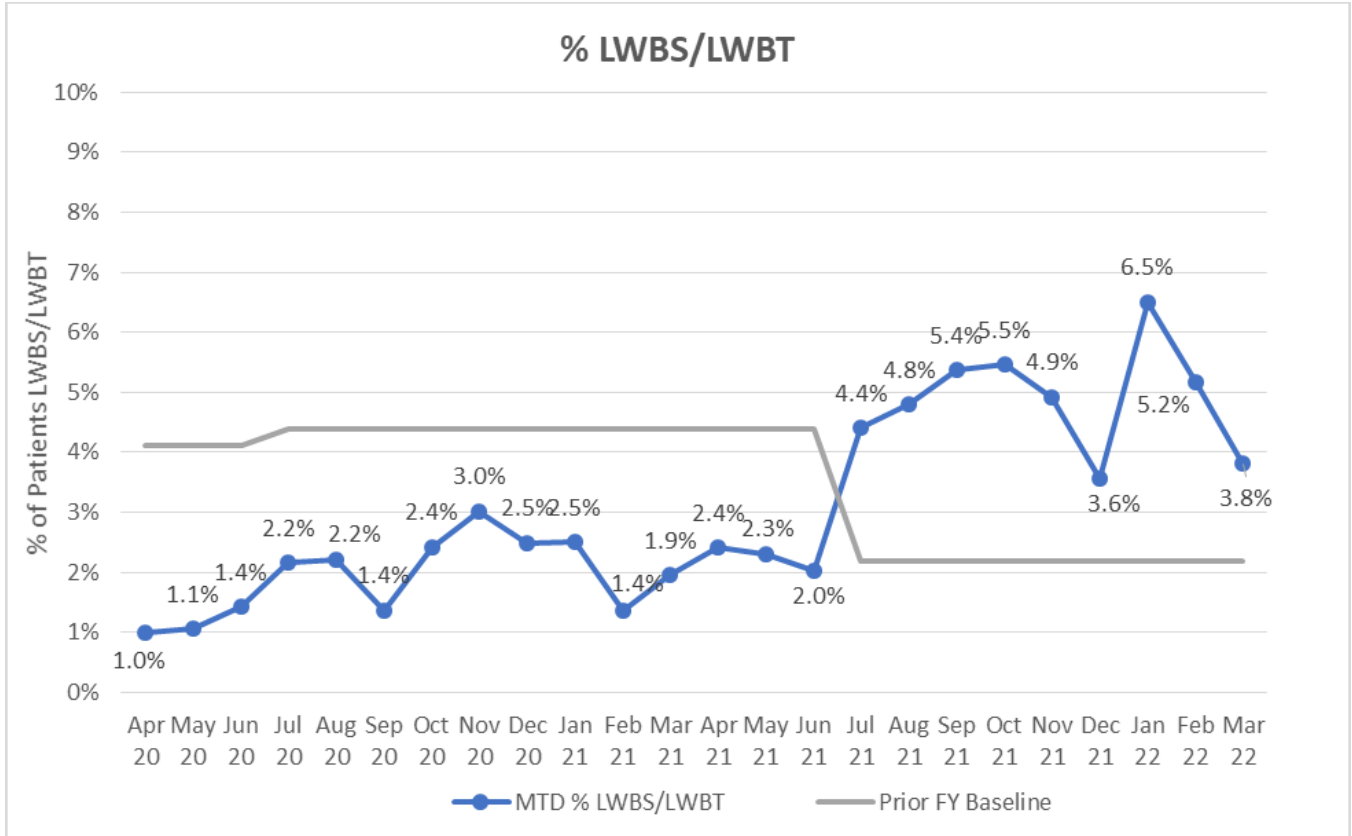
Many thanks to all our wonderful staff in all departments that go above and beyond to provide the highest level of care to our patients and community!

QUALITY ZSFG COVID+ Patients



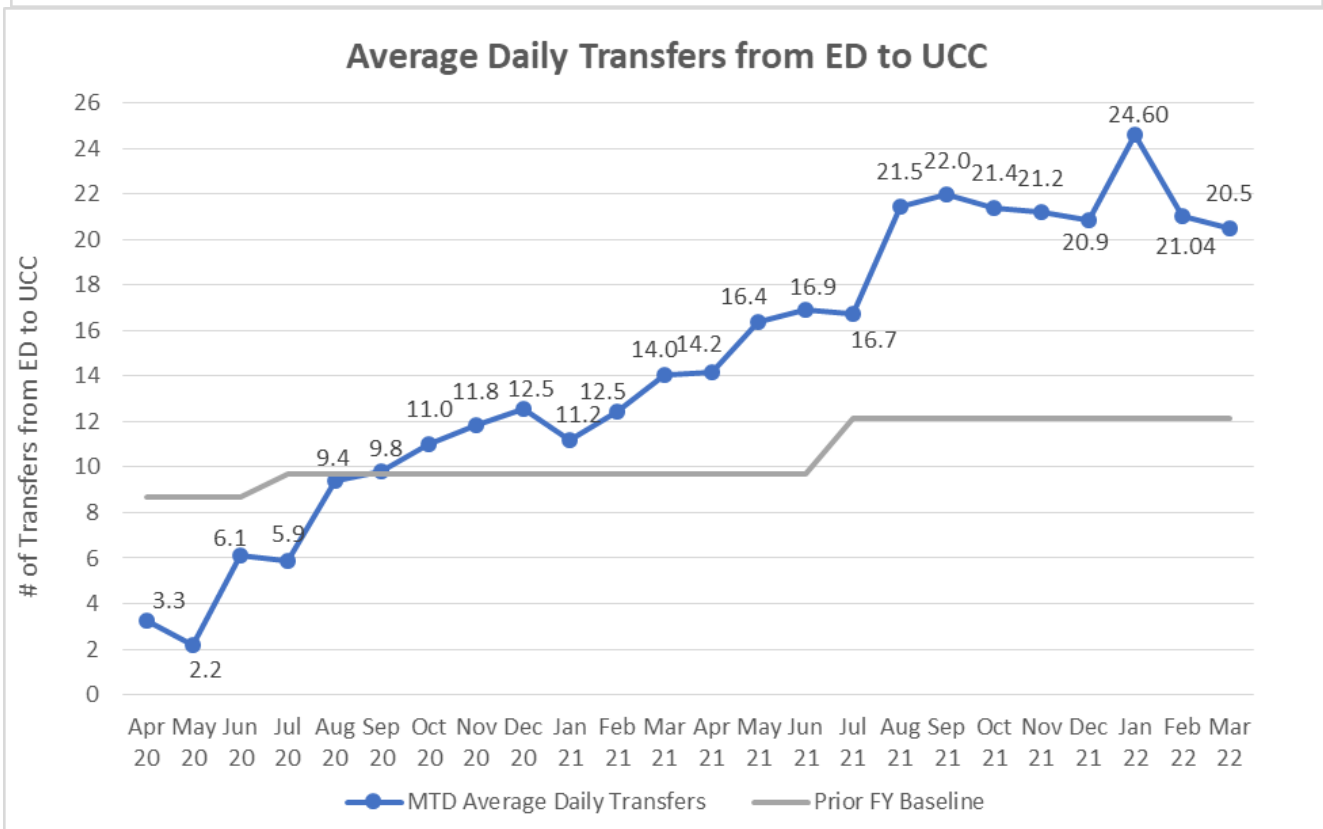
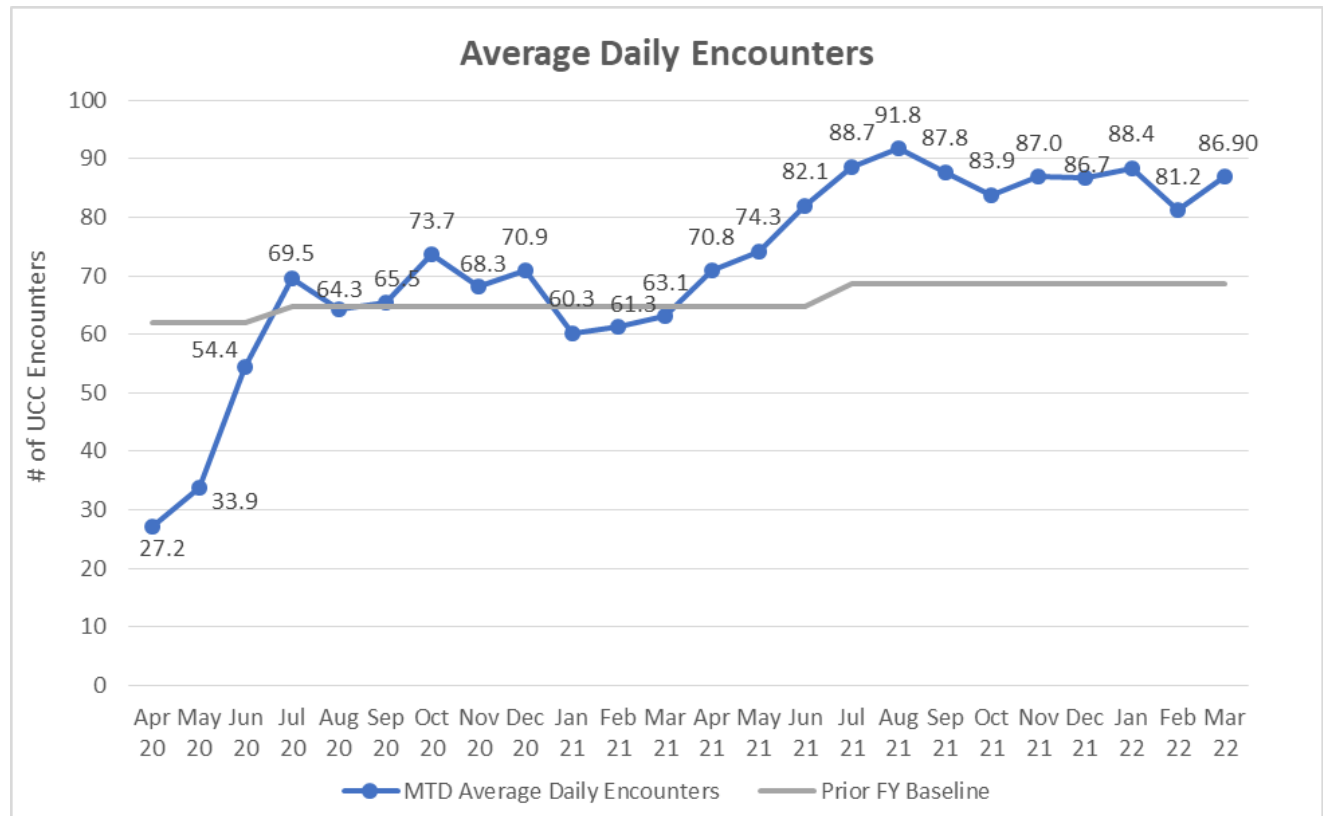
QUALITY Emergency Department Activities

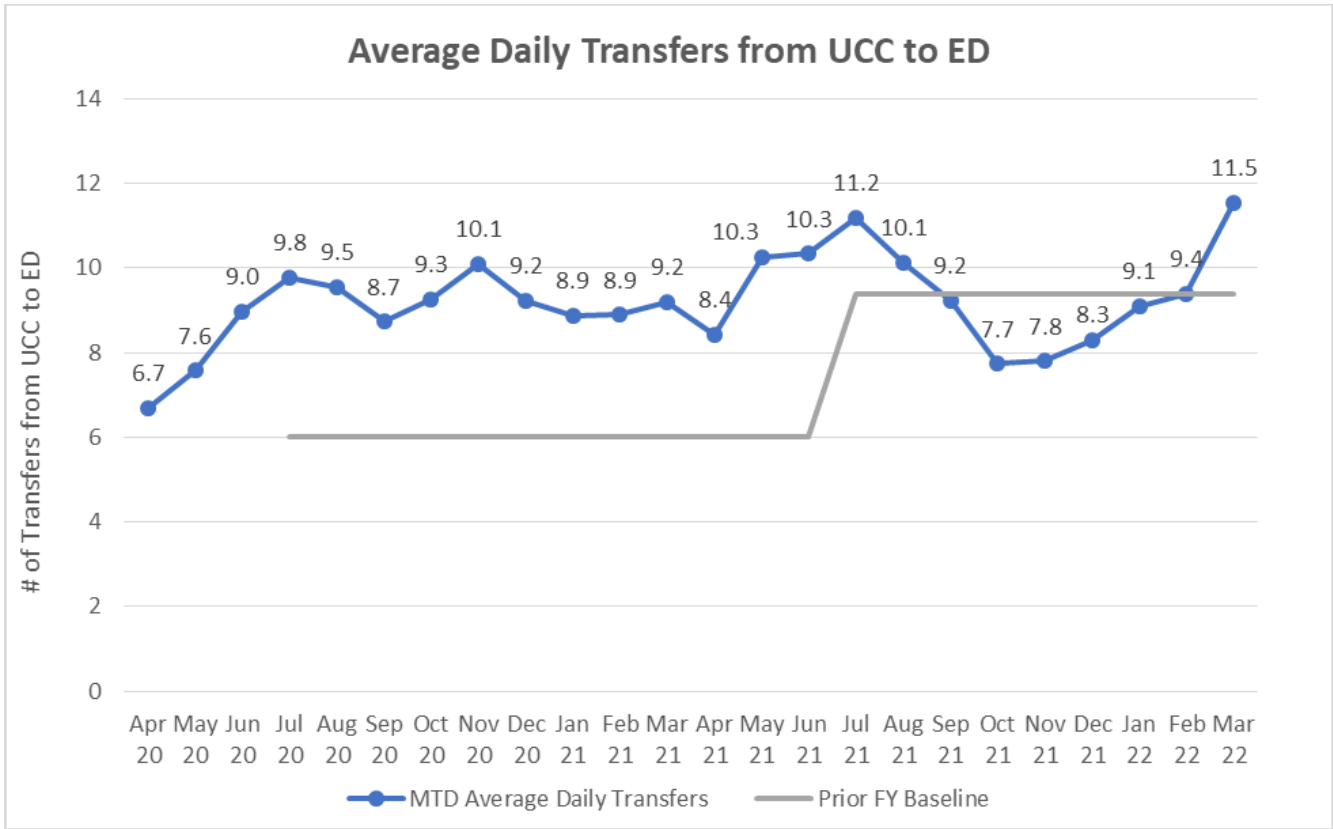




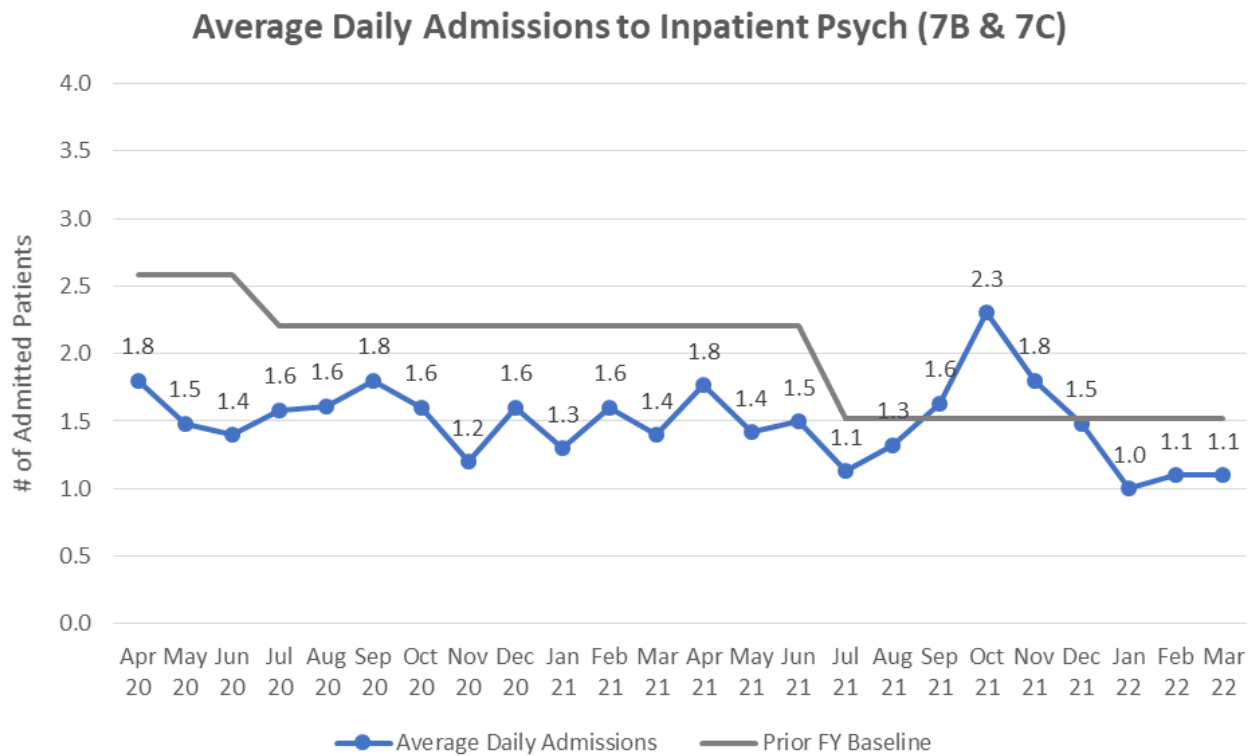
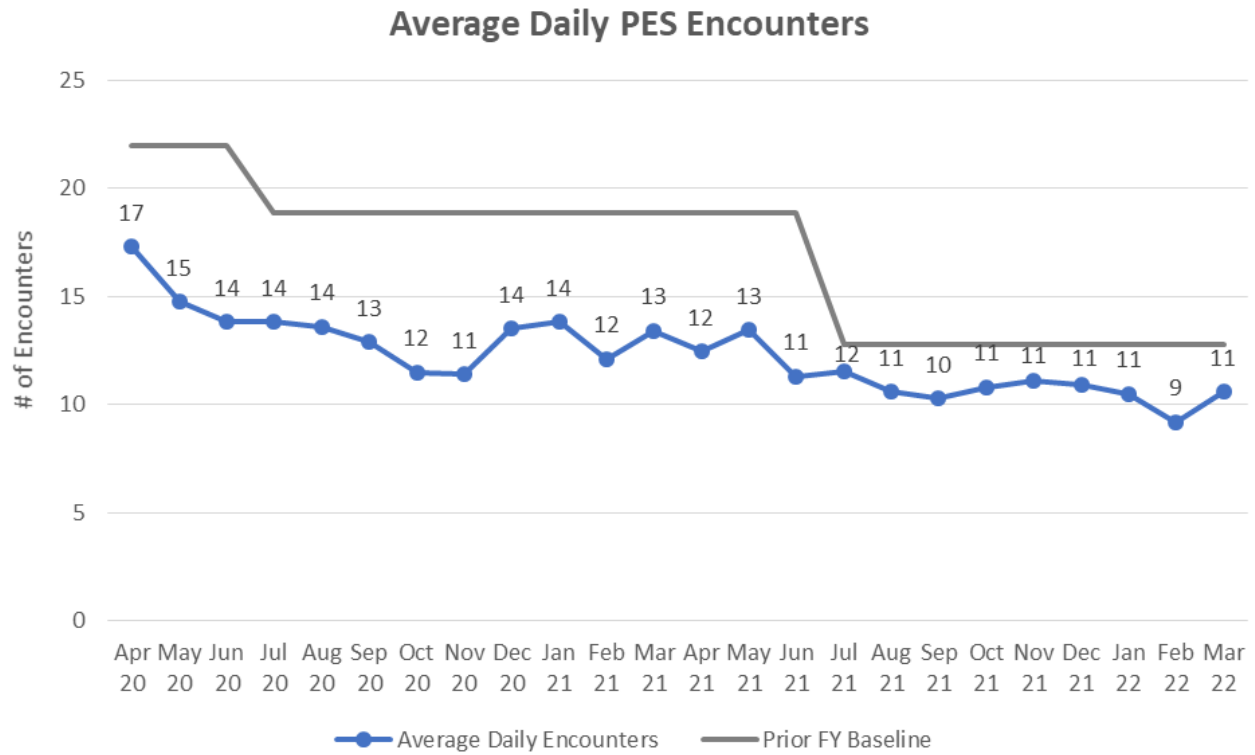
QUALITY

Urgent Care Clinic Activities

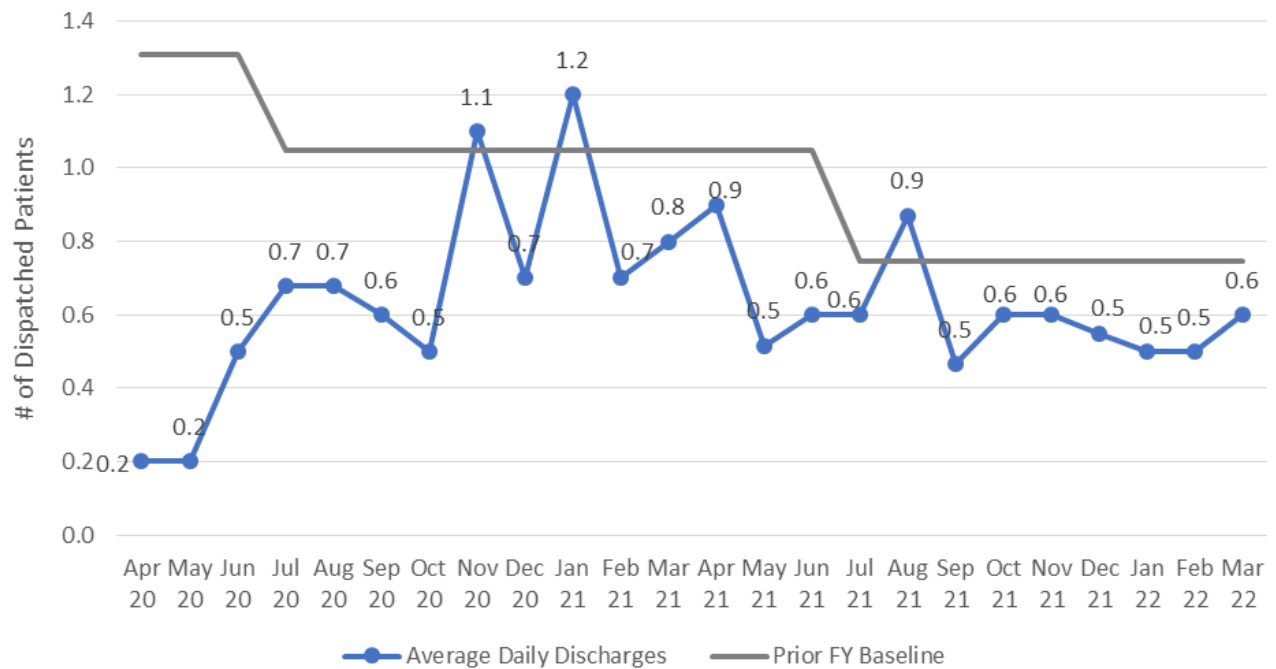




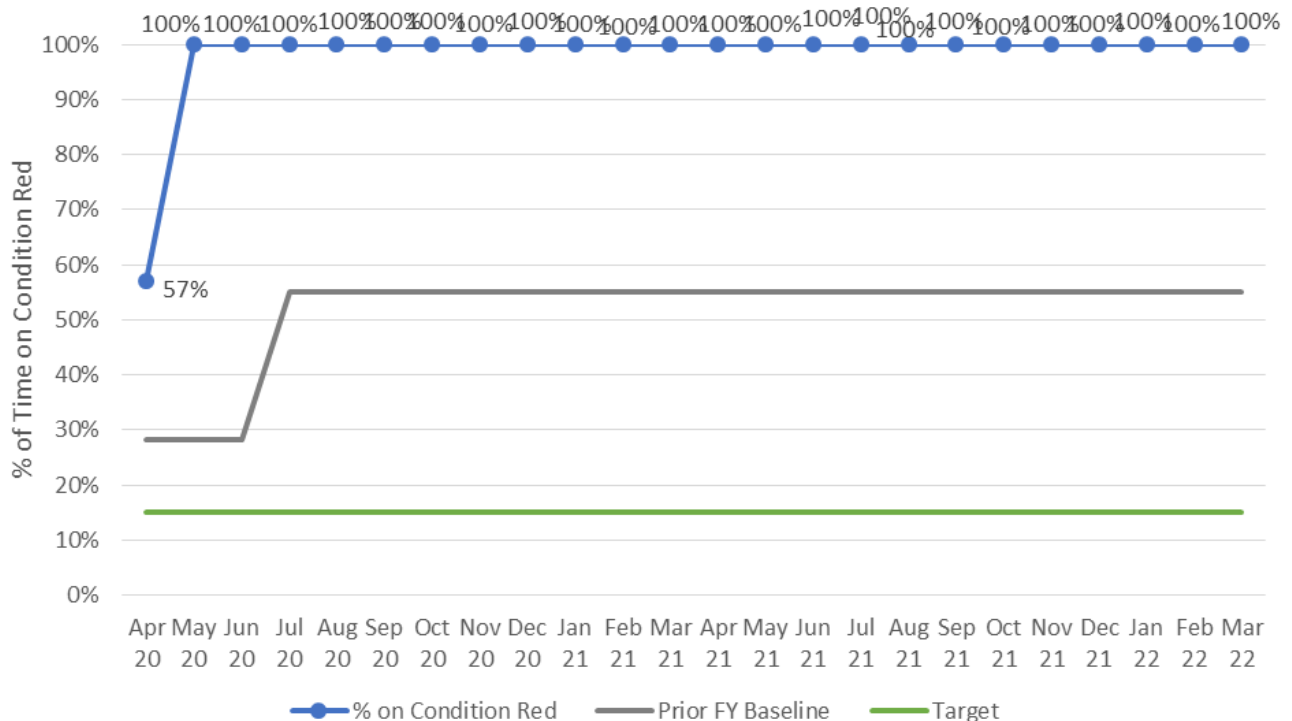
QUALITY Psychiatric Emergency Services Activities



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



PES Condition Red*



*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 167.45 which is 107.34% of budgeted staffed beds and 93.55% of physical capacity. 28.43% of the Medical/Surgical days were lower level of care days: 7.74% administrative and 20.69% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 28.00 which is 100.00% of budgeted staffed beds and 48.28% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 31.29 which is 104.30% of budgeted staffed beds and 48.28% of physical capacity of the hospital.

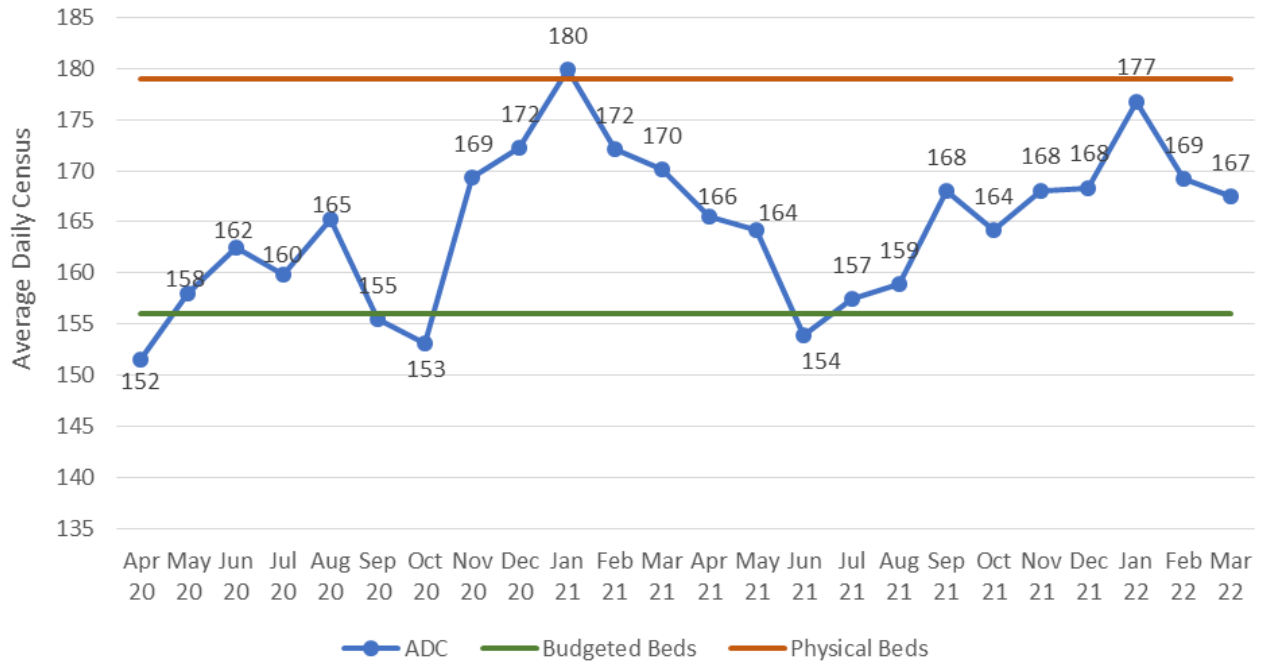
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 42.06, which is 95.59% of budgeted staffed beds and 62.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.68, which is 81.11% of budgeted staffed beds (n=7) and 47.31% of physical capacity (n=12). Utilization Review data shows 86.21% non-acute days (29.76% administrative and 56.45% non-reimbursed).

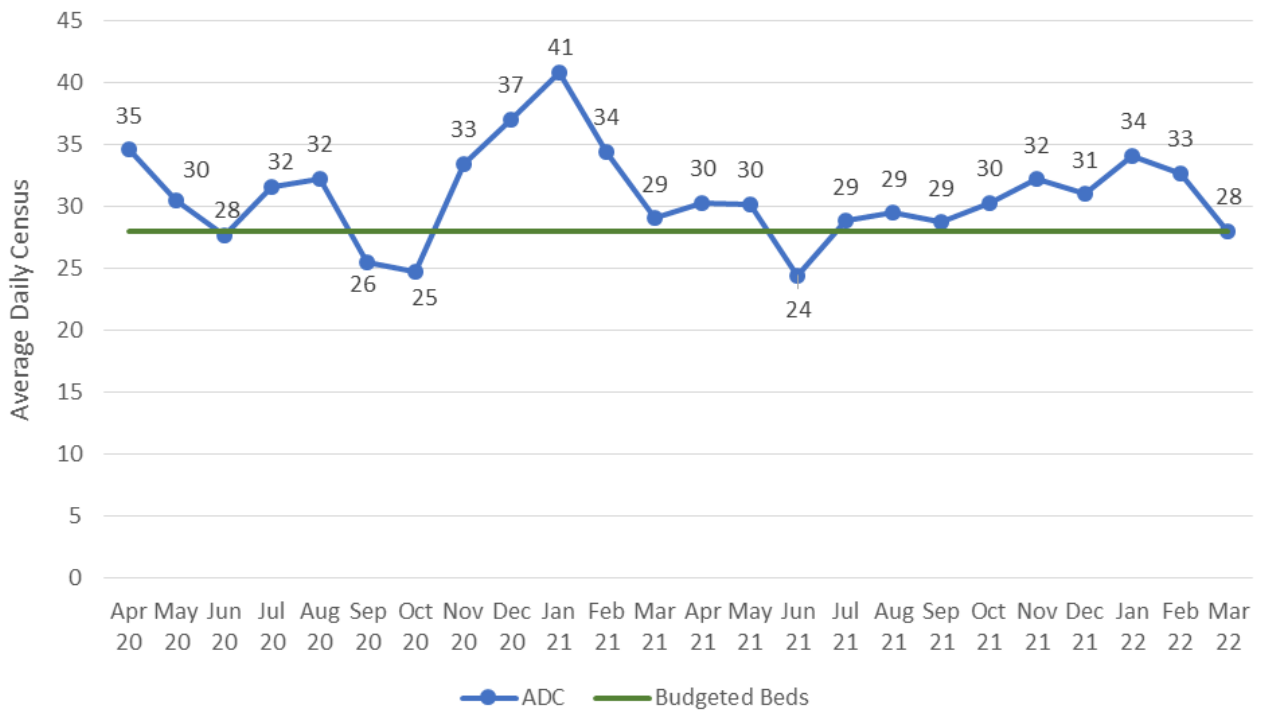
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.39, which is 101.38% of our budgeted staffed beds and 94.62% of physical capacity.

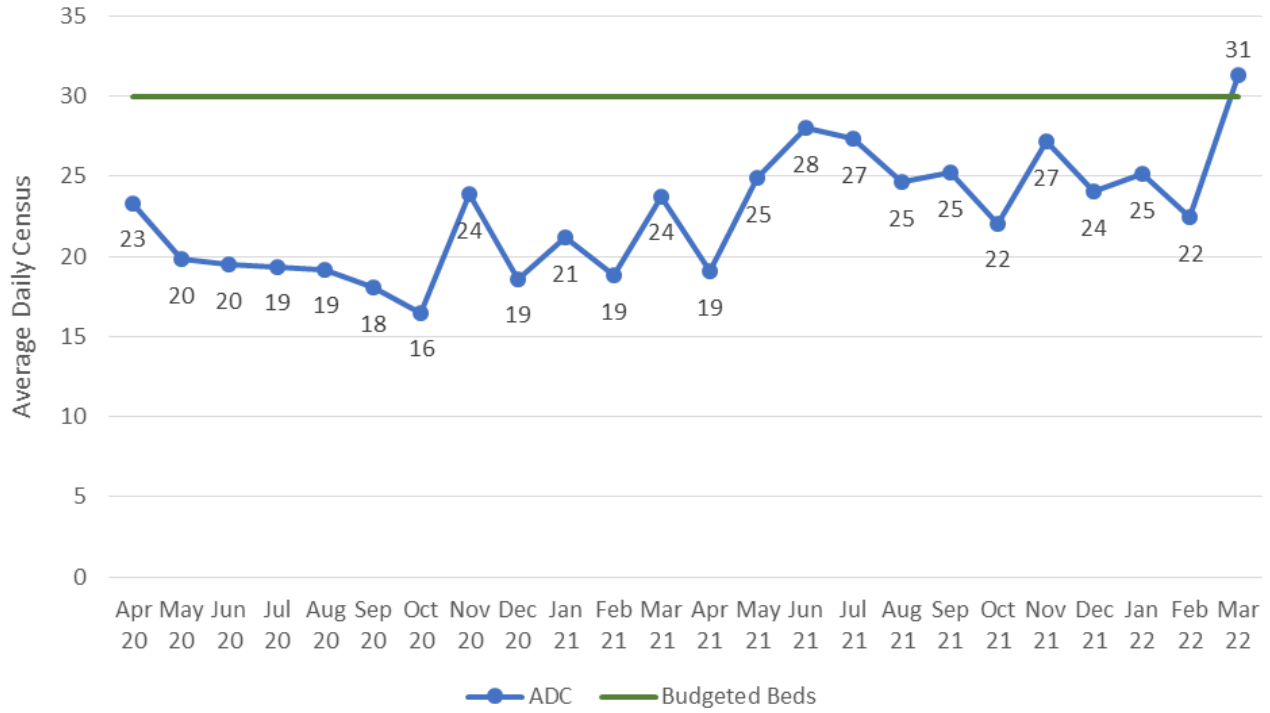
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



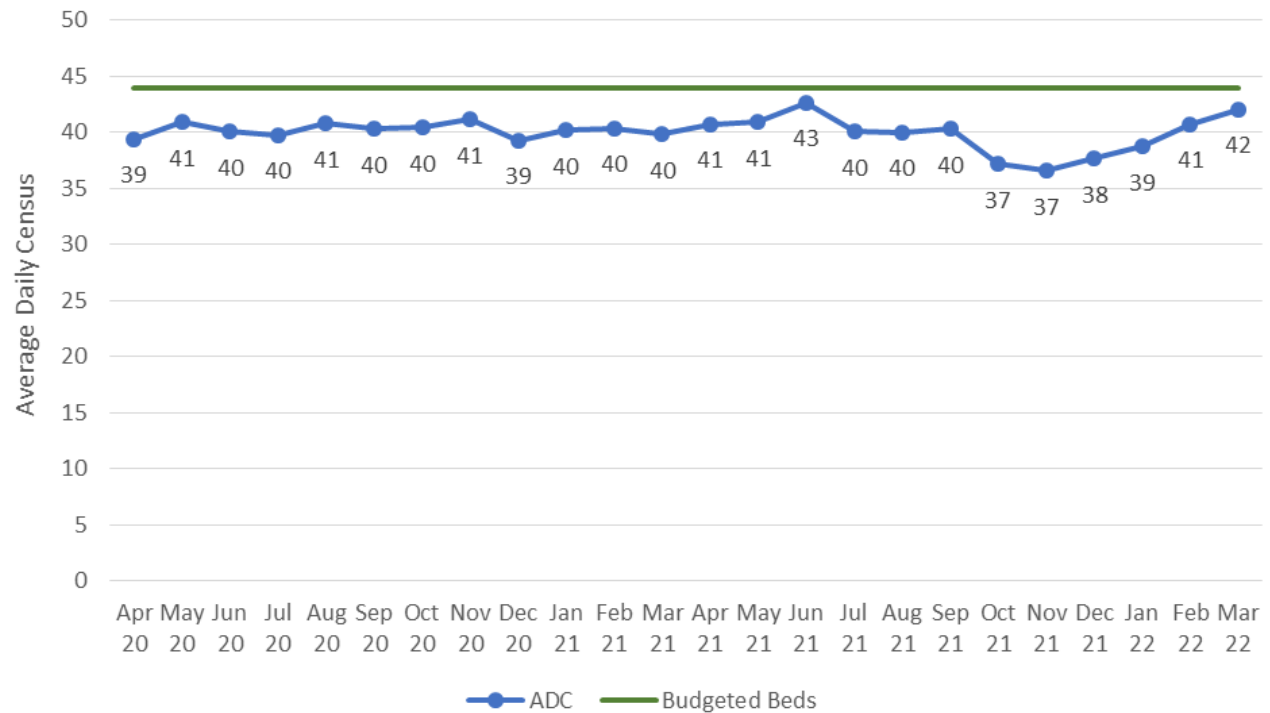
Intensive Care Unit Average Daily Census

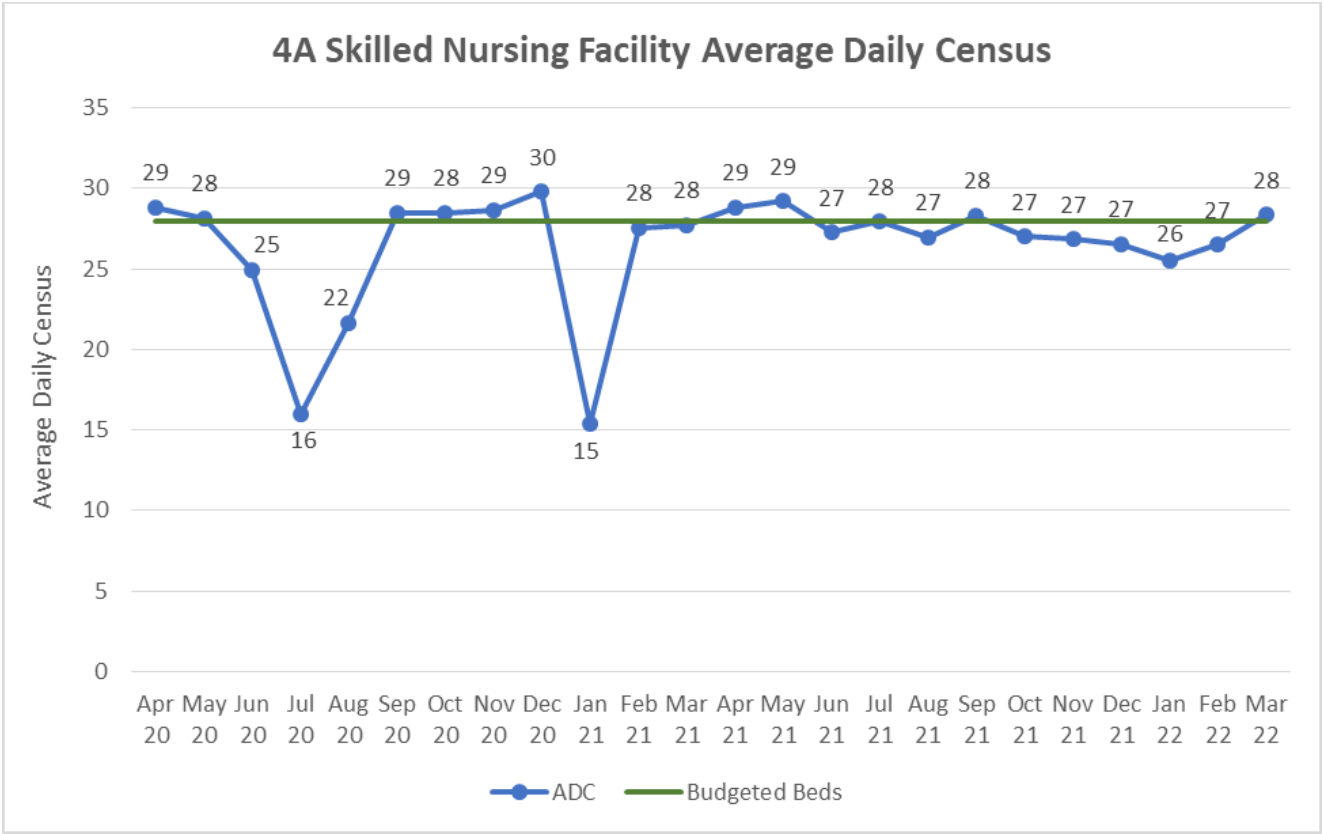


Maternal Child Health Average Daily Census

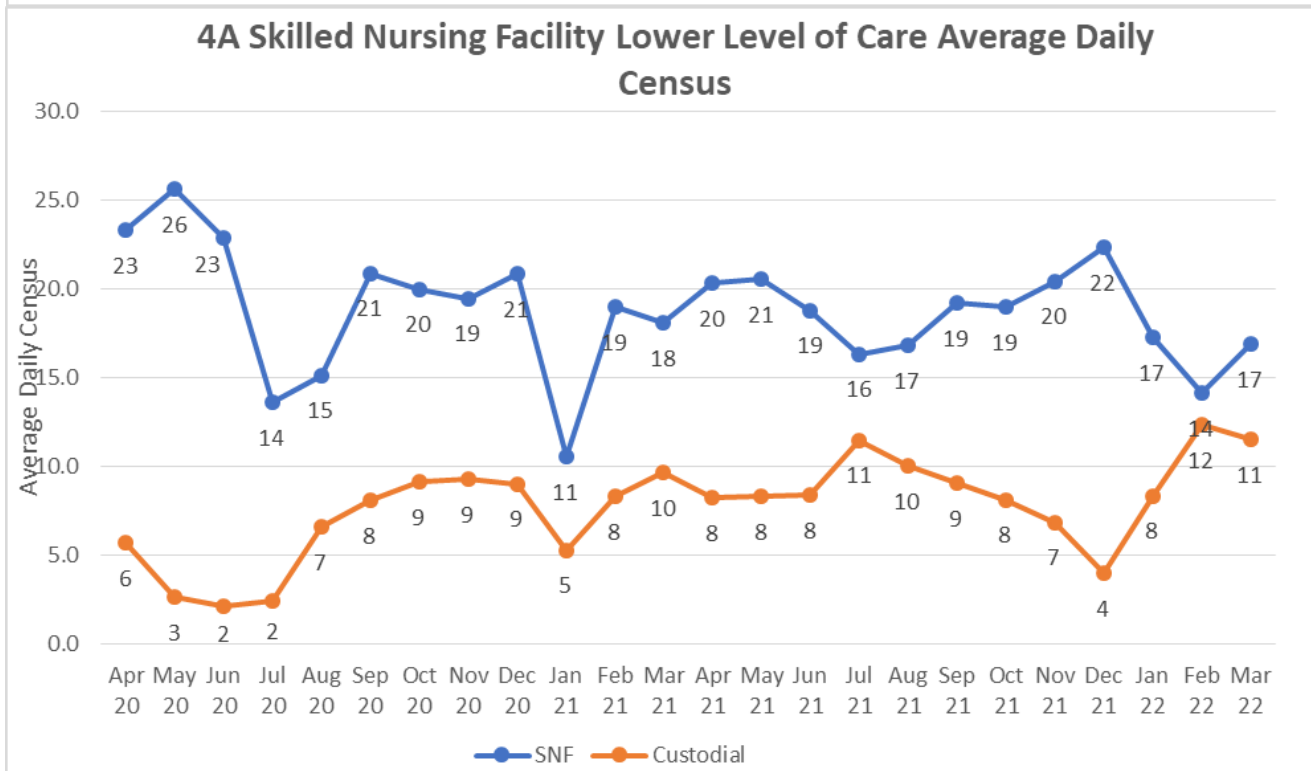
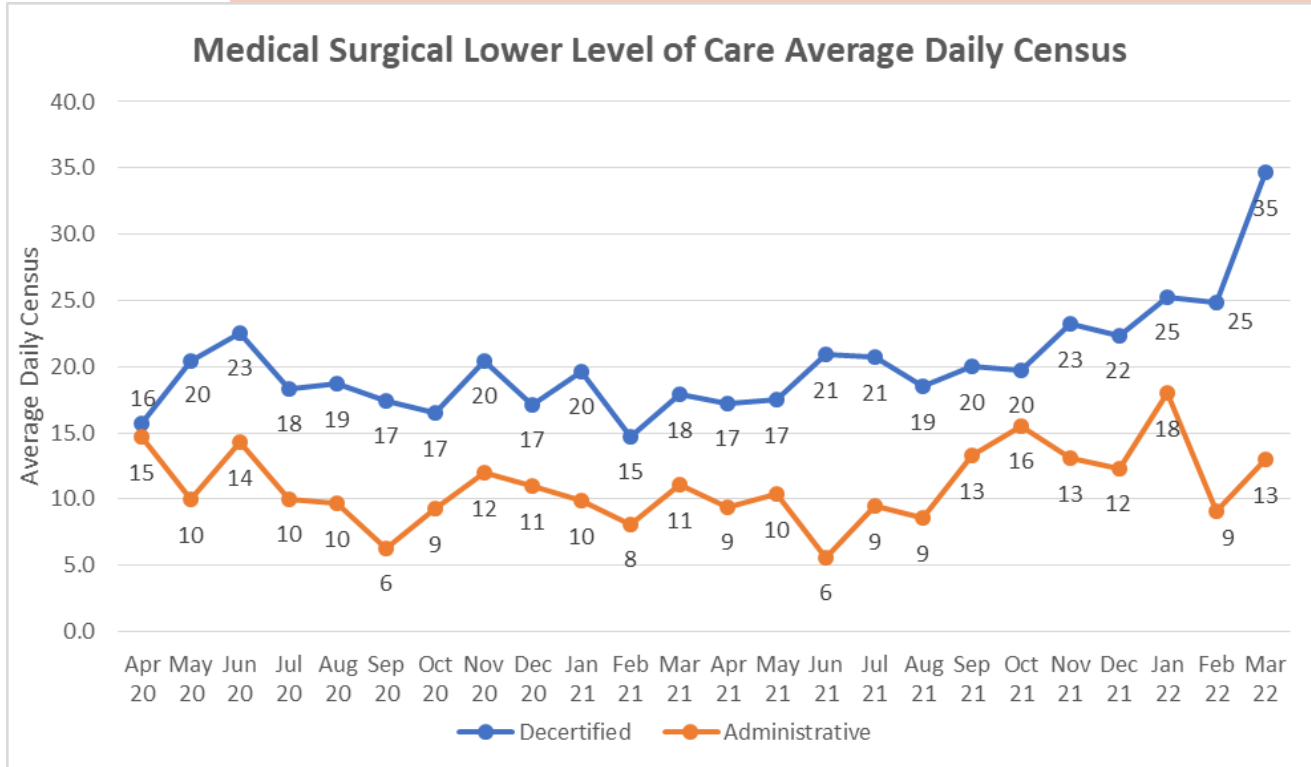


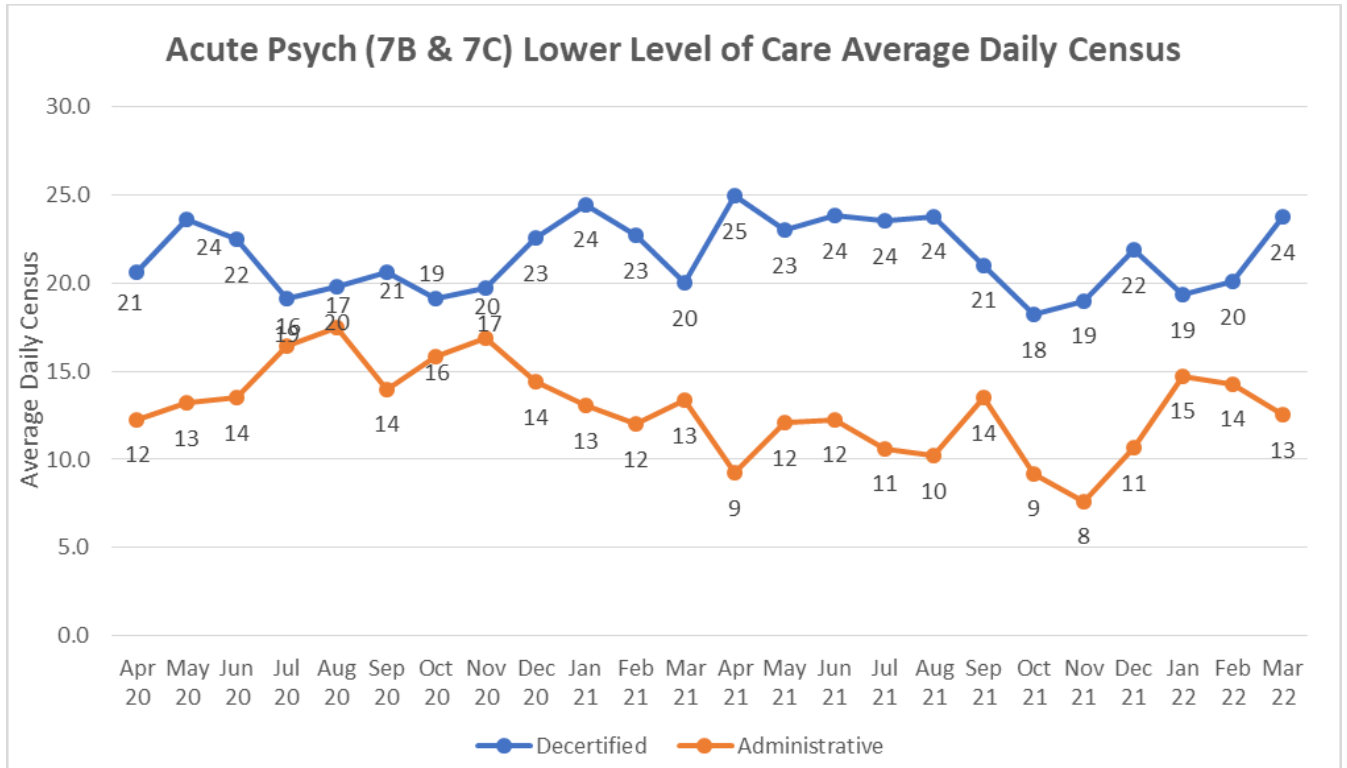
Acute Psychiatry (7B & 7C) Average Daily Census



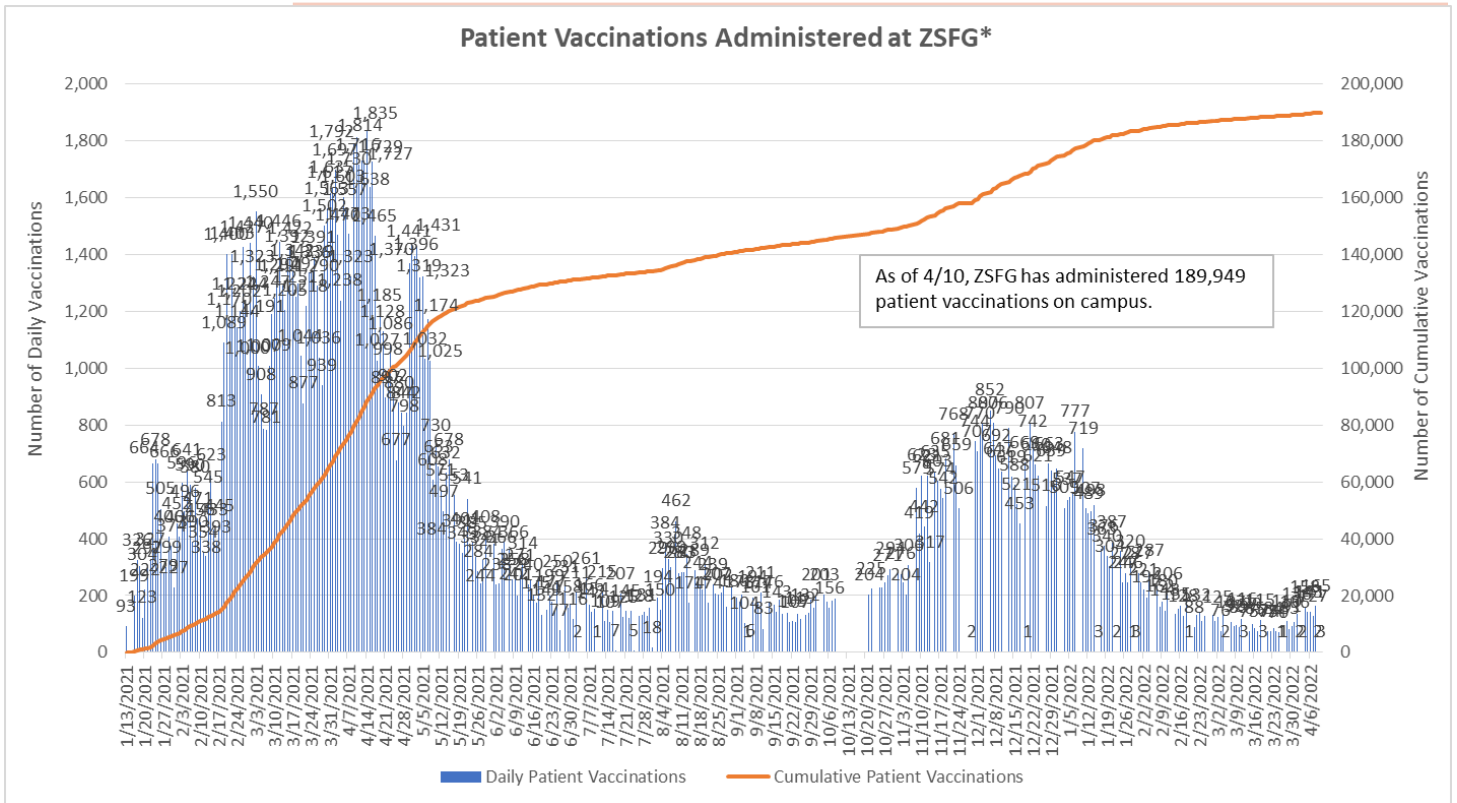


QUALITY Lower Level of Care Average Daily Census

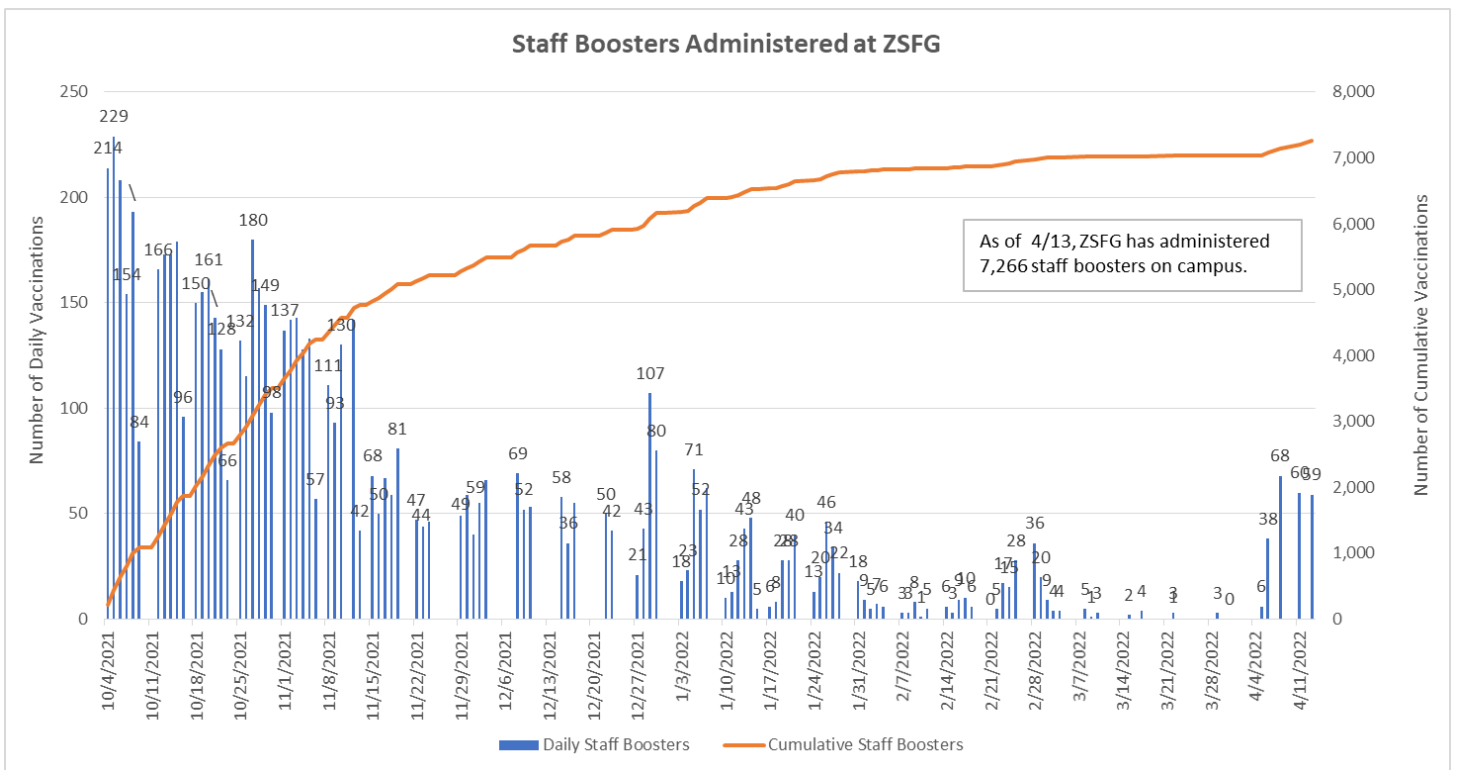




SAFETY COVID-19 Vaccinations Administered at ZSFG

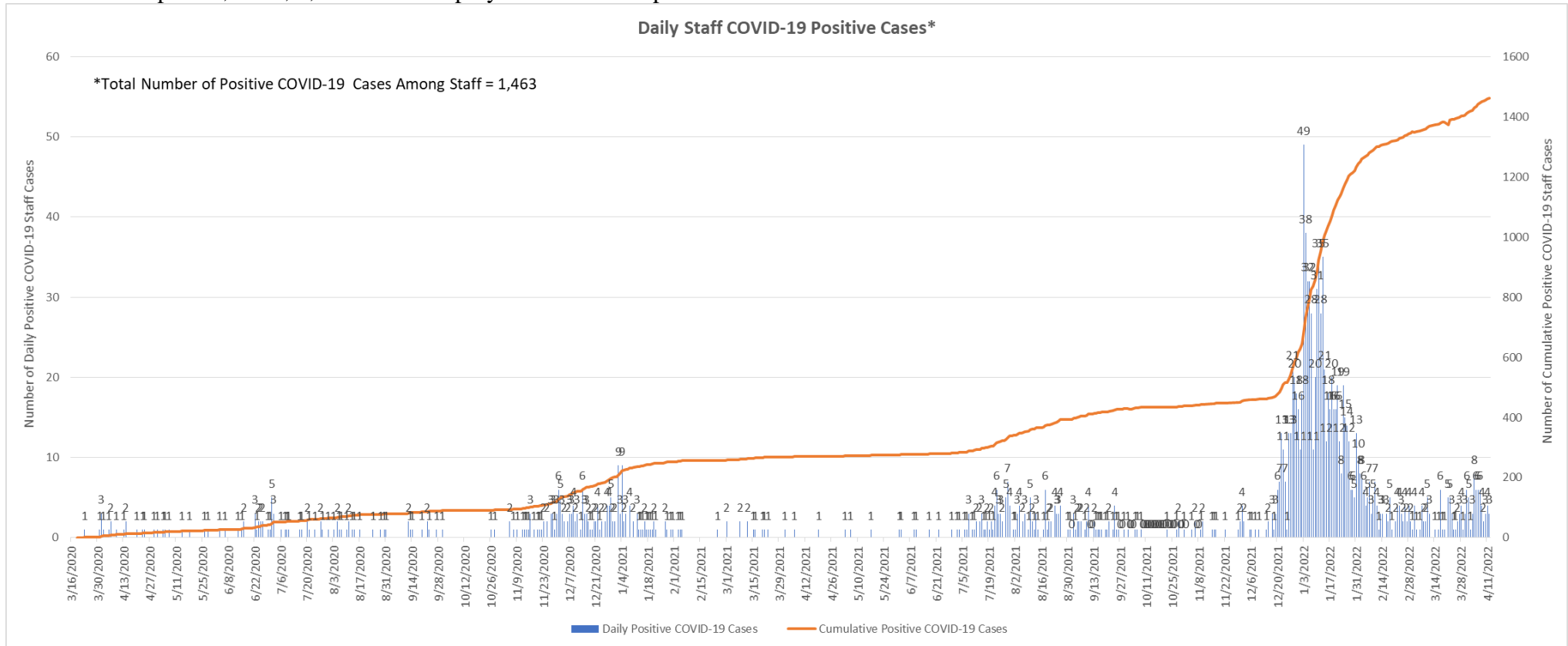


*Includes network-wide patients and members of the community.



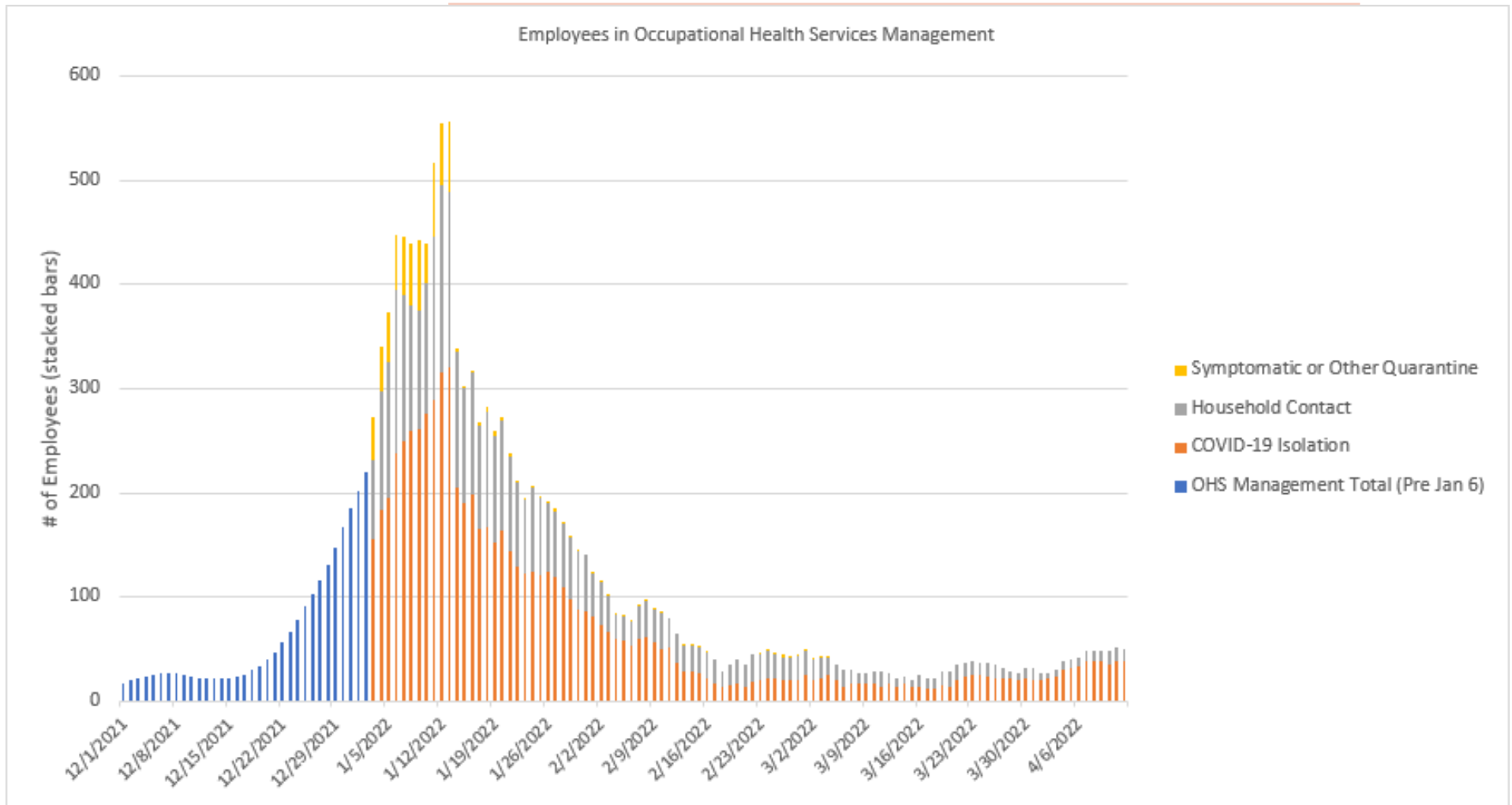
SAFETY Occupational Health COVID+ Staff Cases

As of April 11, 2022, 1,463 ZSFG employees have tested positive for COVID-19.



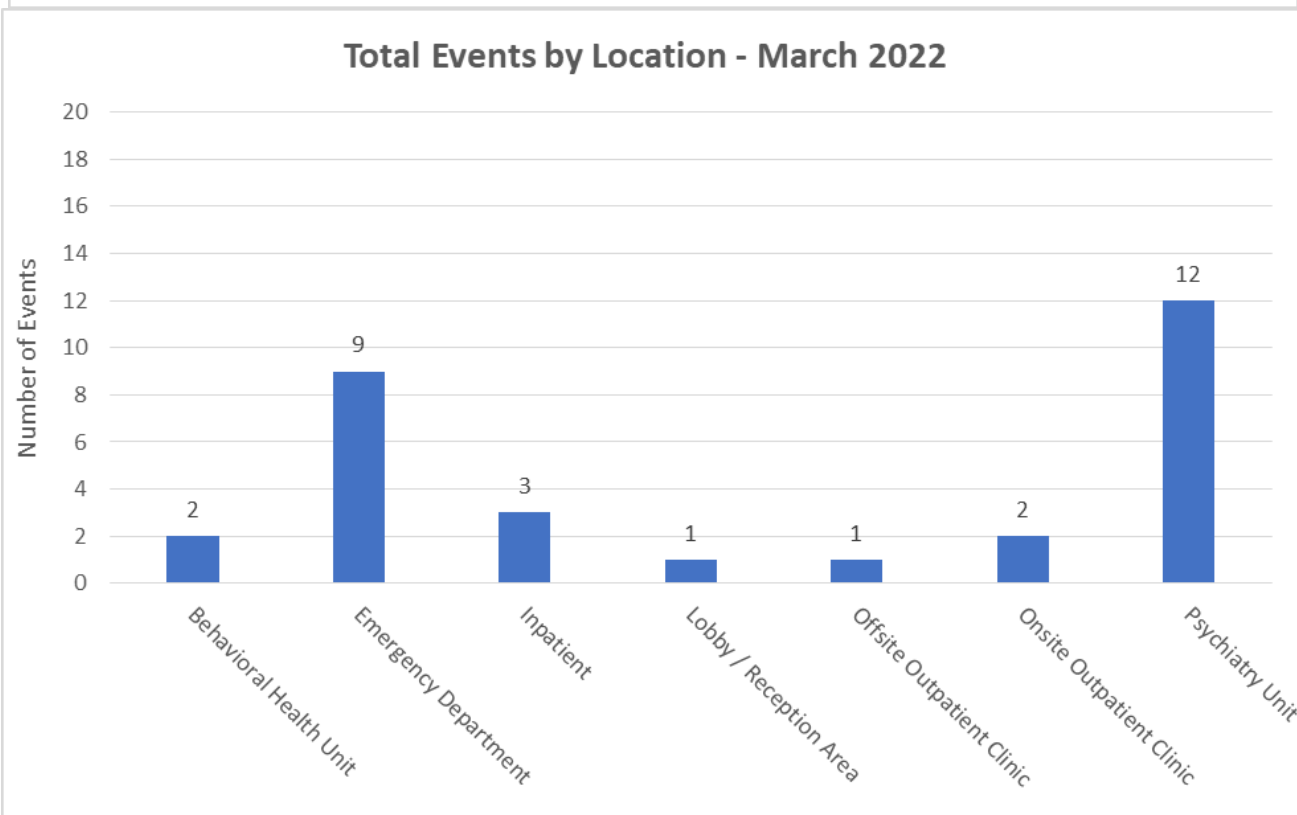
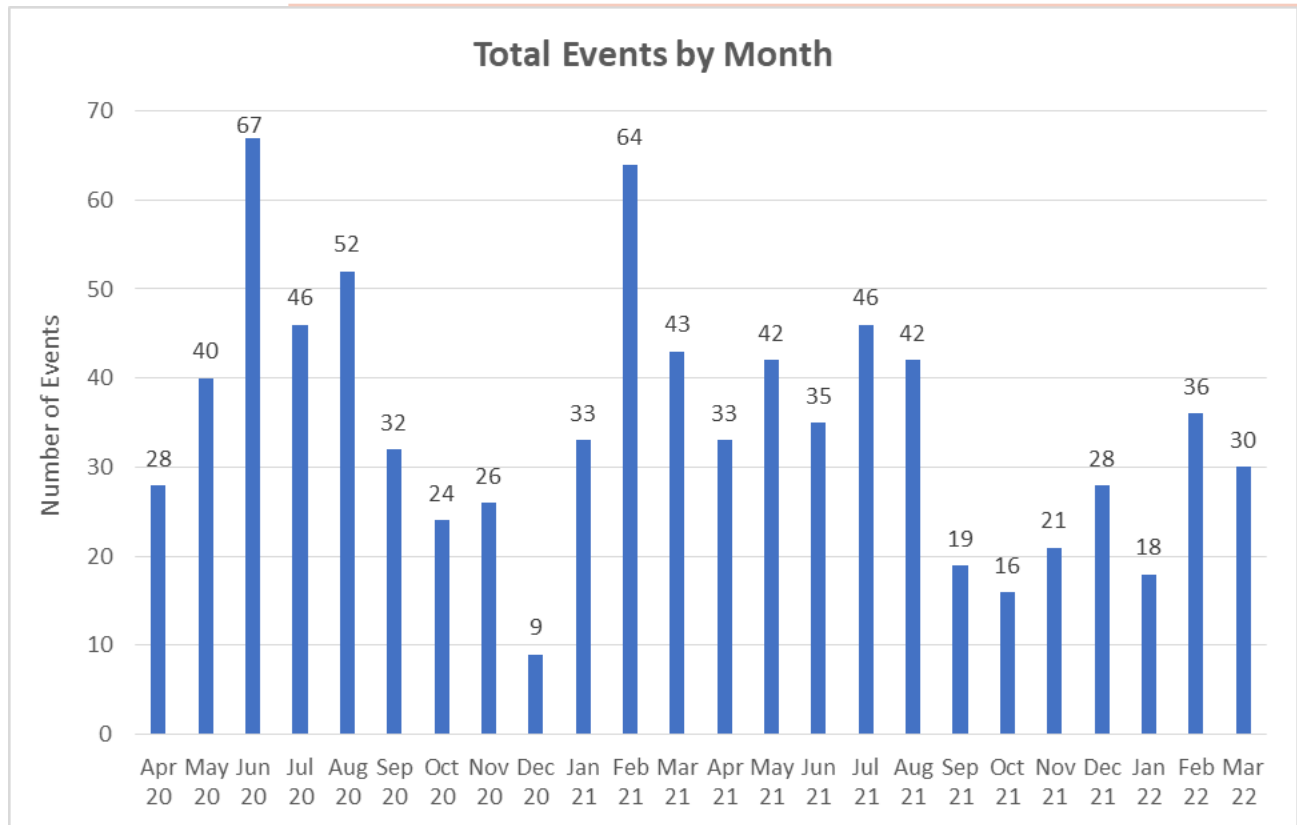
SAFETY

Occupational Health Work Status Restrictions



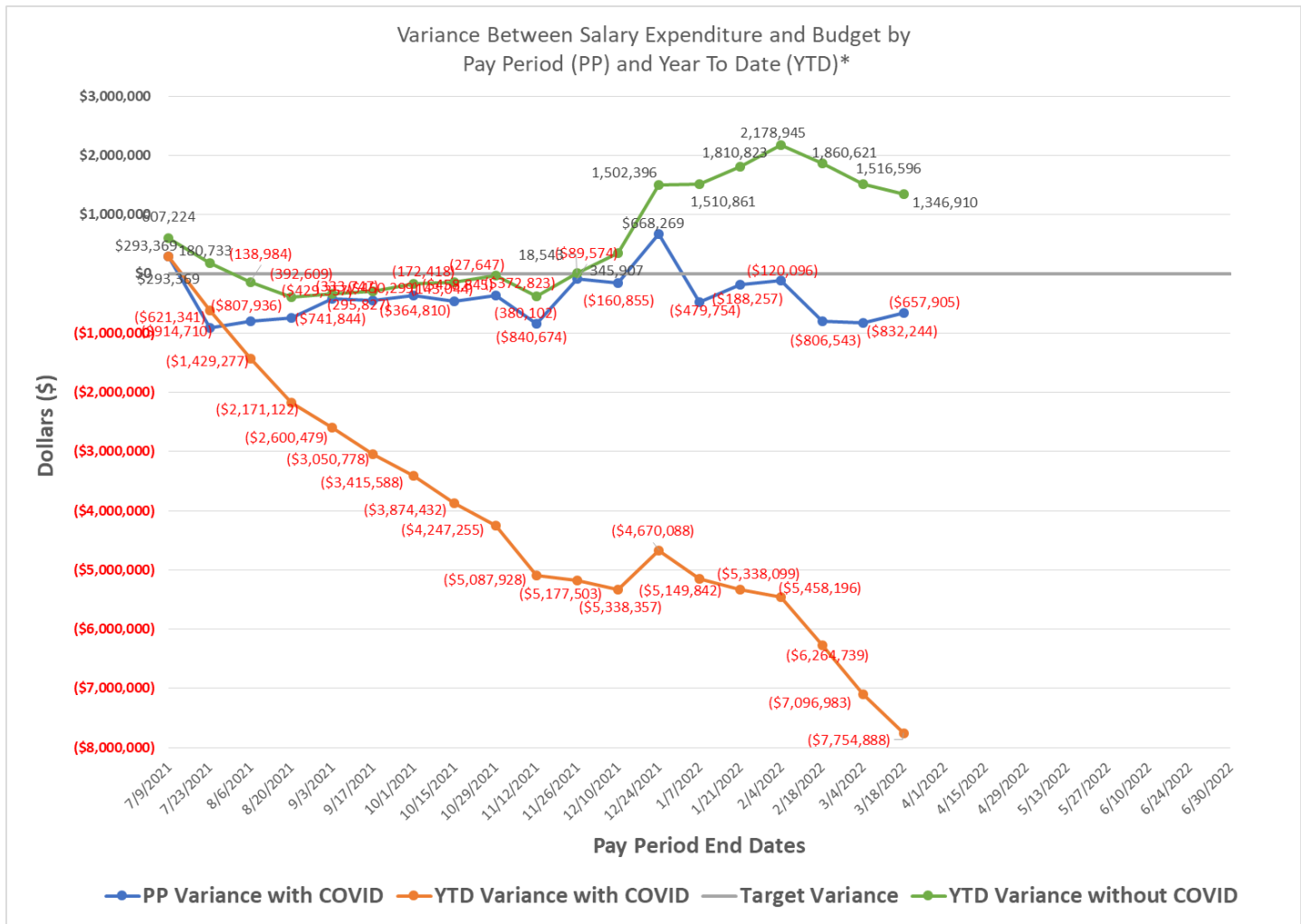
SAFETY

Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that the COVID-19 and other labor costs have not yet been separated out of our operating fund to be charged to the COVID-19 budget. Therefore, these variances will appear inflated. Below are the rough estimates for the expenses contributing to the inflated variance. The green line (above) represents what our YTD salary variance would have been without the pandemic.

No.	Cost	Amount
1	COVID Temp Hires (unbudgeted)	\$1,965,908
2	H48 COVID Staffing	\$415,200
3	H52	\$224,800
4	H58 (Non-COVID Census Project)	\$39,200
5	COVID Sick Time	\$6,456,690
	TOTAL	\$9,101,798

Commissioner Comments:

Commissioner Green thanked Dr. Ehrlich for the report and noted that the recent removal of mask mandates has impacted COVID-19 rates, which may impact ZSFSG patients.

6) ZSFG HIRING AND VACANCY REPORT

Karen Hill, Director of Staffing, DPH Human Resources, presented the item.

Commissioner Comments:

Commissioner Green asked how many weekly hours nurses need to work to earn benefits. Ms. Johnson stated that at 20 hours per week, staff earn benefits. She noted that only per-diem staff are not eligible to receive benefits.

Commissioner Green asked if there are concerns for hiring 100 additional positions in behavioral health. Ms. Hill stated that there has been a viable applicant pool; she noted that behavioral social workers have been the most difficult to hire.

7) MEDICAL STAFF REPORT

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

Commissioner Comments:

Commissioner Green thanked dr. Winston for the report.

Action Taken: The committee unanimously approved the Pulmonary Medicine Privilege list.

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 unanimously voted to not disclosed discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 4:36pm.