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## 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, June 28, 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, Karen Hill, Basil Price  
Lisa Winston MD, Lukejohn Day MD, Michael Gerchow, Jim Marks MD, Leslie Safier,  
Aiyanna Johnson, Andrea Turner, Terry Dentoni, Christopher Ross, Christina Bloom,  
Elena Fuentes-Afflick MD, Susan Brajkovic, Emma Uwodukunda

The meeting was called to order at 3:03pm.

#### **2) APPROVAL OF THE MINUTES OF THE MAY 24, 2022 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the May 24, 2022 meeting minutes.

#### **3) REGULATORY AFFAIRS REPORT**

Adrian Smith, ZSFG Chief Quality Officer, presented the item.

##### Commissioner Comments:

Commissioner Green asked if the complaint on page four represents a systemic issue or random sampling. Mr. Smith stated that this issue was from a very small sample of staff files reviewed.

Commissioner Chow noted that item 36 lists, "Pending Approval," and asked whose approval is pending. Mr. Smith stated that the surveyor writes a report and presents it to their supervisor, who may revise the final report findings. He noted that the supervisor has not yet reviewed the report for this item.

#### **4) FINANCIAL STEWARDSHIP STRATEGIC A3**

Jennifer Boffi, Chief Financial Officer, presented the item.

##### Commissioner Comments:

Commissioner Chow asked how the new tools help ZSFG leaders. Dr. Ehrlich stated that ZSFG managers previously did not understand what was in their budget. The new reports make fiscal data available, so managers better understand the fiscal aspects of their work.

Commissioner Green asked how confident ZSFG fiscal staff is with projects and asked for more information regarding reliable revenue sources. Ms. Boffi stated that ZSFG keeps current with marketplace trends in staffing; she also acknowledged that there are many elements of which ZSFG has no control. ZSFG does control its core operations and effectively managing its resources. The new systems enable queries of Medi-Cal and Medicare records. She also noted that the 340B program has been successful. She also added that quality outcomes help bring in revenue too.

Commissioner Green asked how managers were trained to uniformly understand the system and data given to them. Ms. Boffi stated that new managers receive individual training with Finance Directors to understand the data and aspects of operations. Ongoing support is also given.

#### **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 COVID-19 Guidelines***

As of May 23<sup>rd</sup>, ZSFG's guidelines for N95 and mask use, meetings and gatherings for staff, and meetings with patients were updated. For N95 and mask use:

- Staff may opt to wear an N95 when providing direct care for patients who are not in respiratory isolation. At a minimum, both staff and patients will wear isolation masks.
- Staff may opt to wear an N95 when in contact with other staff. At a minimum, staff will wear an isolation mask when in contact with other staff in indoor spaces.
- Staff who are undergoing serial testing at OHS after close contact to a person with COVID-19 are strongly recommended to wear an N95 when in contact with either patients or other staff.
- Staff with mild symptoms who are cleared for work by OHS after an initial negative COVID-19 test are strongly recommended to wear an N95 until 1) confirmatory testing is negative AND 2) symptoms resolve.
- Staff will continue to wear fit-tested N95s when providing direct care for patients in respiratory isolation.

For meetings and gatherings of staff, in-person meetings are permitted as long as the following rules are observed:

1. Mask guidelines will be observed at indoor meetings.
2. Normal room capacity limits are in effect but must not be exceeded. For room with natural ventilation from the outside, opening windows during meetings or gathering is encouraged to improve ventilation.
3. No food or drinks are permitted at indoor meetings or gatherings.
4. Food and drinks are permitted at outdoor gatherings.
5. The maximum number of attendees is based on the normal parameters for the outdoor location. Staff may opt to wear masks at outdoor gatherings.

Finally, for meetings involving patients, indoor patient meetings for educational and support groups are permitted so long as:

- There is a maximum of 15 patients;
- All participants wear facility-approved masks; and
- No food or drinks are had during the meeting.

## EQUITY

### 2. Asian American and Pacific Islander Heritage Month

In May, ZSFG celebrated Asian American and Pacific Islander (AAPI) Heritage Month by recognizing the historical contributions of people of Asian and Pacific Islander descent in the United States. As an umbrella term, AAPI includes dozens of cultures and ethnicities from the Asian continent and Pacific Islands.

AAPIs have been a core part of San Francisco and the Bay Area since the mid-1800s, when Chinese immigrants came to California to work in mines during the Gold Rush and build the Western half of the transcontinental railroad. Despite facing significant discrimination, AAPIs are the fastest growing racial groups in the Bay Area and United States, representing 1 out of 3 residents in San Francisco City and County. In November 2020, ZSFG's staff were 44.4% Asian American or Pacific Islander, including 20.5% Filipino, 23.7% other Asian, 0.2% Native Hawaiian/Pacific Islander.

On May 4th, the Health Commission passed a resolution honoring AAPI Heritage Month, which called out historic milestones for this community and celebrated some of the many AAPI individuals who have contributed significantly to the health field:

- Derald Sue, PhD, and Stanley Sue, PhD, two Chinese American brothers, for their contributions to ethnic minority psychology;
- Marjorie Mau, MD, for being the first Native Hawaiian to earn the title of "master" physician by the American College of Physicians for her groundbreaking research in metabolic disorders among Native Hawaiians and Pacific Islanders;
- David Ho, MD, a Taiwanese American, for pioneering treatment of HIV/AIDS;
- Haing Ngor, MD, a Cambodian gynecologist and obstetrician, for his role in helping refugees and advocating for justice in Cambodia;
- Abraham Verghese, MD, an Indian American physician, for advocating for the importance of empathy in physician-patient relationships;
- Paul Yu, MD a Chinese American cardiologist, was the first Asian President of the American Heart Association;
- Rolland Choy Lowe, MD, was the first Asian American President of the SF Medical Society and the California Medical Association; and
- Choh Hao Li, PhD, a Chinese American UCSF researcher, who discovered that the human pituitary growth hormone consists of 256 amino acids and developed a synthetic version of the growth hormone.

## EQUITY

### 3. Celebrating Pride Month

June is Pride Month - a great time to celebrate, reflect about, and be active for and with the Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) community.

Pride is celebrated in June to commemorate the Stonewall Riots of June 1969, when the gay and queer community rose up against police violence targeted to them at a raid on a gay bar, the Stonewall. Despite advances in equality since that time, threats to our community abound: so far this year, nearly 240 anti-LGBTQ bills have been filed in 2022, most

targeting trans people and, in particular, trans youth. 2021 marked the highest number of anti-trans legislation in the history of the US and 2022 is slated to break that record.

Despite these threats nationally, SF and ZSFG continue to provide a relatively safe and equitable haven for the LGBTQ+ community, and ZSFG has long been a center of excellence for LGBTQ+ care. To celebrate Pride Month this year, ZSFG's Food and Nutrition Services served the famous Noe Valley pride cake all month long! Additionally, the Garden Poetry Walk featured poets who identify as LGBTQ+ throughout the month of June:

- Things Haunt by Joshua Jennifer Espinoza
- Breathe. As in. (shadow) by Rosamond S. King
- syntax by Maureen N. McLane
- i love you to the moon & by Chen Chen
- Dysphoria by Oliver Baez Bendorf
- Book of Statues by Richie Hofmann

These poetry kiosks (pictured right) can be found in the gardens outside of Buildings 80/90, buildings 30/40 and on the 7th floor of building 25.



## DEVELOPING OUR PEOPLE

### 4. Journal of Environmental and Occupational Medicine Publication

In May 2022, the Journal of Environmental and Occupational Medicine published an article by our incredible ZSFG and UCSF colleagues titled, "Temperature Screening of Healthcare Personnel is Ineffective in Controlling COVID-19". This article described the effectiveness of employee temperature screening at ZSFG during the COVID-19 pandemic. Having screened and tracked our 6,000+ staff every day from March 2020-March 2021, they found only one employee who had an elevated temperature, and no other symptoms, which was later found to be a false high temperature when re-measured with an oral thermometer. Therefore, the researchers concluded that temperature screening of healthcare personnel at a large US hospital has no utility in detecting COVID-19 or controlling its transmission.

Congratulations to our amazing staff Zaw Maung, MD, MPH; Marissa Kristensen, MSN, NP-C, DCNP, AOCNP; Bridget Hoffman, RN; and Mark A. Jacobson, MD for their outstanding work and well-deserved publication!

## DEVELOPING OUR PEOPLE

### 5. National Gun Violence Awareness Day



June 3<sup>rd</sup> was National Gun Violence Awareness Day. On Friday and throughout the weekend, people gathered and wore orange on Wear Orange Weekend (June 3-5), an event held annually in honor of Hadiya Pendleton, a 15-year-old who was shot and killed in Chicago in 2013, just one week after performing at President Obama's second inauguration parade. Orange is the color that Hadiya's friends wore in her honor and is worn throughout the nation to raise awareness about gun violence. At ZSFG, we acknowledged this day by handing out orange masks for staff to wear. In addition, staff gathered with Moms Demand Action volunteers for a group photo to show our support for those impacted by gun

violence (above). Staff were also able to participate in a walk across the Golden Gate Bridge to honor and remember victims and survivors of gun violence.



Many thanks to our staff and organization for standing up to gun violence and spreading awareness!

## DEVELOPING OUR PEOPLE

### 6. DAISY and O'Connell Society Nursing Awards

#### *DAISY Award*

The DAISY Award is a program that recognizes nurses and nursing teams for their commitment to patient care and clinical expertise. The award has been incorporated into the recognition programs of over 5,000 healthcare facilities and schools in all 50 States and in 31 countries and territories worldwide. DAISY Award honorees personify ZSFG's True North commitment to Quality and Care Experience. ZSFG grants both individual and team Daisy Awards.

The Individual awards honor nurses for their extraordinary compassion and skill in providing care to patients or communities. These were presented to:



*Jude Yuen, RN - 7C*



*Mica Granthom, RN - H66/68*



*Shaona Chen, RN - H76/78*



*Melinda Greer, RN - H32/38*



*Sheena Simon, RN - OTOP*

The Daisy Team Award recognizes teams led by a nurse or a group of nurses which foster teamwork and collaboration to impact patient services, care, and experience. These teams exemplify the vision, mission, and values of ZSFG. This award was presented to:



*Urgent Care Clinic Charge Nurses and Lobby Team*

#### *O'Connell Society Award*

The O'Connell Society Award is presented to Nurse Leaders whose professional contributions have significantly improved care delivery, patient outcomes, and community health. Identified by their peers and colleagues, award recipients have demonstrated their skills as advocates, change agents, leaders, and mentors while embracing and modeling the art and science of Nursing. This award was presented to:



*JHOYET CAPACILLO, RN, BSN, CCRN*



*Leslie Holpit, RN, MSN*

Congratulations to all of our DAISY AND O'Connell Society Award winners!

## DEVELOPING OUR PEOPLE

### 7. ZSFG Wellbeing Conversations Series

On June 15<sup>th</sup>, the ZSFG Wellness Center hosted their first ever Wellbeing Conversation! This will be a monthly series that aims to provide our staff with tools to reduce burnout. Every third Wednesday of the month, the Wellness Program will host a virtual session in which they facilitate conversations that promote wellbeing and bring in experts to discuss how staff can alleviate stress and remain centered as healthcare workers.

Many thanks to the Wellness Center for hosting an incredibly important initiative to support our staff!

## DEVELOPING OUR PEOPLE

### 8. ZSFG Healthcare Recognitions

#### ***National Nursing Assistant Week***

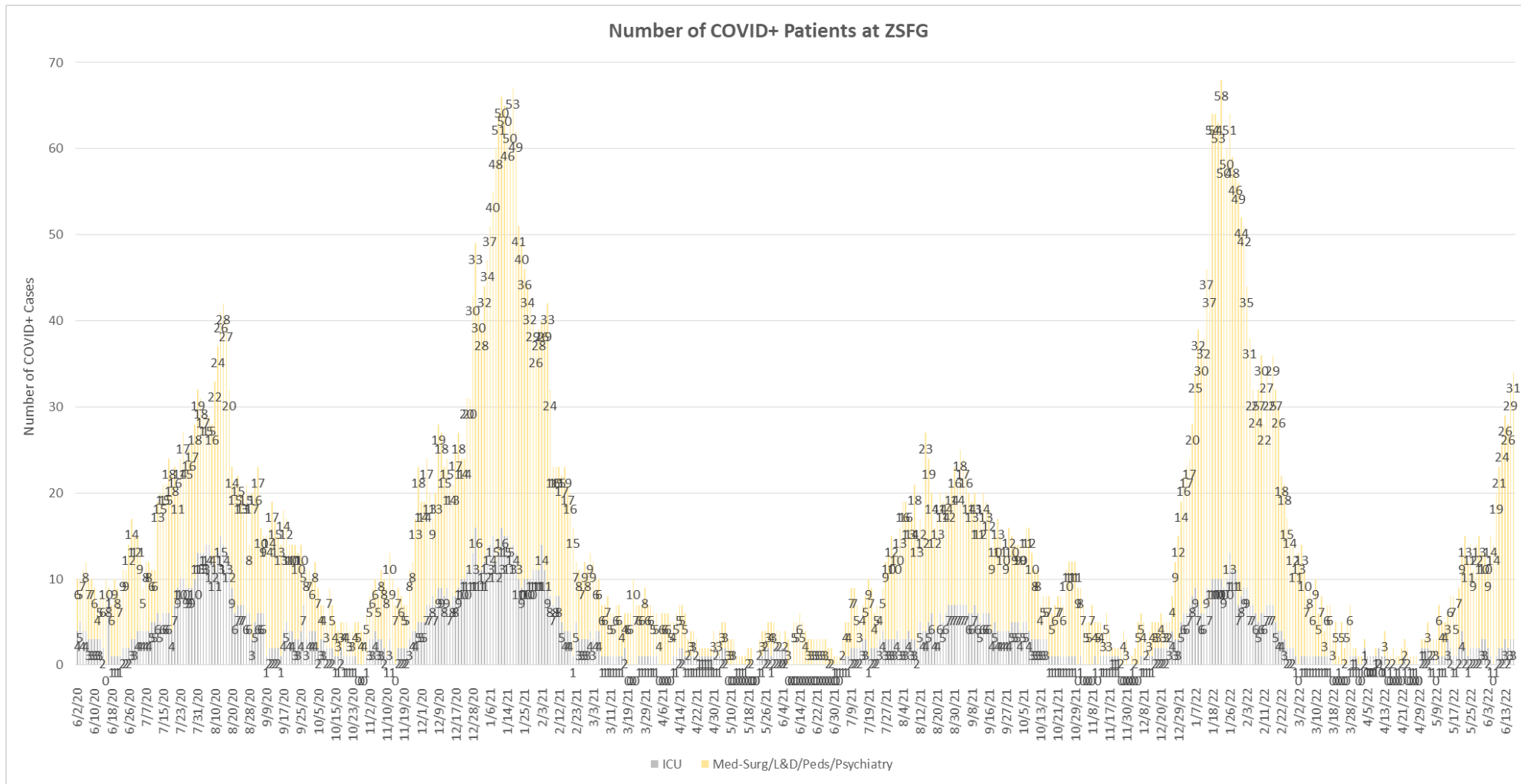
June 16<sup>th</sup> – 23<sup>rd</sup> was National Nursing Assistants Week! This is time to show appreciation for our incredible Nursing Assistants, who are an essential part of the direct care that ZSFG provides our patients every day. They have been especially important throughout the pandemic in their never-ending commitment to serving our community!

#### ***National Healthcare Risk Management Week***

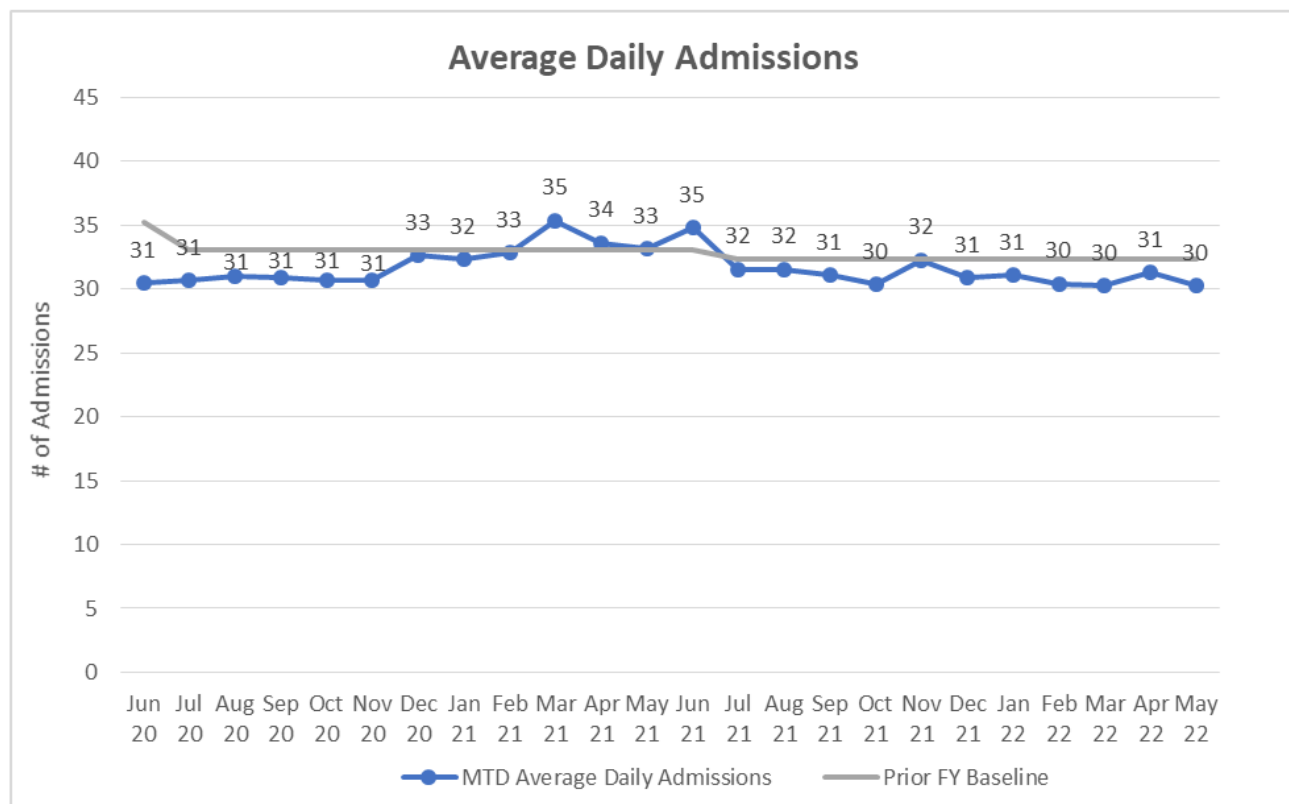
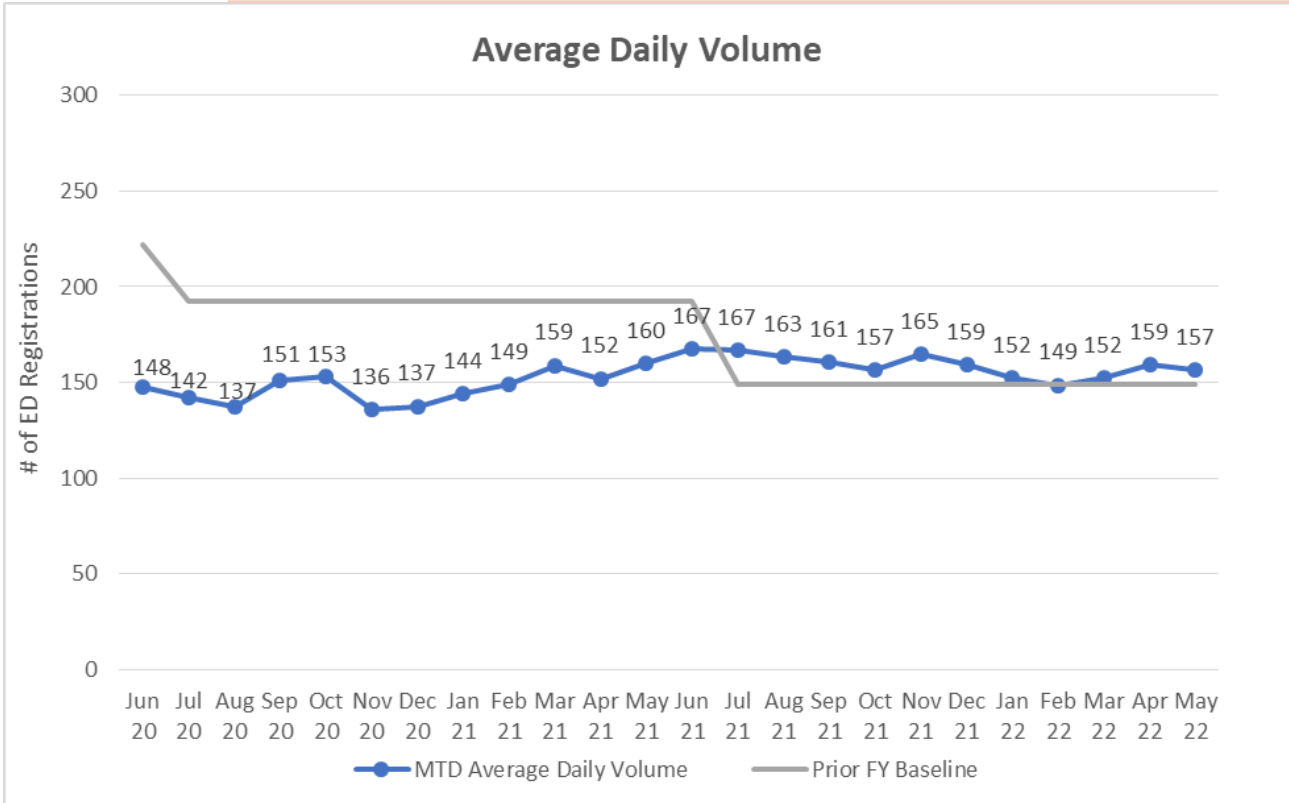
June 20<sup>th</sup> – June 24<sup>th</sup> was National Healthcare Risk Management (HRM) Week! This is a time to celebrate our HRM colleagues. These professionals go above and beyond for our staff, patients and visitors, to ensure that ZSFG is a safe place to provide and receive care, every single day.

***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!***

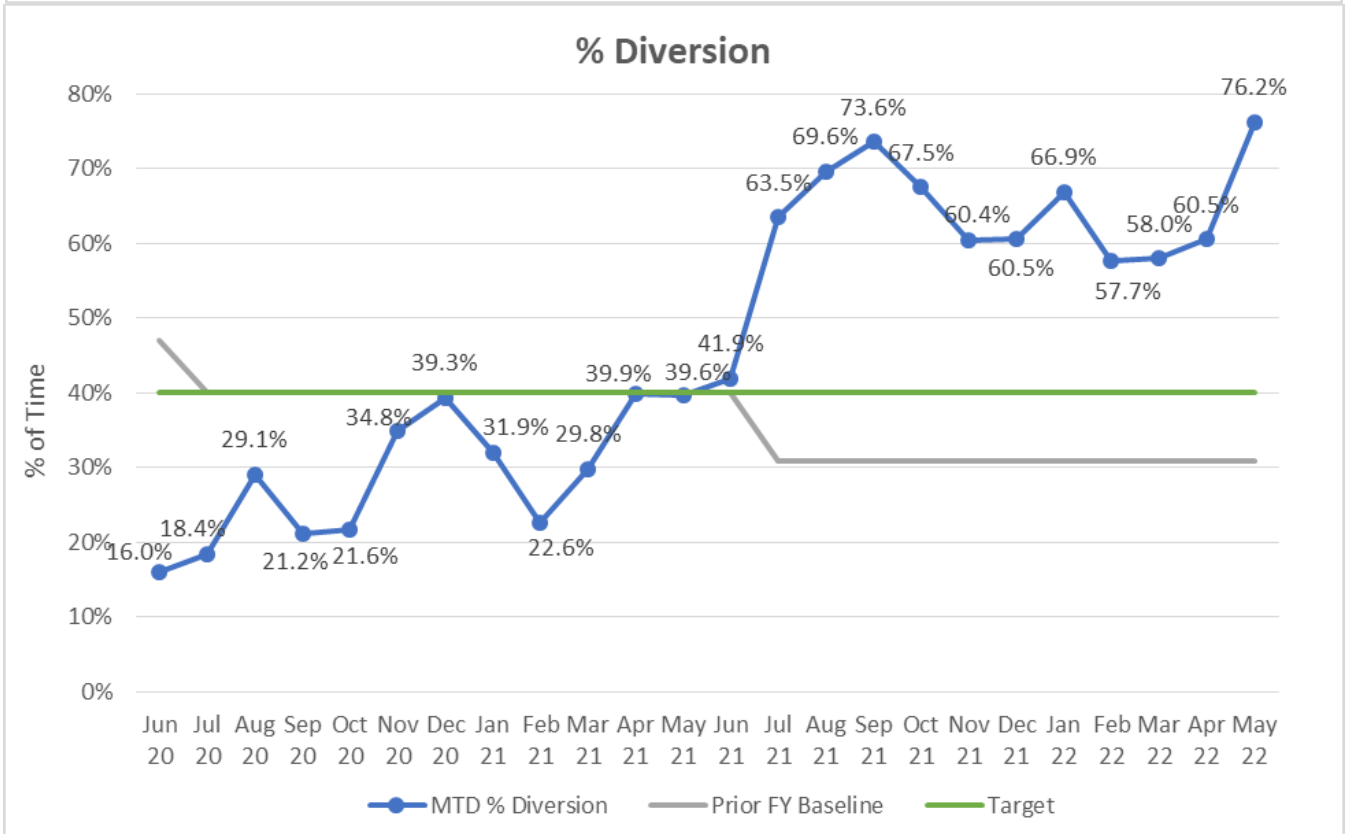
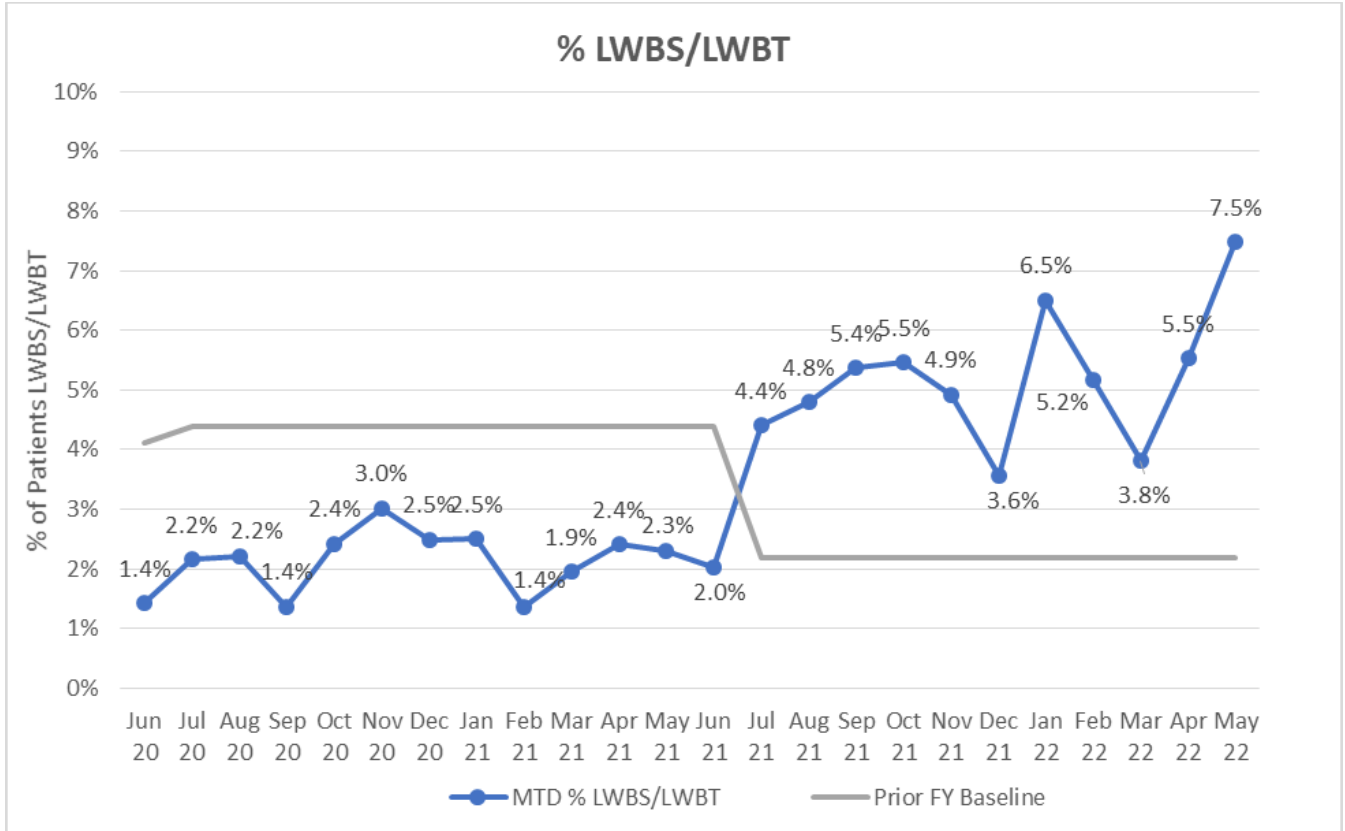
# QUALITY ZSFG COVID+ Patients



# QUALITY      Emergency Department Activities

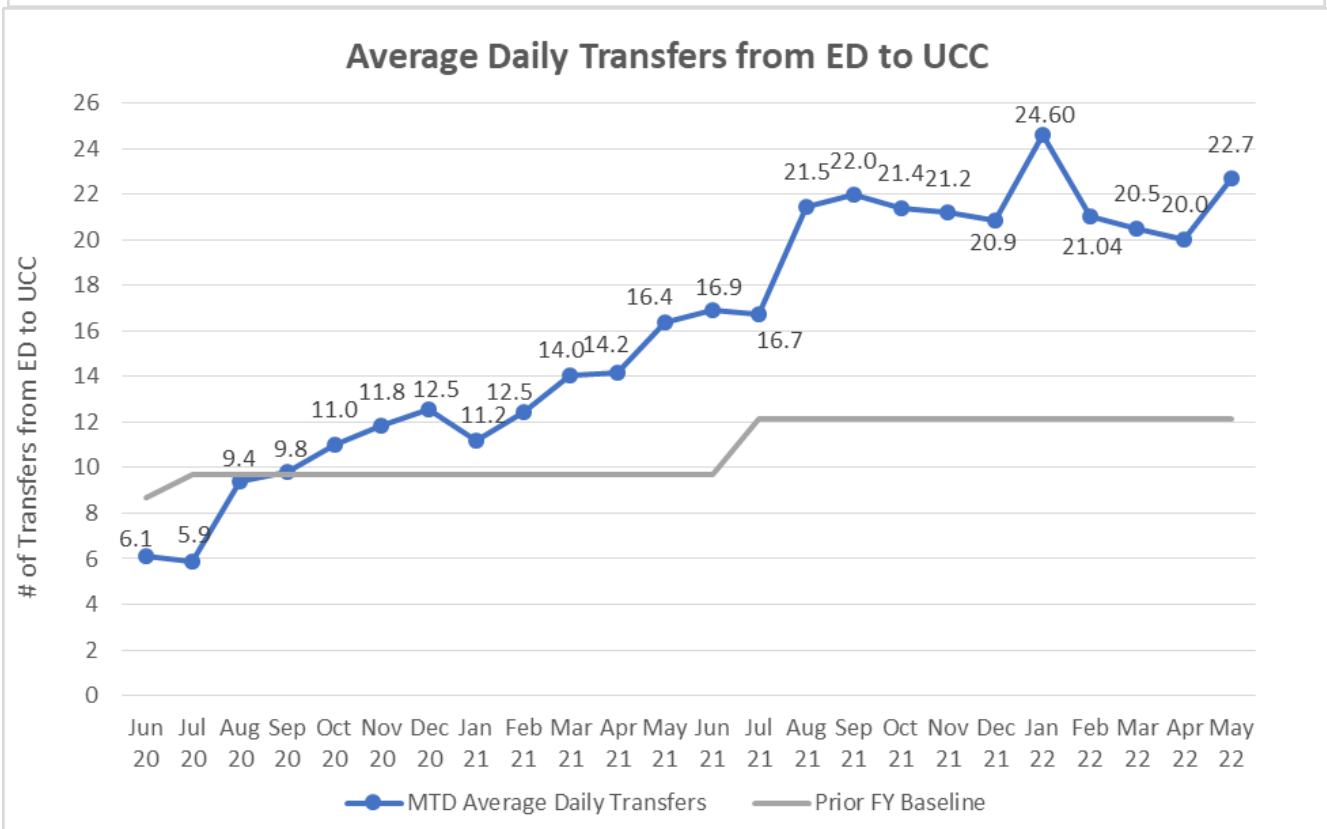
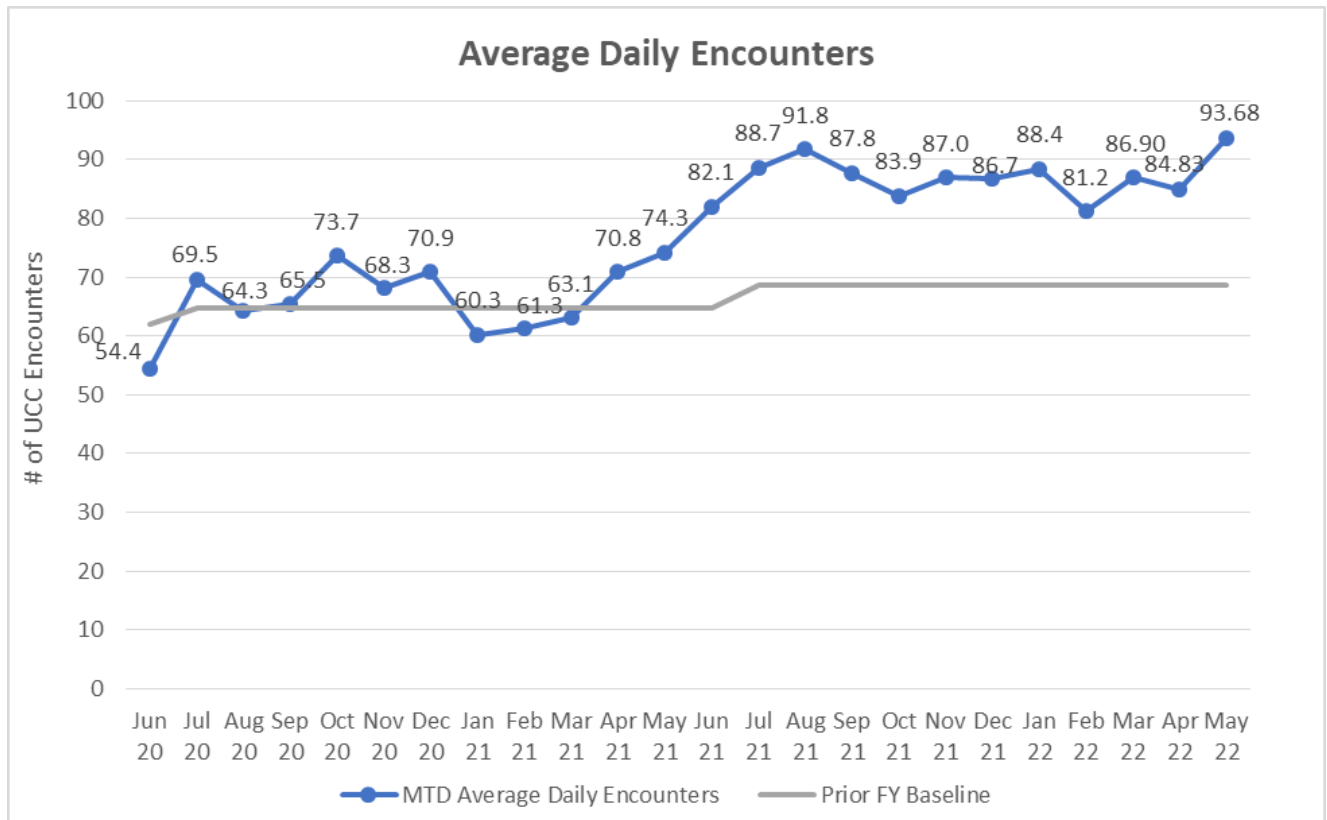


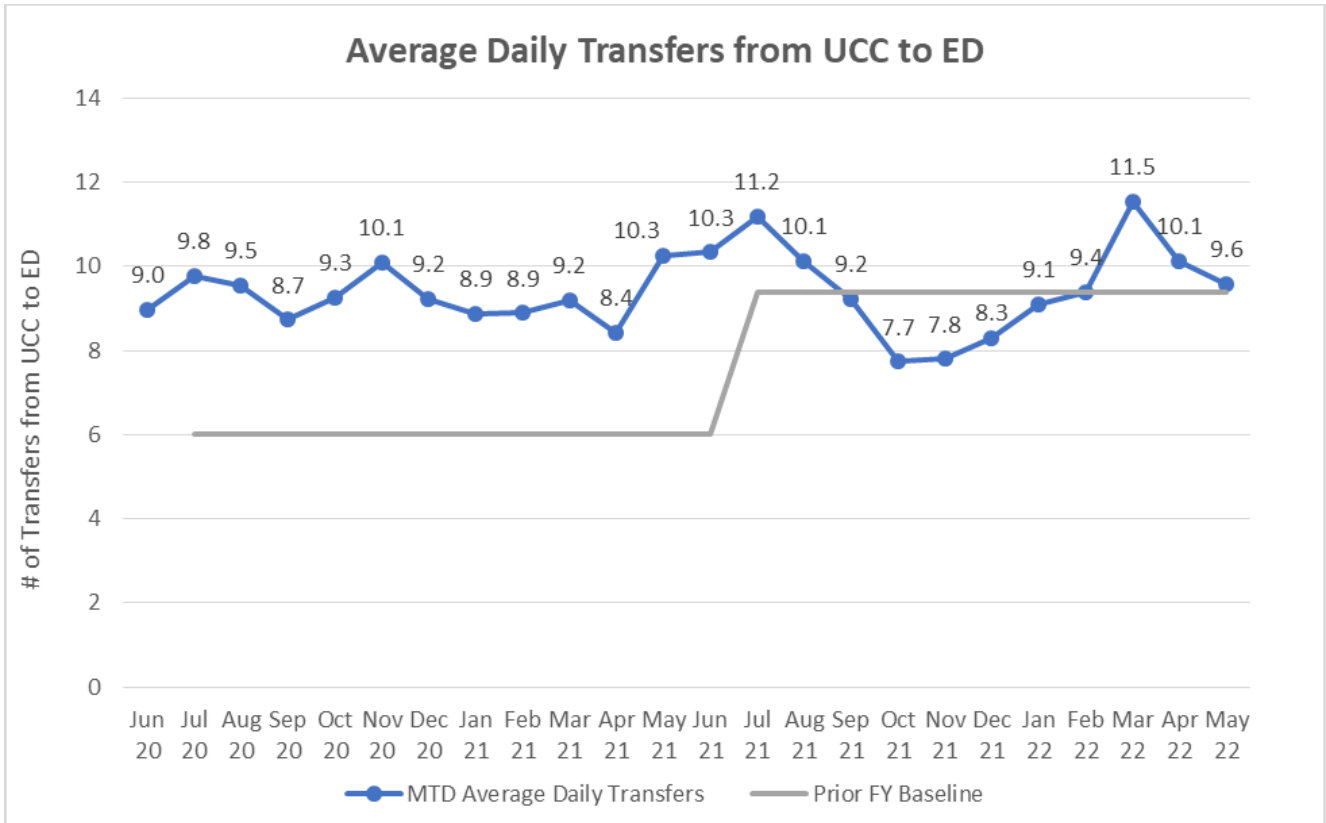




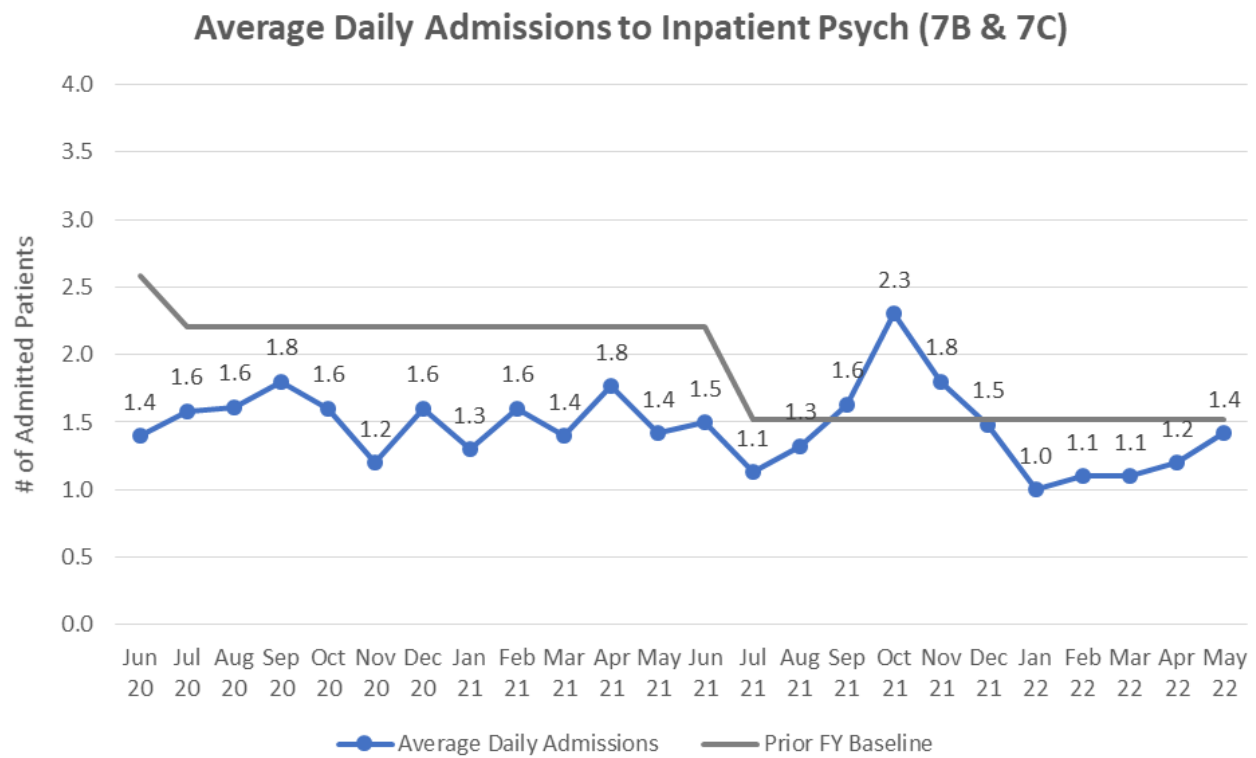
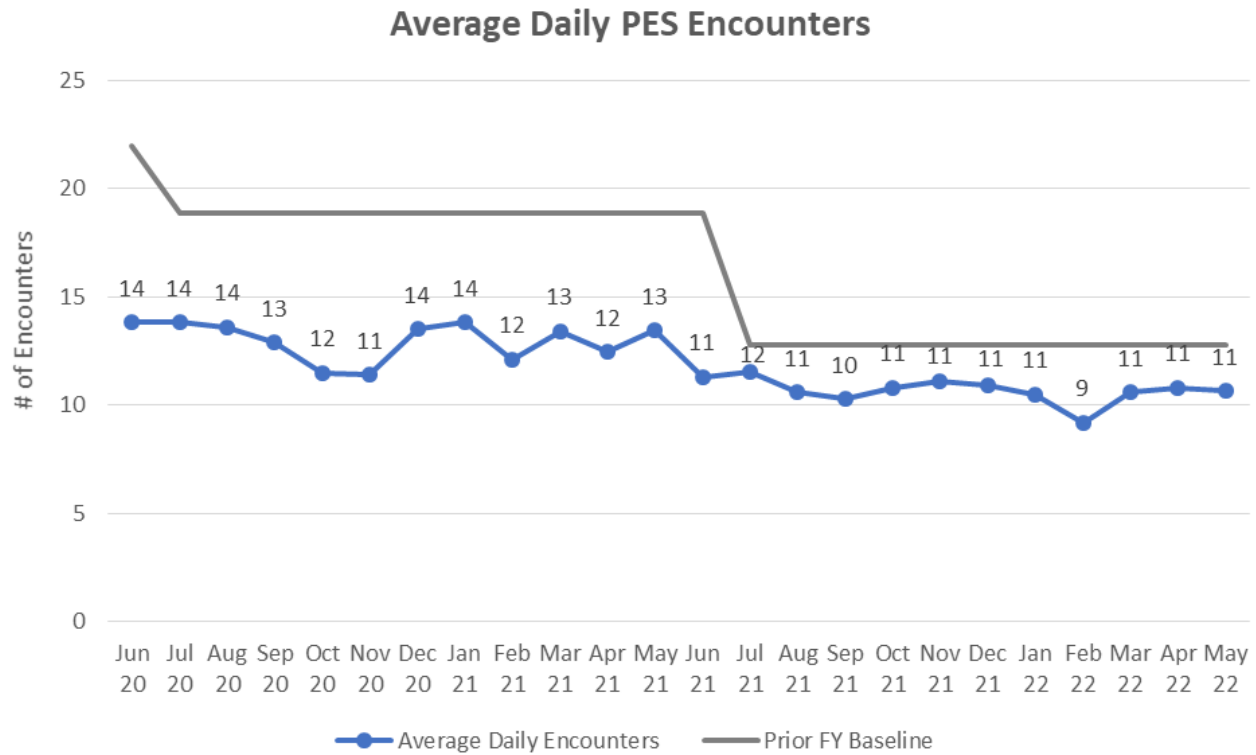
# QUALITY

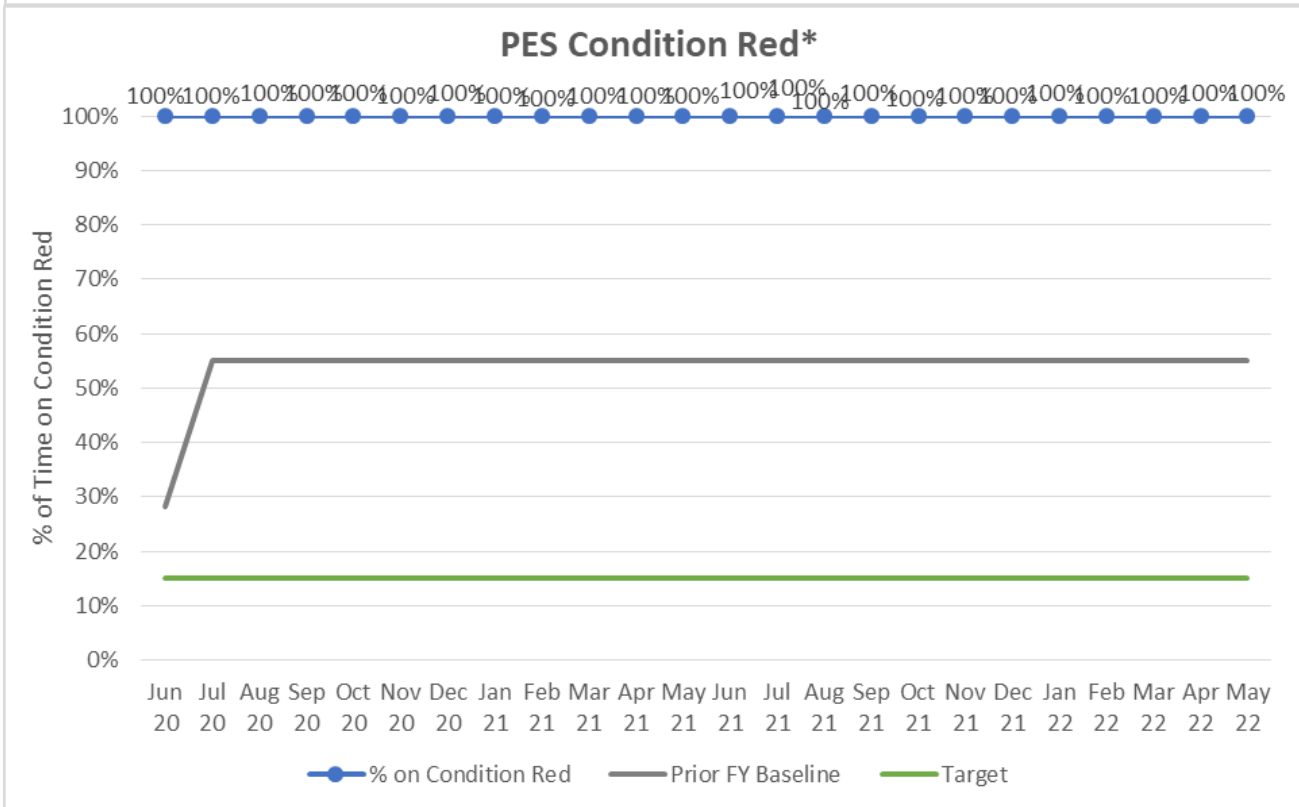
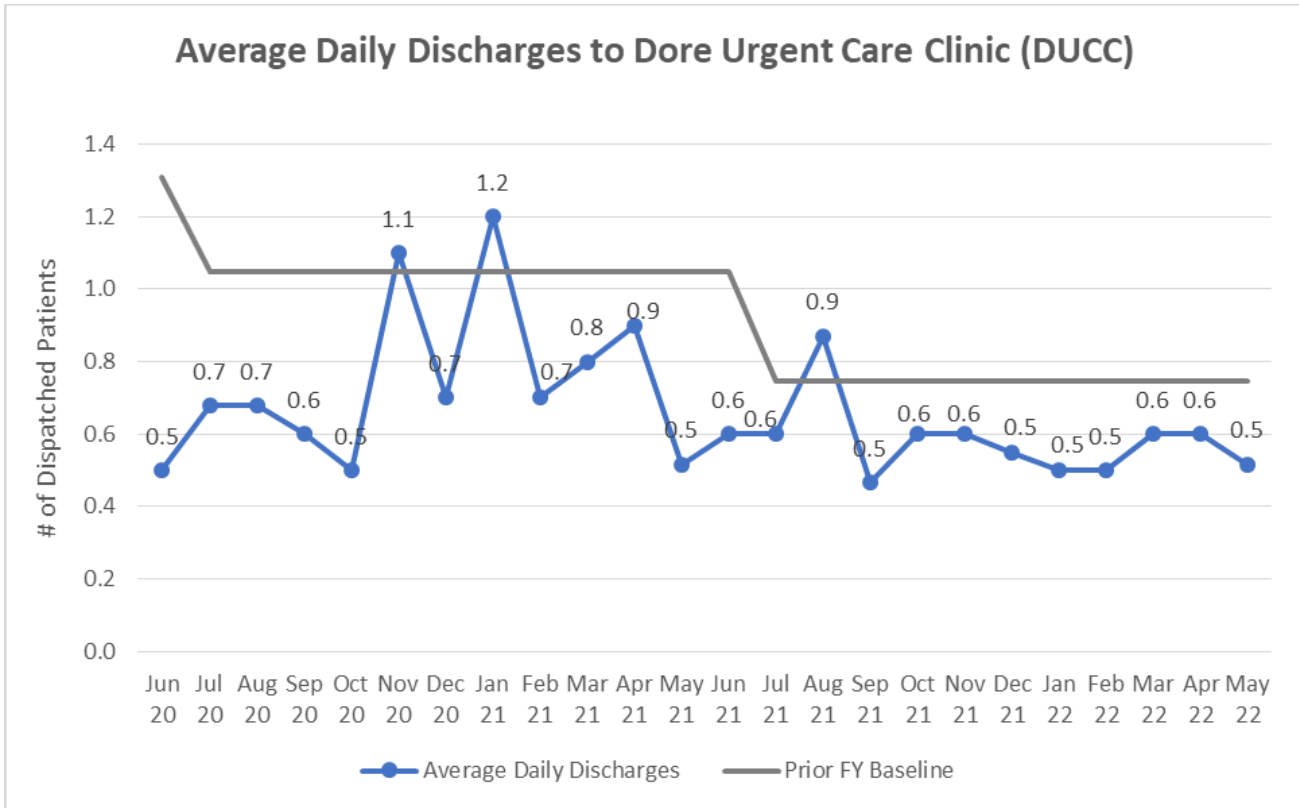
## Urgent Care Clinic Activities





# QUALITY      Psychiatric Emergency Services Activities





**\*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.**



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## QUALITY     Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 167.06 which is 107.09% of budgeted staffed beds and 93.33% of physical capacity. 31.42% of the Medical/Surgical days were lower level of care days: 10.97% administrative and 31.42% decertified/non-reimbursed days.

### **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 29.81 which is 106.45% of budgeted staffed beds and 51.39% of physical capacity of the hospital.

### **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 32.13 which is 107.10% of budgeted staffed beds and 76.50% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

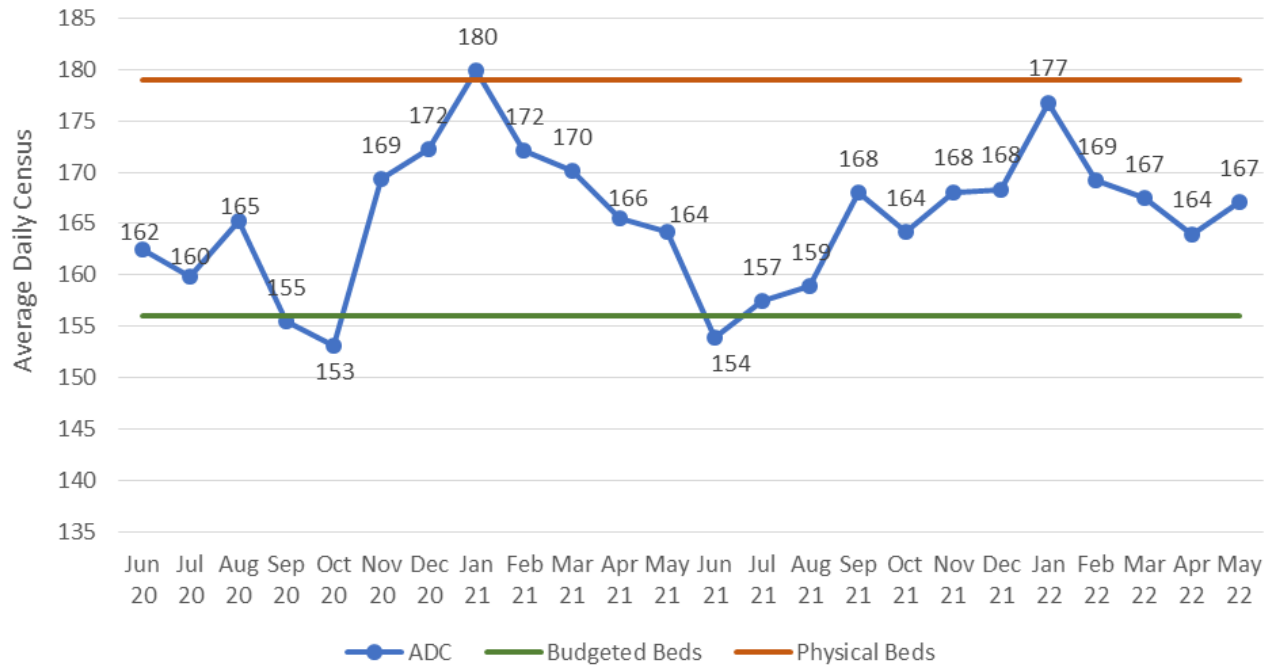
Average Daily Census for Psychiatry beds, excluding 7L, was 40.71, which is 92.52% of budgeted staffed beds and 60.76% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.65, which is 80.65% of budgeted staffed beds (n=7) and 47.04% of physical capacity (n=12). Utilization Review data shows 79.00% non-acute days (26.94% administrative and 52.06% non-reimbursed).

### **4A SKILLED NURSING UNIT**

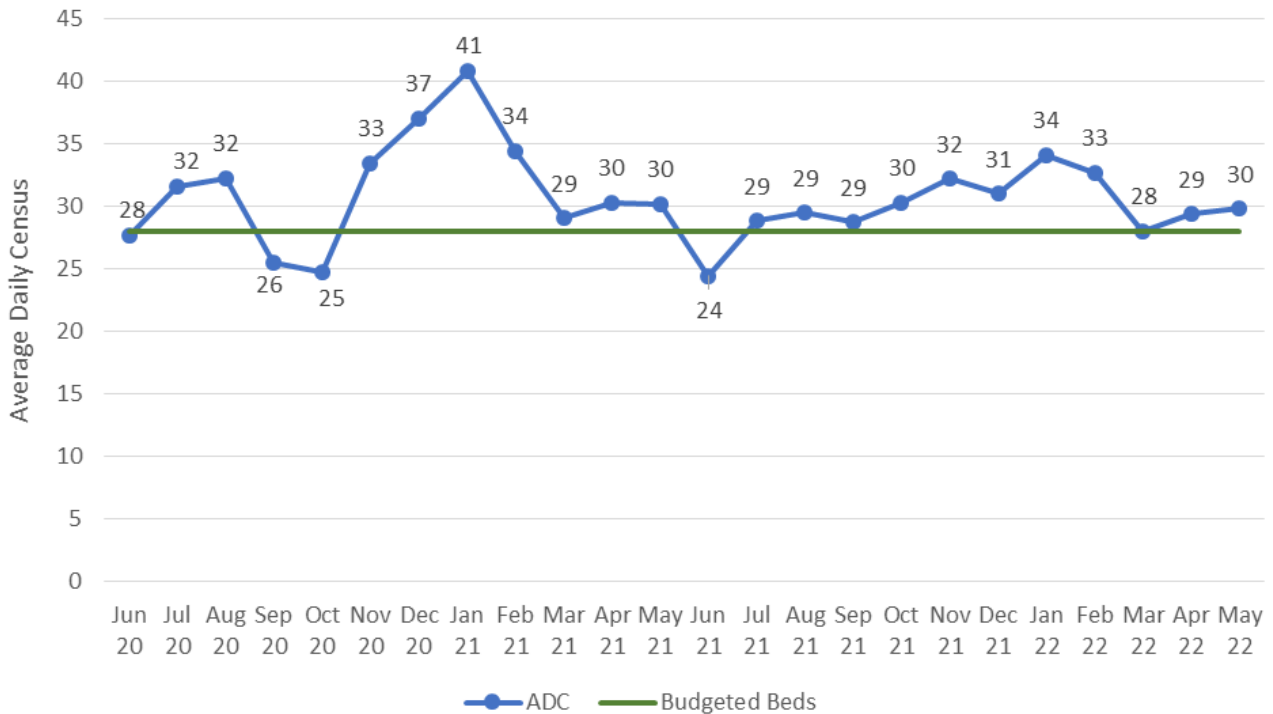
Average Daily Census for our skilled nursing unit was 29.19, which is 104.26% of our budgeted staffed beds and 97.31% of physical capacity.

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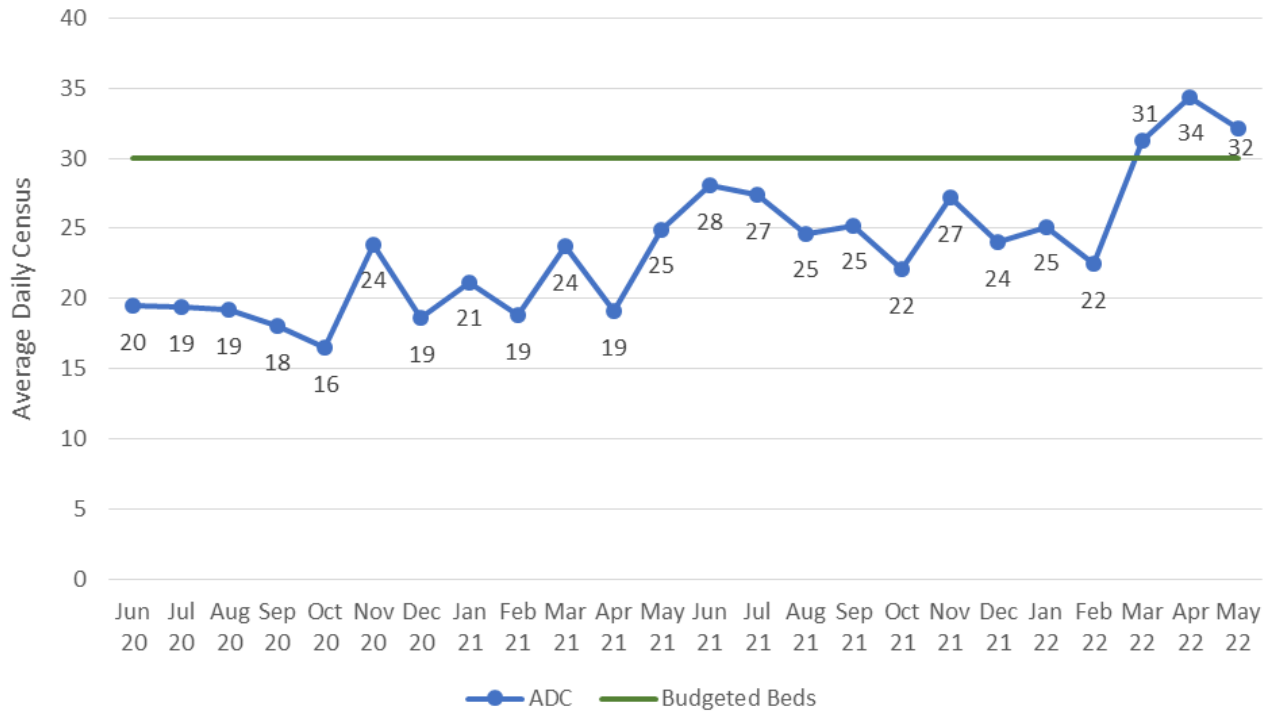
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



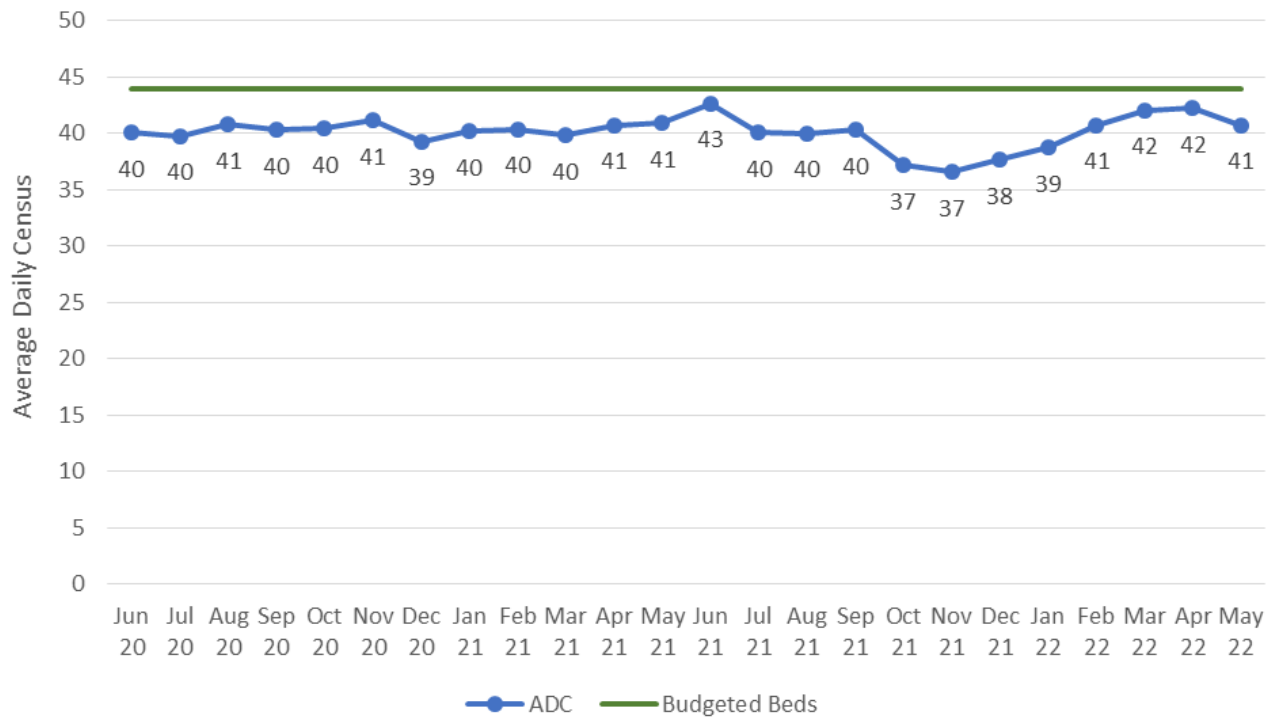
### Intensive Care Unit Average Daily Census

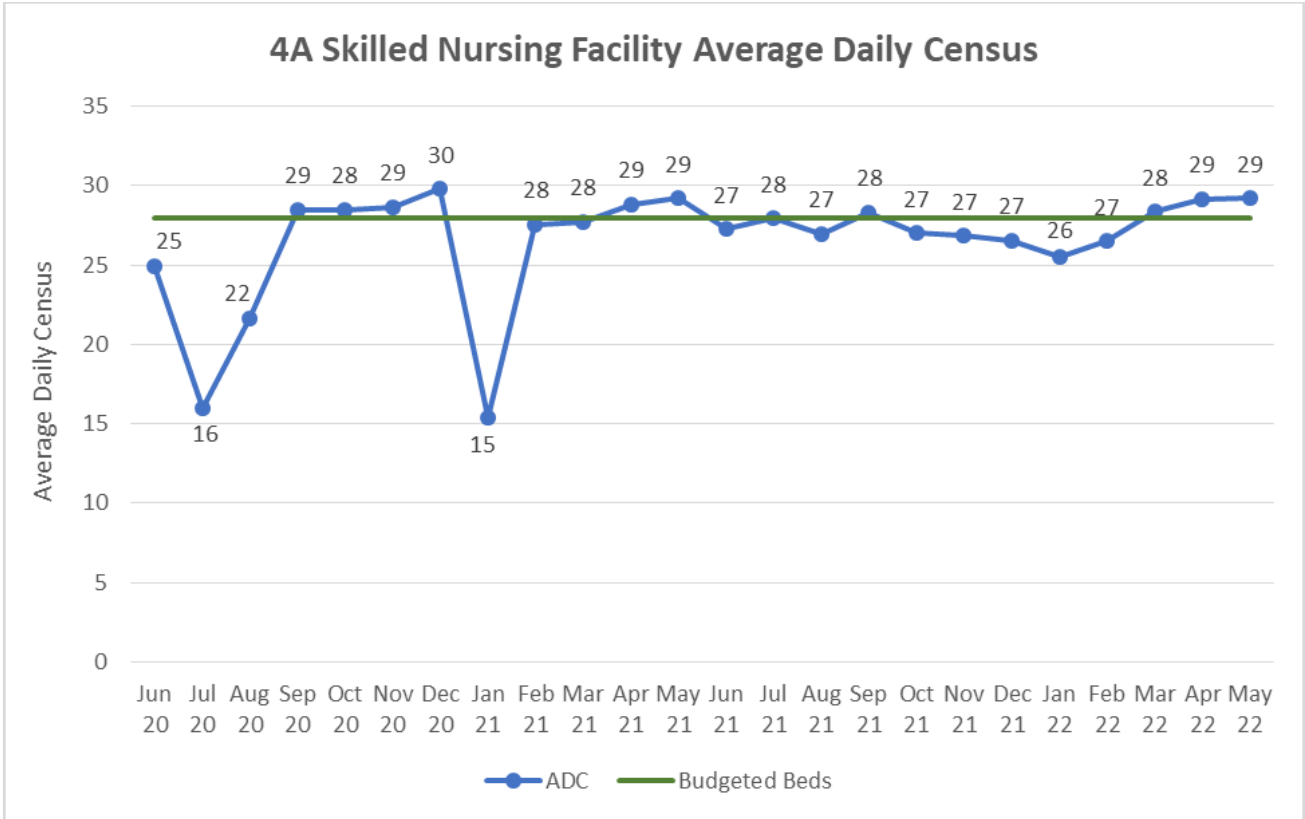


### Maternal Child Health Average Daily Census

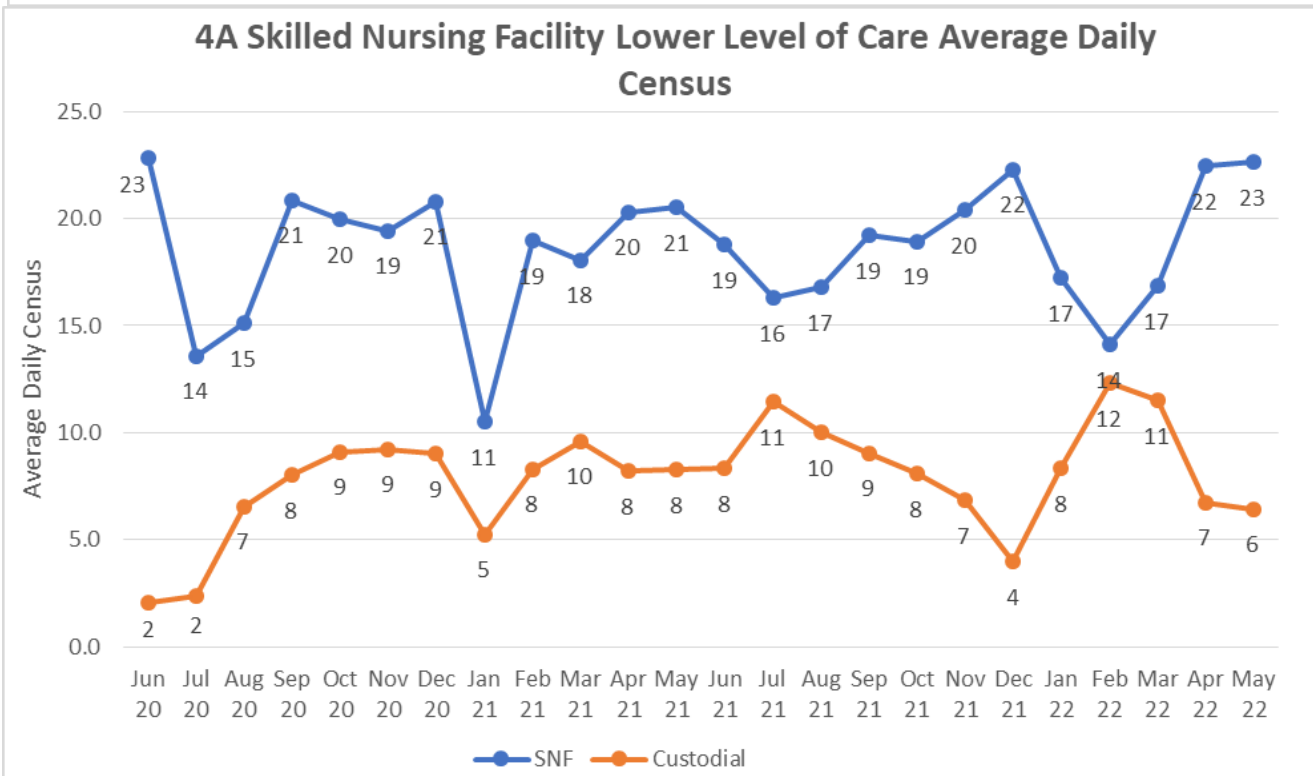
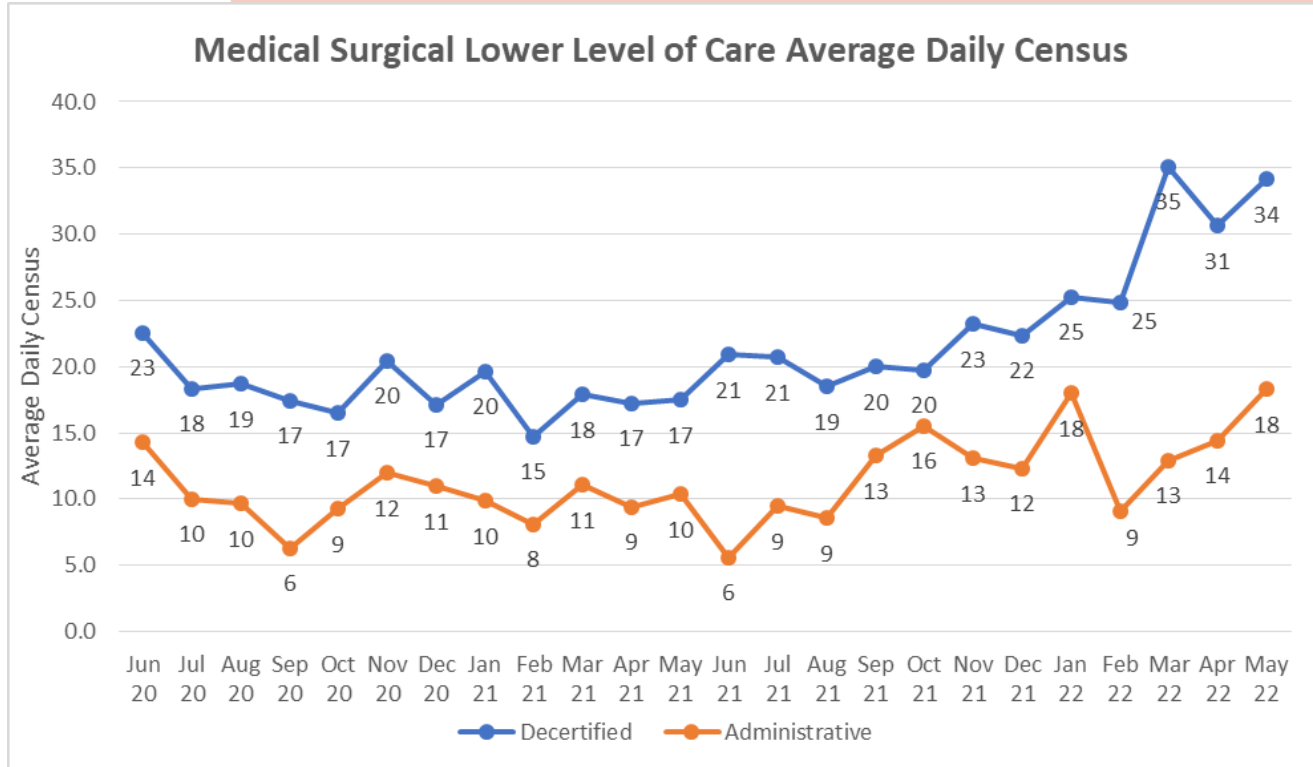


### Acute Psychiatry (7B & 7C) Average Daily Census

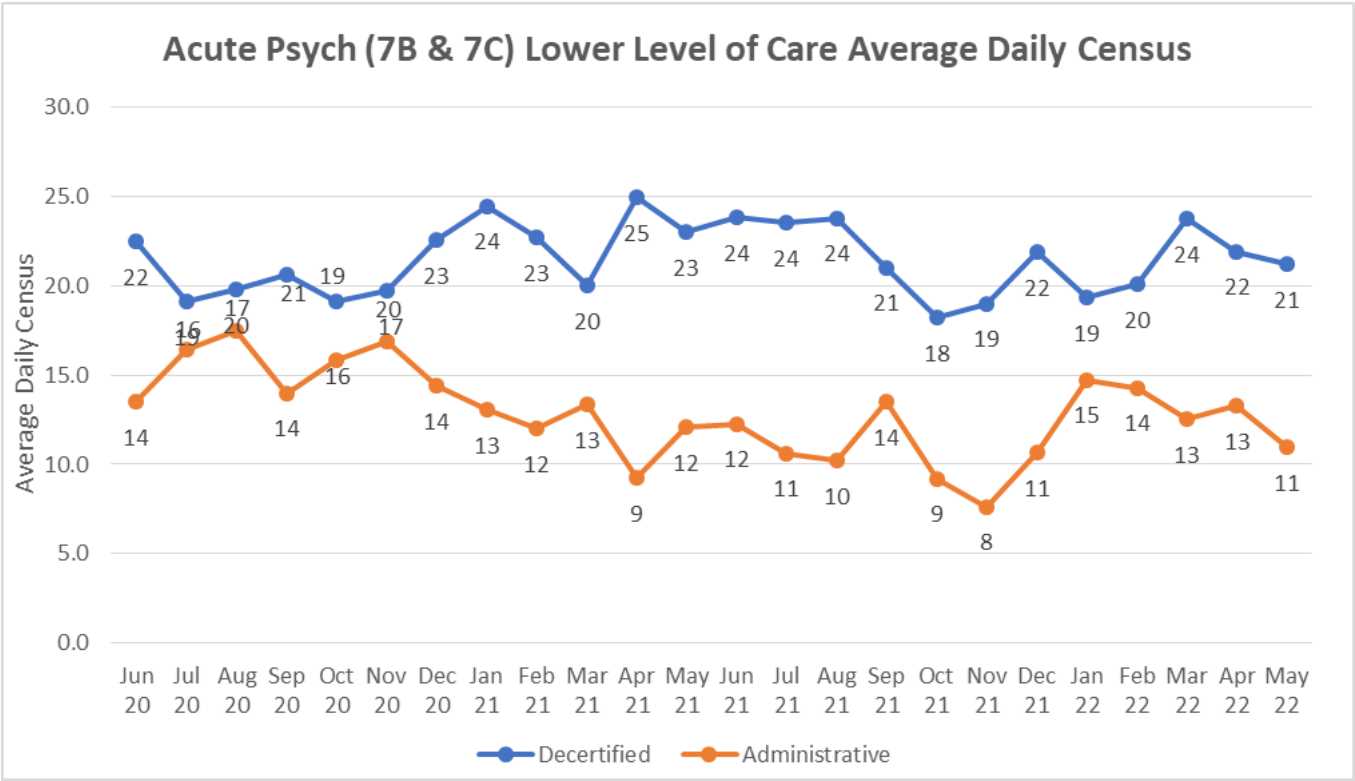




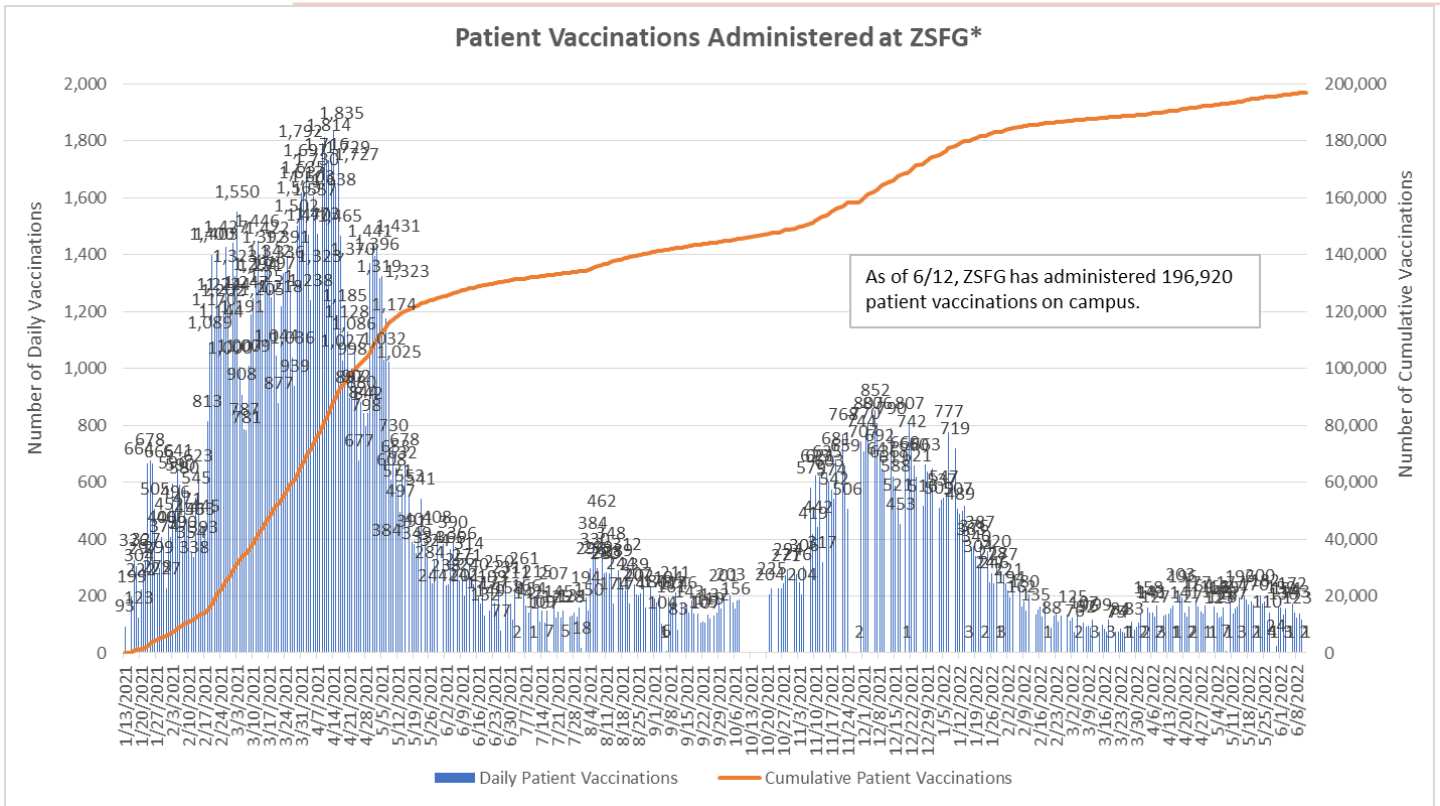
# QUALITY Lower Level of Care Average Daily Census



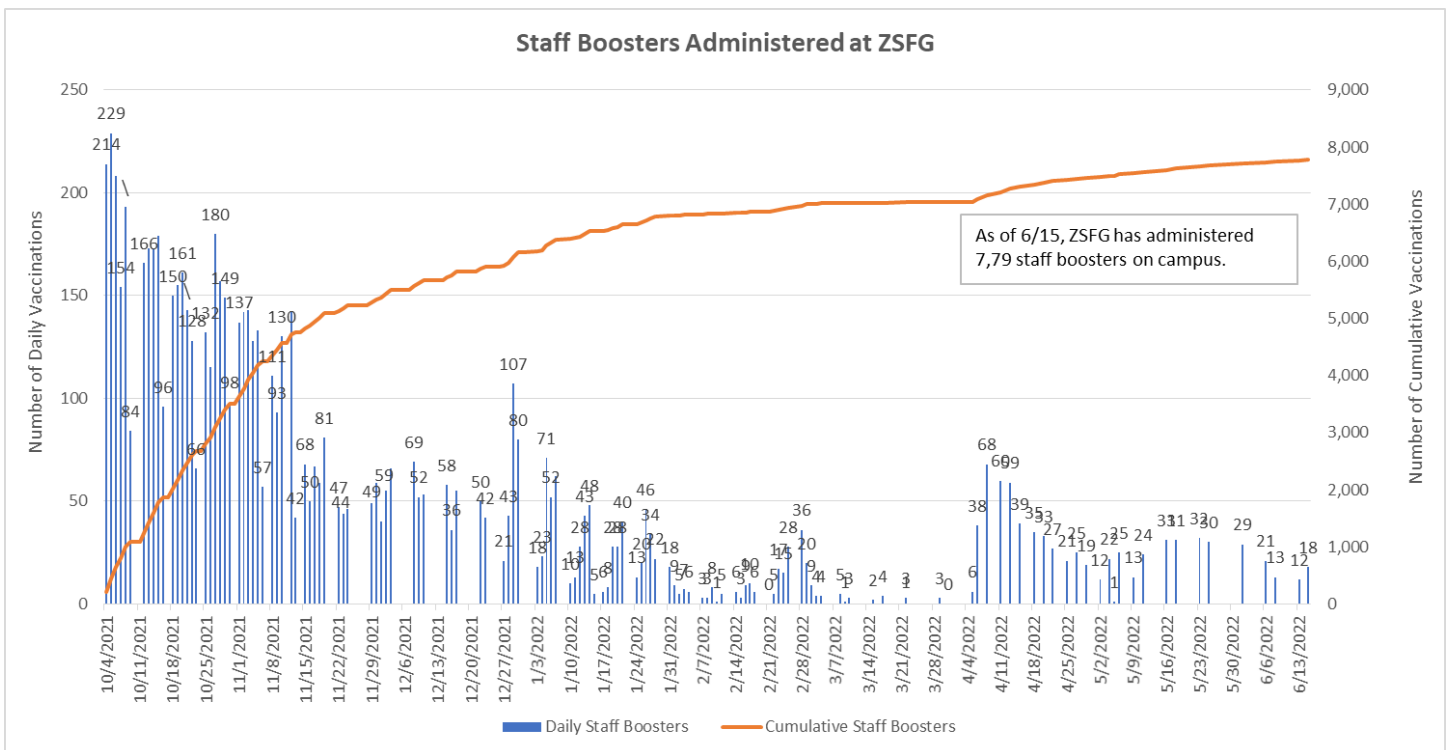




# SAFETY COVID-19 Vaccinations Administered at ZSFG

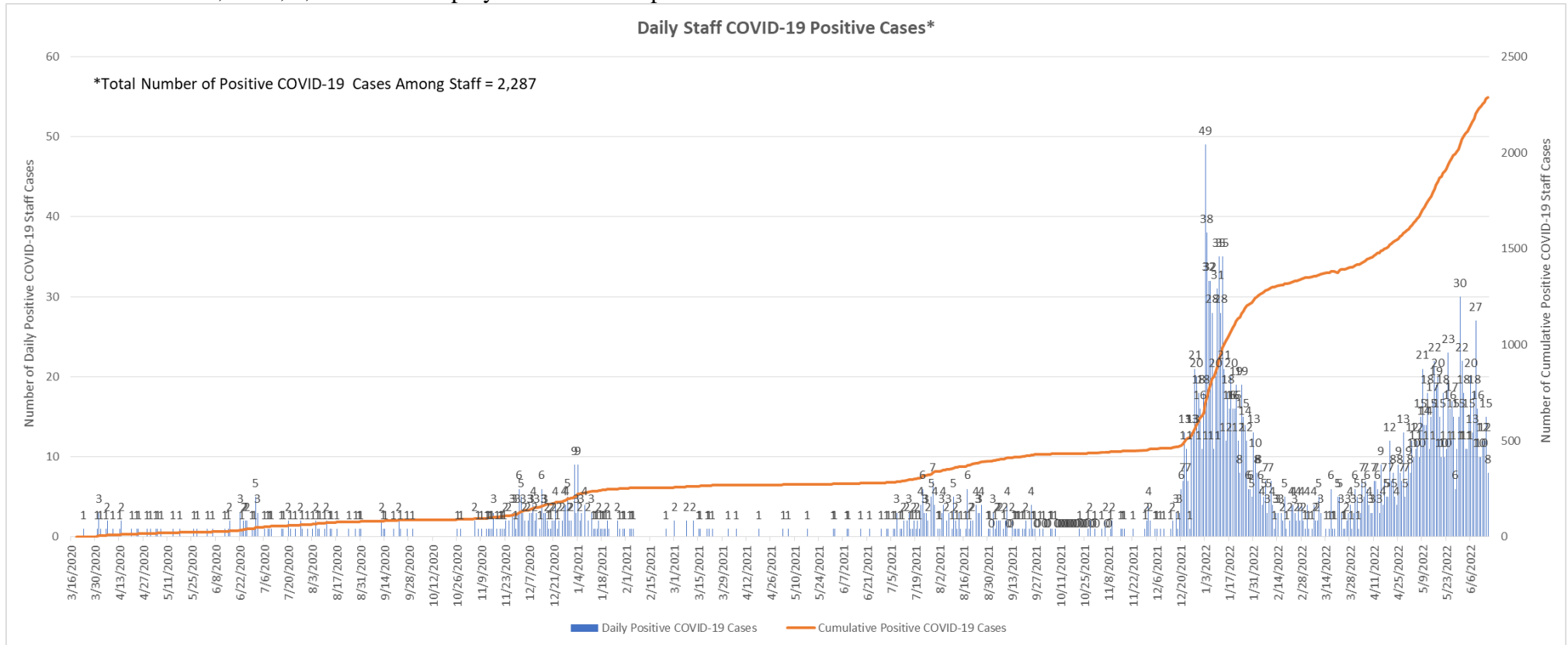


\*Includes network-wide patients and members of the community.



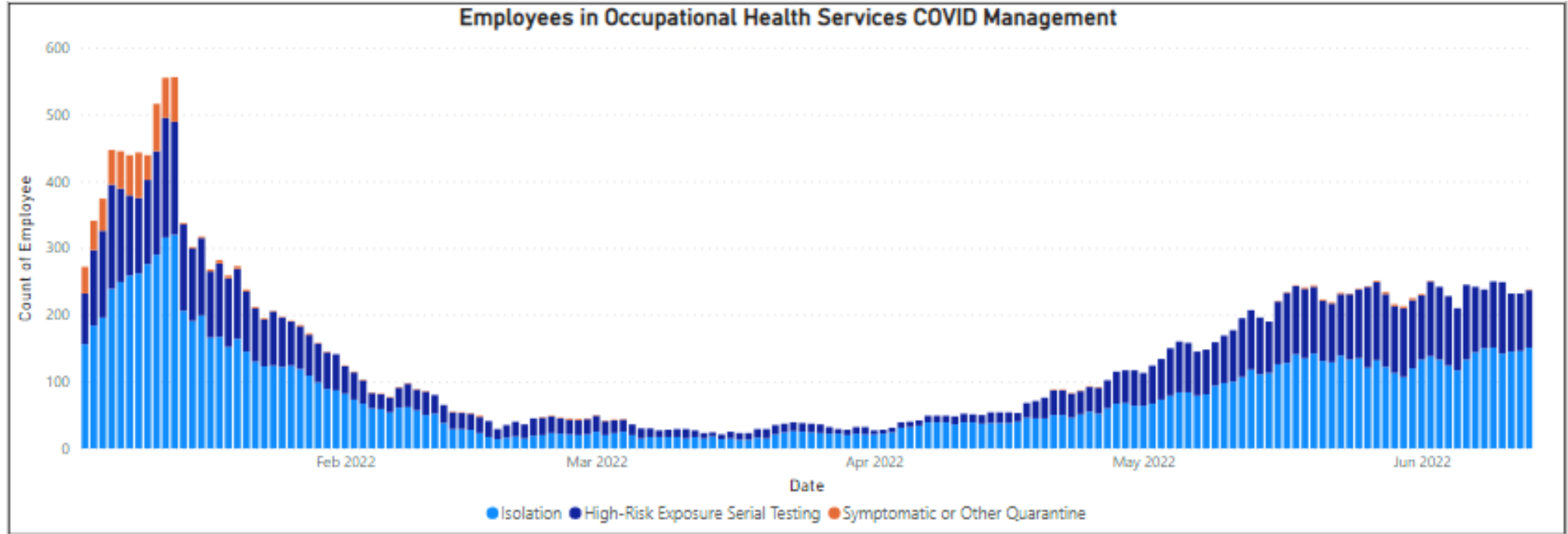
# SAFETY Occupational Health COVID+ Staff Cases

As of June 16, 2022, 2,287 ZSFG employees have tested positive for COVID-19.



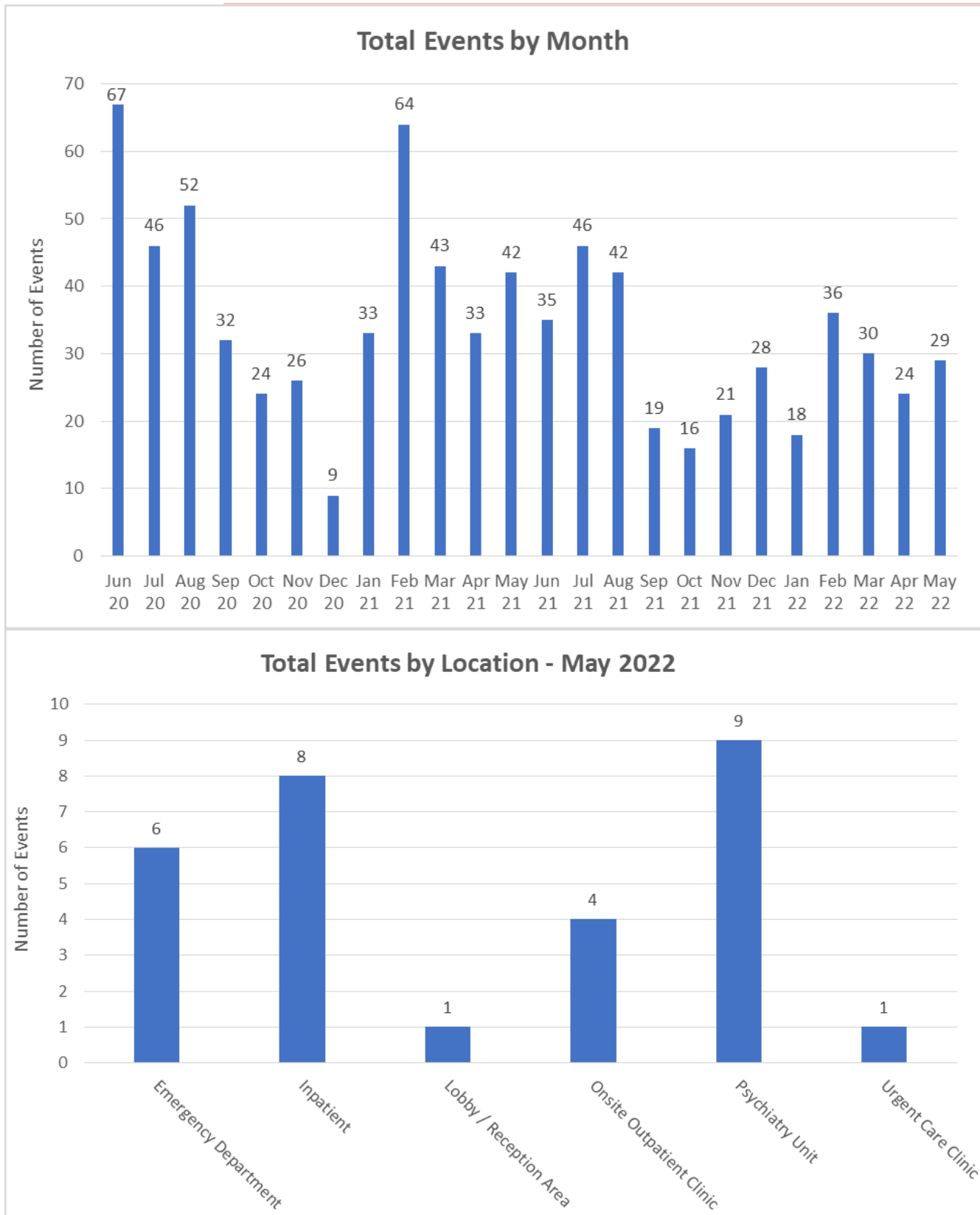
# SAFETY

## Occupational Health Work Status Restrictions



## SAFETY

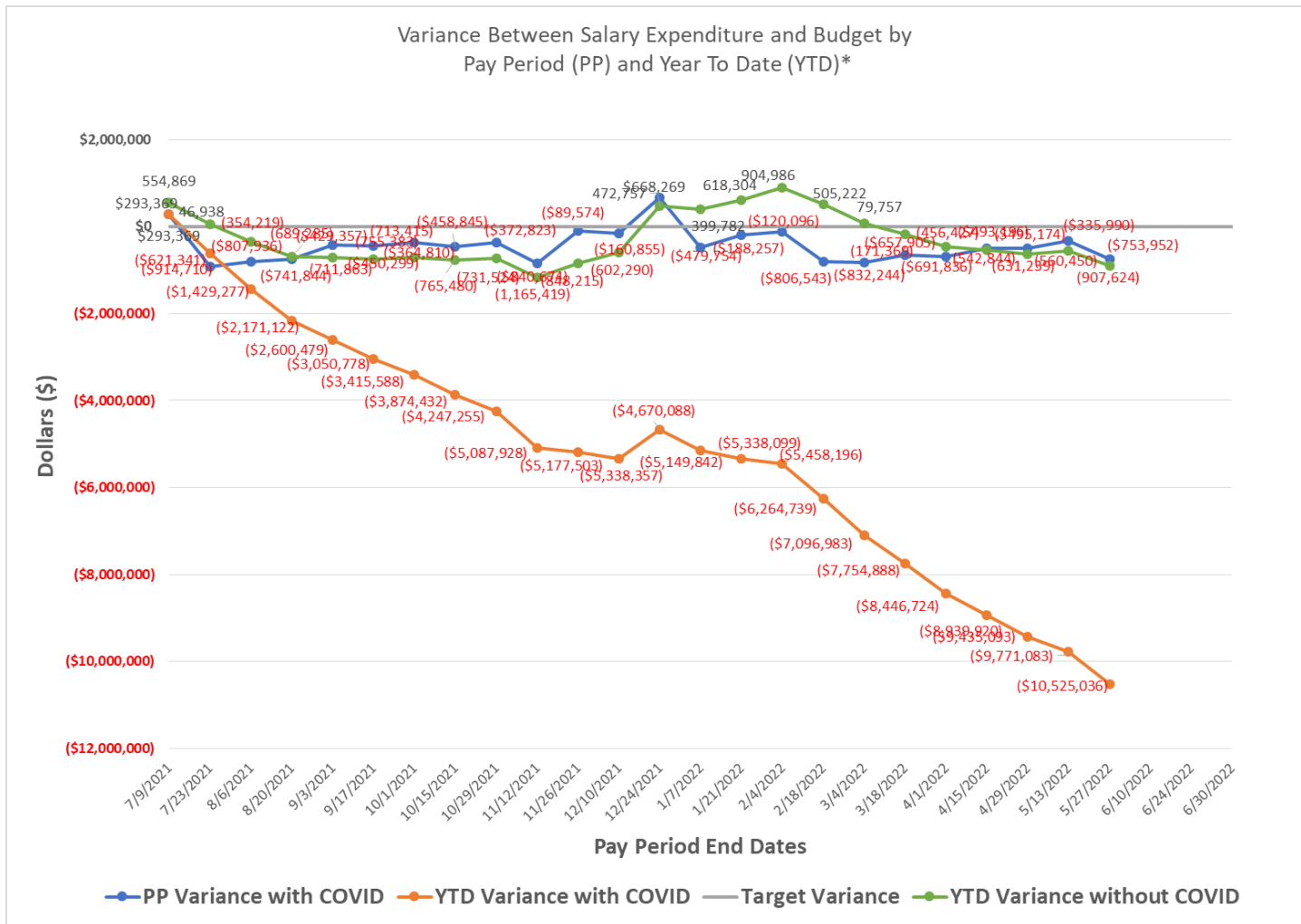
### Workplace Violence Activity



## 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)	\$2,421,820
2	H48 COVID Staffing	\$415,200
3	H52	\$292,000
4	H58 (Non-COVID Census Project)	\$42,400
5	COVID Sick Time	\$6,445,992
	<b>TOTAL</b>	<b>\$9,617,412</b>

#### Commissioner Comments:

Noting the lower-level-of-care patients boarded at ZSFG, Commissioner Green asked whether an acute stay for this cohort is more expensive than if these patients could be transferred to Laguna Honda Hospital (LHH). Ms. Boffi stated that ZSFG is more expensive to house the lower-level-of-care patients because it is an acute setting. Dr. Ehrlich added that the issue is complex because the rate of reimbursement depends on the health care coverage of the patient. Dr. Day stated that lower-level-of-care patients sometimes develop acute needs again during their hospital stay. Dr. Ehrlich added that at this time LHH is not accepting new admissions per order by CMS.

Commissioner Chow asked if the ZSFG COVID patient data indicates that patients were admitted for COVID-related care. Dr. Winston stated that the data includes patients admitted for COVID-care and patients who were admitted for other reasons, who also tested positive for COVID-19 at the hospital.

#### **6) ZSFG HIRING AND VACANCY REPORT**

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

##### Commissioner Comments:

Commissioner Chow asked for more information regarding timelines required to fill vacancies. Ms. Hill stated that each vacancy may have a different timeline based on the hiring manager.

Commissioner Chow asked if the nursing MOU negotiations are completed. Ms. Hill stated that the final agreement is being implemented on July 1, 2022.

Commissioner Green asked for more information regarding issues that impact hiring of chosen candidates. Ms. Hill stated that background checks may take up to 90 days, which is a deterrent to some candidates. She added that some candidates choose to leave during the onboarding process due to the time it takes to complete.

Commissioner Chow noted a scheduled fall hiring event and asked if the timing makes sense in regard to nursing program graduation dates. Ms. Hill stated that the events are planned around graduation and completion of licensing board exams.

#### **7) MEDICAL STAFF REPORT**

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

##### Commissioner Comments:

Regarding the Pediatric Urgent Care RN Standard Procedures, Commissioner Chow asked why both acetaminophen and ibuprofen are administered to children. Dr. Fuentes-Afflick stated that it is not uncommon for pediatric patients to receive acetaminophen and then ibuprofen, nothing the combination helps prevent febrile seizures.

Commissioner Green asked how many certified registered nurse anesthetists (CRNA) are employed by ZSFG. Dr. Day estimated that there are approximately 15 CRNAs at ZSFG.

- Action Taken:      The Committee unanimously approved the following:
- Pediatric Urgent Care RN Standard Procedures
  - Surgery Privileges List
  - Anesthesia Privileges List

#### **8) OTHER BUSINESS**

This item was not discussed.

#### **9) 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 disclose discussions held in closed session.

**11) ADJOURNMENT**

The meeting was adjourned at 5:31pm.