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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, July 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.
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Grant Colfax, Gillian Otway, Emma Moore, Emma Uwodukunda, Jeff Critchfield
William Huen, James Frieberg, Mary Mercer, Christopher Ross, Neda Ratanwongsa
Kim Walden, Hemal Kanzaria, Eric Wu, Priya Nayar

Commissioner Green called the meeting was called to order at 3:00pm.

2) APPROVAL OF THE MINUTES OF THE JUNE 25, 2024 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The ZSFG JCC unanimously approved the June 25, 2024 minutes.

3) REGULATORY AFFAIRS REPORT

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

Commissioner Comments:

Commissioner Green congratulated staff for the great outcome of the 4A survey.

Commissioner Chow noted that several key surveys have been successfully completed for ZSFG this year; kudos to staff for the great work. He requested that data for anonymous complaints be shared with the ZSFG JCC annually for their review.

4) ZSFG CHIEF EXECUTIVE OFFICER’S REPORT AND BERT NEWSLETTER

Gillian Otway, R.N., MSN, Interim Chief Nursing Officer, presented the item.

EQUITY

1. Celebrating LGBTQI+ Pride and Healthcare Rights

June was Pride Month, a time to celebrate and reflect on ZSFG’s support of the LGBTQI+ community. This year’s DPH theme, "Beacon of Health," adds to the San Francisco Pride Parade theme, "Beacon of Love." It's also an important reminder of the vital role we play in advocating for the health and rights of LGBTQI+ individuals.

In the US, LGBTQI+ patients are twice as likely to experience unfair treatment in healthcare settings. This shameful reality often leads to reluctance in seeking necessary care. Our commitment to providing safe, welcoming, and quality experiences for both our staff and patients, regardless of sexual orientation or gender identity, is both laudable and imperative.

For the second year in a row, ZSFG has been recognized as an LGBTQI+ Healthcare Equality Leader in the Human Rights Campaign’s 2024 Healthcare Equality Index. This is a testament to our ongoing efforts to deliver world-class HIV+ care, provide culturally supportive and gender-affirming care to LGBTQI+ patients, eliminate disparities in healthcare access and outcomes, and champion equality and inclusivity in every aspect of our work.



EQUITY

2. Newcomers Health Program



Since 2001, the United Nations has designated June 20th as World Refugee Day, an international day to honor the strength, courage, and perseverance of refugees around the globe. Refugees have been forced to flee their home countries due to conflict, violence and persecution and need support from the communities where they found safety. SFDPH's Population Health Division's Newcomers Health Program at ZSFG's Family Health Center partners with UCSF to provide health screenings and support services to newly arrived refugees and other humanitarian immigrants. The program serves adults and families of all ages living in San Francisco, San Mateo County, and Marin County to navigate health coverage and access medical screenings including physical exams, lab tests including tuberculosis (TB) screening, vaccines, treatment, and referrals to specialists. This past year, the program has served over 250 refugees/immigrants from 23 different countries, including Nicaragua, Ukraine, Guatemala, Honduras, El Salvador, Venezuela, Ethiopia, Mongolia, Afghanistan, and more. ZSFG is committed to providing care to all.

CARE EXPERIENCE

3. Live Music for Inpatient Psychiatry Patients

Bread & Roses Presents has provided live music to patients that are hospitalized at ZSFG on the locked Inpatient Psychiatric Units for over 30 years.

Bread & Roses musicians perform bi-monthly for audience members in the Acute Inpatient Units through the facilitation of Annette Pinto, Director of the Psychiatric Occupational Therapy (OT) Department at ZSFG. The program offers a variety of recovery groups and individual sessions, including partnerships with valuable organizations like Bread & Roses. They believe people can thrive while living with mental illness by setting meaningful life goals, participating in enjoyable activities, and having multiple support systems.



Listening to music is an uplifting experience that can be profoundly meaningful and provide people with valuable coping skills to help regulate difficult emotions. Medical research has shown the benefits of music therapy for a variety of mental health conditions. Listening to live music can be a way to process emotions, trauma and grief as well as calm anxiety. After a recent Bread & Roses performance, a patient shared, "That was really beautiful! Listening to live music helped me feel much better." Another appreciative patient said he could not recall the last time he went to see a concert and that after his discharge, he was inspired to seek out more live music events to use as a coping skill to manage his stress.

DEVELOPING OUR PEOPLE

4. New ZSFG Leadership: Laurae Pearson, Associate Dean of Administration and Finance



Talmadge E. King, Jr., MD, Dean, UCSF School of Medicine announced the appointment of Laurae Pearson as Associate Dean of Administration and Finance in the UCSF School of Medicine Vice Dean's Office at ZSFG, effective July 15, 2024.

Laurae began her UCSF at ZSFG career as an administrative assistant in the Division of Infectious Diseases and the Division of Rheumatology, then served as Division Manager of the Epidemiology and Preventions Interventions (EPI) Center and as the inaugural Manager of the Division of Experimental Medicine. In 2015, she was appointed Director of Administration and Finance for the Department of Medicine at ZSFG.

A UCSF DEI champion, Laurae has made significant contributions as Co-chair of the UCSF Committee on the Status of Women and as a member of the Chancellor's Council on Campus Climate, Culture, and Inclusion. With a wealth of administrative experience and a passion for fostering a collaborative and supportive environment, Laurae

embodies the principles and values we uphold in the Dean's Office. As a reflection of her dedication and accomplishments, she received the 2012 Holly Smith Award for Exceptional Service, the 2020 Chancellor Award for Exceptional University Management, and the 2023 Chancellor Award for the Advancement of Women.

King believes Laurae will continue to prioritize empowering and supporting all community members as she works to

assess processes that support the UCSF mission-critical research and academic operations at ZSFG.

DEVELOPING OUR PEOPLE 5. New ZSFG Leadership: Dr. Mary Mercer, Chief of Medical Staff

Dr. Gabriel Ortiz, Chief Medical Officer, announced the appointment of Dr. Mary Mercer, MD, MPH, as the Chief of Medical Staff at ZSFG, effective July 1, 2024.

Dr. Mercer has been an esteemed member of the UCSF faculty, serving as a Professor in Emergency Medicine. She has worked clinically at ZSFG and has actively engaged in numerous roles that intersect Emergency Medicine with Disaster Medicine, Public Health, and Organizational Improvement and Culture. Dr. Mercer also has extensive publications in the fields of EMS, Disaster Medicine, communication, and substance use disorder.



Dr. Mercer has led performance improvement efforts in the ZSFG ED and served as the co-director for ZSFG's Relationship-Centered Communication (RCC) program for nine years. Her dedication to medical education and well-being is evident through her role as Director for Well-Being in the UCSF Department of Emergency Medicine, where she is responsible for initiatives across all clinical sites and teams. While she had held various service and leadership roles for national and regional EMS organizations in the past, she currently directs the Emergency Medical Services (EMS) and Disaster Medicine Section and Fellowship at UCSF and serves as the Medical Director of Alameda City Fire Department EMS. Locally, she has held various strategic and operational leadership positions in response to public health emergencies, including the COVID-19 and mpox outbreaks in San Francisco, in which she helped to facilitate key, multi-institutional partnerships across the city.

In her new role, Dr. Mercer will oversee the Medical Staff and spearhead key initiatives in quality and safety, continuing her commitment to improving patient care and health outcomes. Her leadership will be instrumental in guiding our medical staff through the evolving challenges in healthcare with a focus on excellence, innovation, and resilience.

DEVELOPING OUR PEOPLE 6. ZSFG Healthcare Recognitions

California Maternal Quality Care Collaborative (CMQCC) Recognitions

The ZSFG Labor and Delivery Team received two recognitions and awards from California Maternal Quality Care Collaborative (CMQCC) - the Superstar Award and the Quality and Sustainability Award.

The Superstar Award recognizes hospitals with 1,000 and 2,499 births that had high levels of engagement with the Maternal Data Center (MDC) - an online tool that generates near real-time data and performance metrics on maternity care services for hospital participants.



The Quality & Sustainability Award: NTSV Cesarean Birth Rate (PC-02) recognizes hospitals that met and maintained the Healthy People 2030 target rate for the NTSV Cesarean Birth (PC-02) measure for three consecutive years (2021-2023). The target rate for this Joint Commission-stewarded measure, also referred to as PC-02, is set by the World Health Organization's (WHO) Healthy People 2030 objectives. ZSFG was one of 116 hospitals for their accomplishments in 2023

Geriatric Emergency Department Accreditation



The ZSFG emergency department has achieved the bronze standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation. GEDA recognizes emergency departments that provide excellent care for older adults and this accreditation signals to the public that we are "focused on the highest standards of care for our communities' older adults." The accreditation process provides more than two dozen best practices for geriatric care and the level of GEDA accreditation achieved depends on how many of these best practices an emergency department can meet.

Gun Violence Awareness Day

On Gun Violence Awareness Day, ZSFG staff wore orange to recognize the loss of life due to gun violence and bring visibility to the issue. Gun violence is a national public health crisis that demands attention. It's the number one cause of premature death in the United States, claiming more than 38,000 lives and causing nearly 85,000 injuries annually. At ZSFG, providers are working hard to mitigate the impact. Staff take multidisciplinary and comprehensive care through emergency medical interventions, surgical repairs, physical therapy, and emotional trauma recovery. ZSFG also provides services to prevent recidivism through the Wraparound Project, which provides peer mentorship and links clients to essential risk-reduction resources like counseling, education, housing, and jobs.



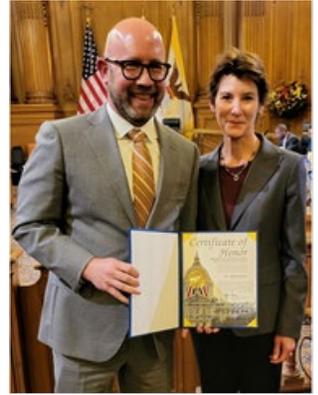
Healthcare Risk Management Week

The ZSFG Risk Management Team consists of a team of nurses, Director Emma Uwodukunda, Tess Soltys, Christian Alarcon, Denise Nucum, Amber Johnson, Mary Lee and outgoing Medical Director, Jeff Critchfield and Associate Medical Director Mary Gray. They also work closely with the UCSF at ZSFG Risk Management colleagues Marcie Gigena and Carmen Es-hagh.

The Risk Management team works with all departments to identify safety concerns and better understand and prevent adverse outcomes. The team consults on consent issues and how policies will be applied, collaborates with teams such as Regulatory Affairs and Workplace Violence Committee, connects with the City Attorney's Office for legal guidance.

CEO, Dr. Susan Ehrlich Recognized by Board of Supervisors

On June 11, the Board of Supervisors recognized ZSFG Hospital CEO Dr. Susan Ehrlich with a Special Commendation for her leadership at ZSFG, her ability to transform organizations and her commitment to increase health care access to SF's most vulnerable. Supervisor Mandelman shared, "Dr. Ehrlich influences, mentors and inspires future generations as a professor of medicine at UCSF."



Values in Action Award winner, David Lawlor

The June recipient of the Values in Action Award was David Lawlor, Director of Materials Management for ZSFG. Last month's winner, Director of Facilities Services AJ Singh, shares how David models ZSFG's core values:



Joy in Work – In my time working with David, I have seen his willingness to assist in solving complicated purchasing issues our facilities department runs into occasionally. We had a few emergencies this past year, and David was very helpful with expediting payment to vendors.

Thirst in Learning – David has always tried to learn about the equipment facilities works with and how we can improve our purchasing processes to reduce downtime of critical equipment.

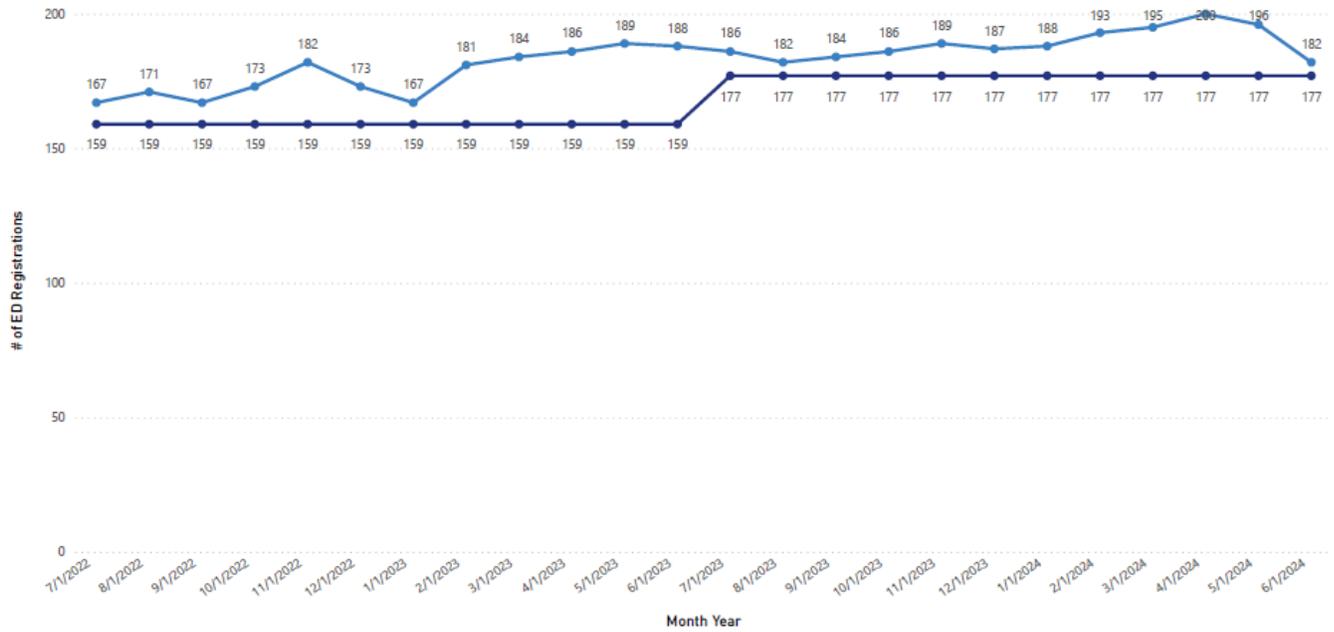
Compassionate Care – David displays compassionate care in the way he treats not only his team but everyone else around him. During EOC rounds, David always comes up and asks me if facilities have any purchasing issues. I also see this behavior displayed by his awesome team every time I reach out to them.

QUALITY

Emergency Department Activities

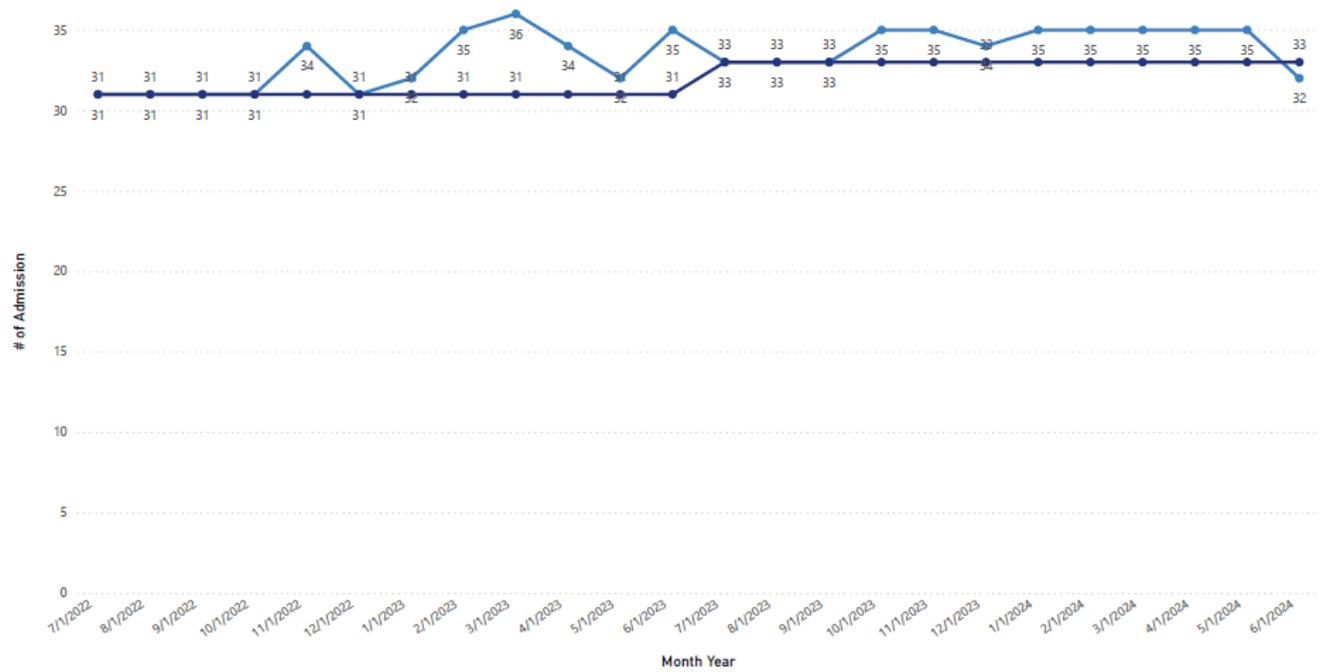
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline

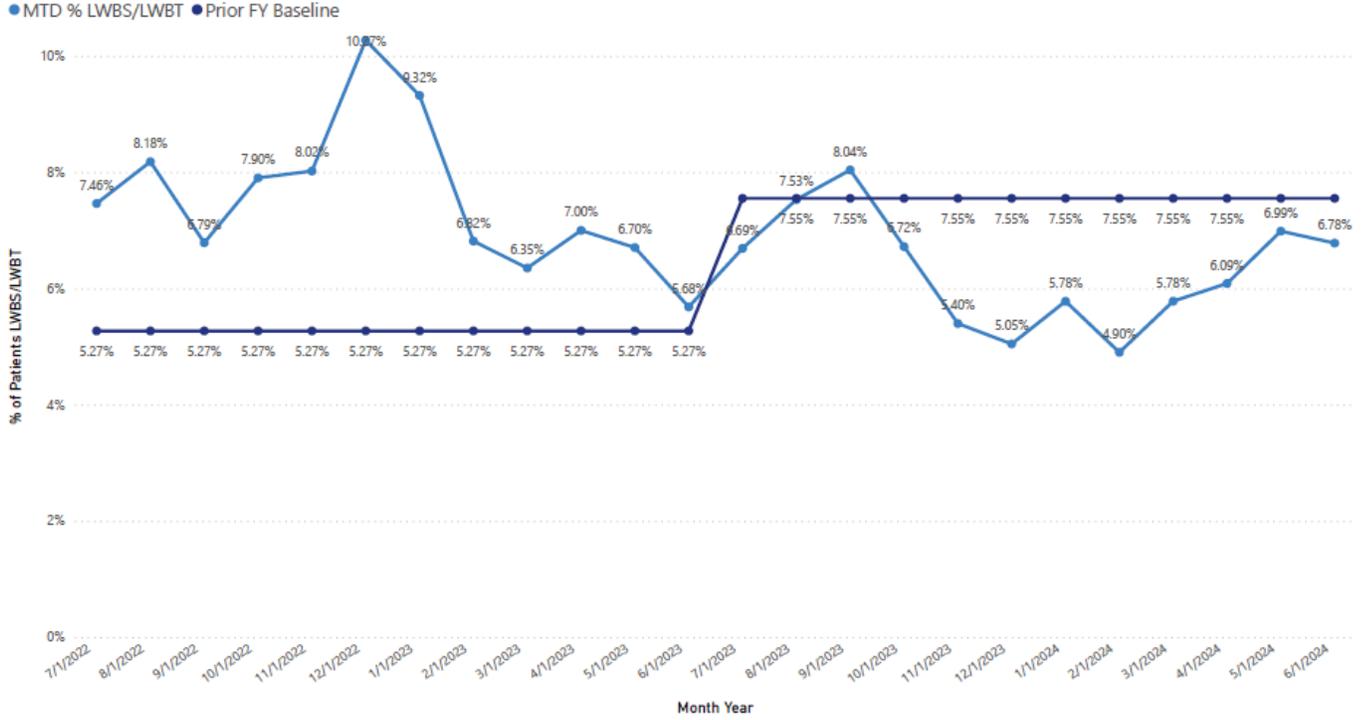


Average Daily Admissions from ED

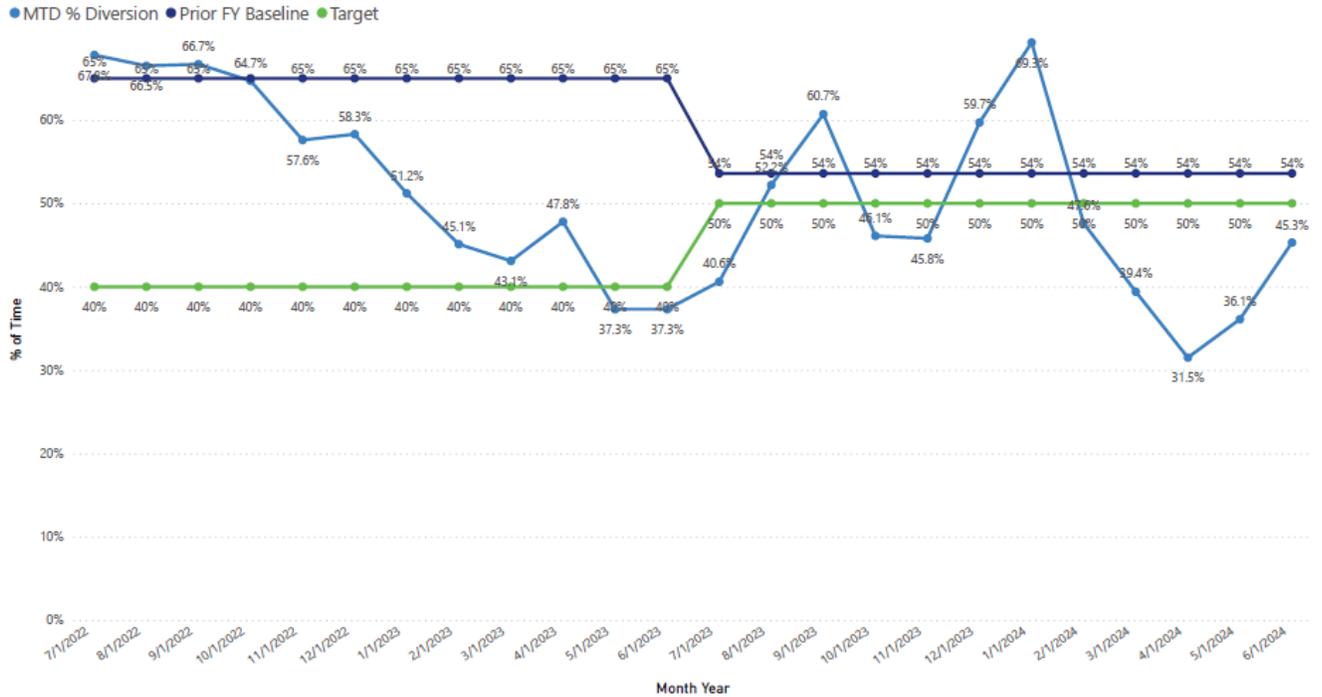
● MTD Average Daily Admissions ● Prior FY Baseline



% LWBS/LWBT

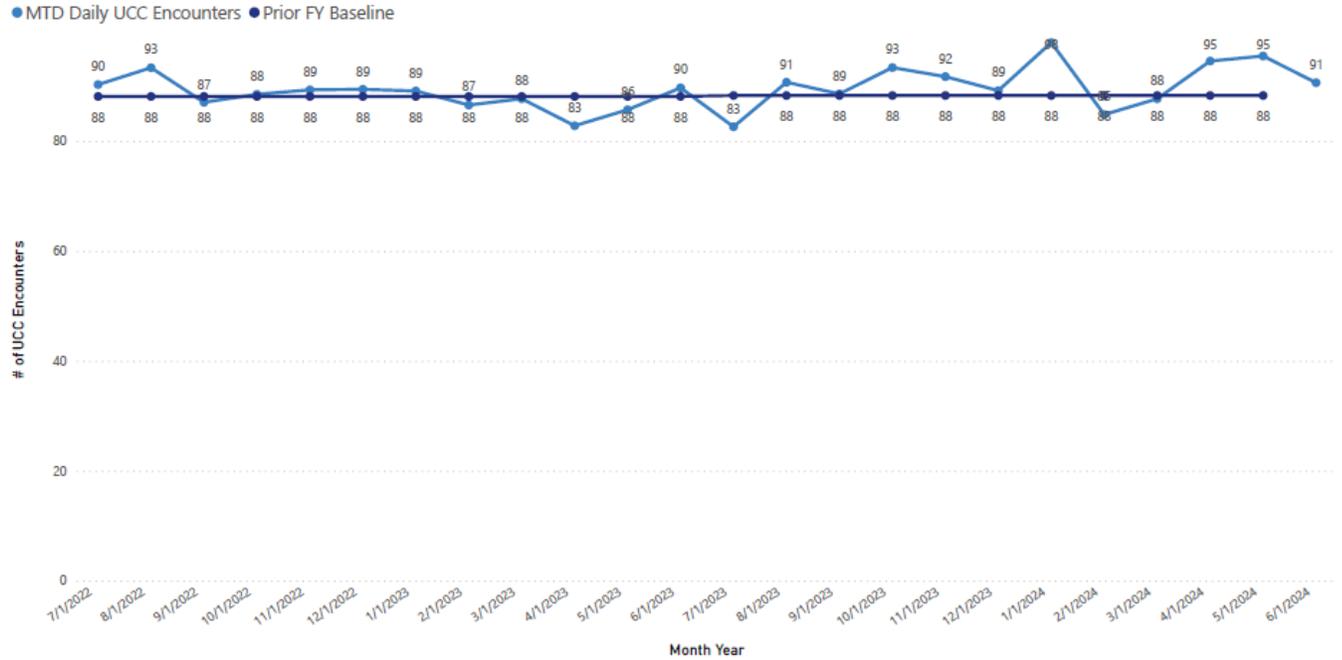


% Diversion

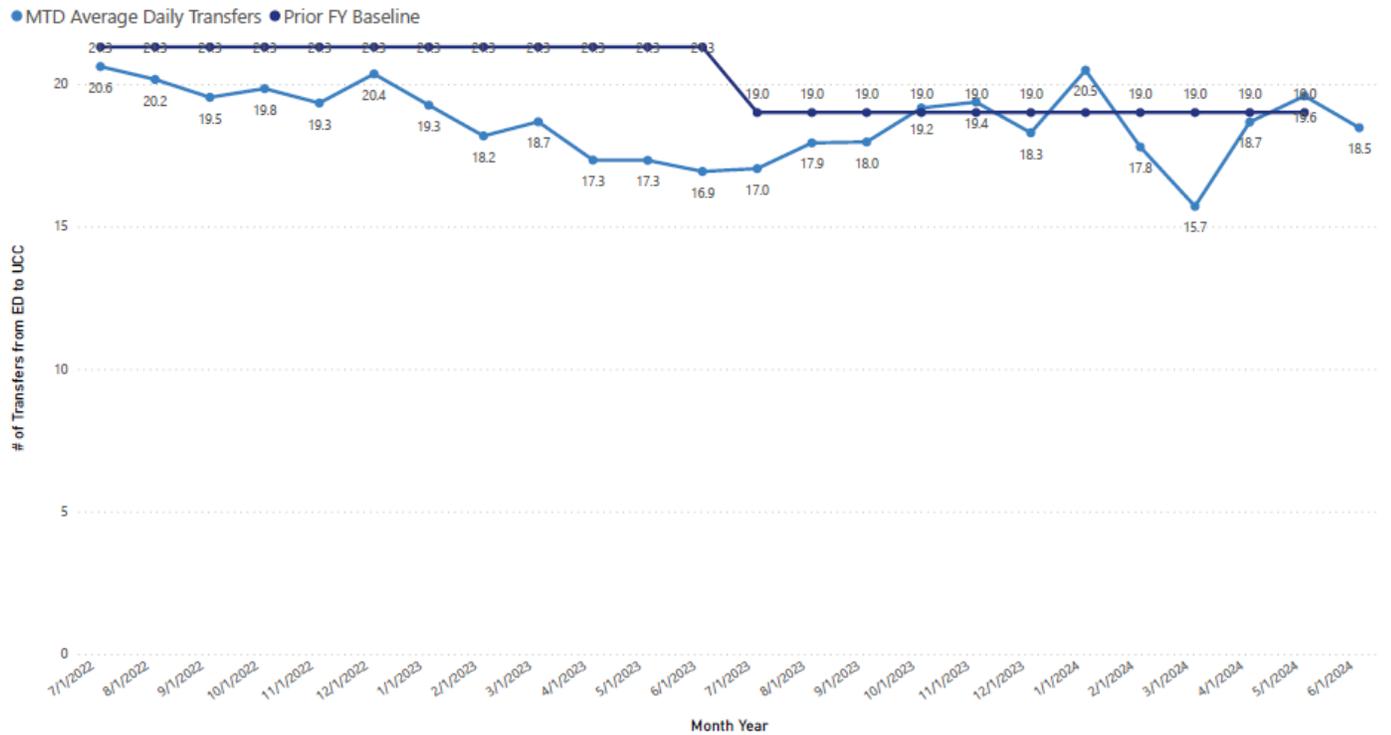


QUALITY Urgent Care Clinic Activities

Average Daily UCC Encounters

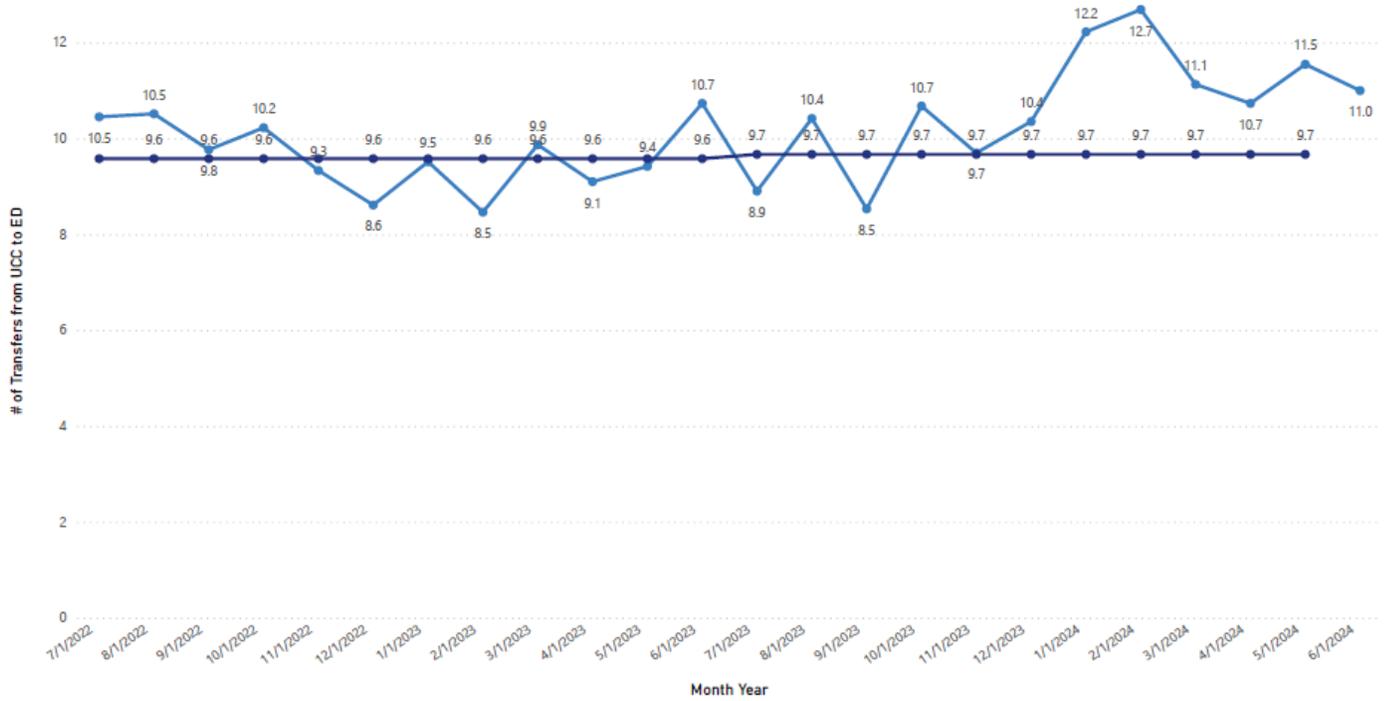


Average Daily Transfers from ED to UCC



Average Daily Transfers from UCC to ED

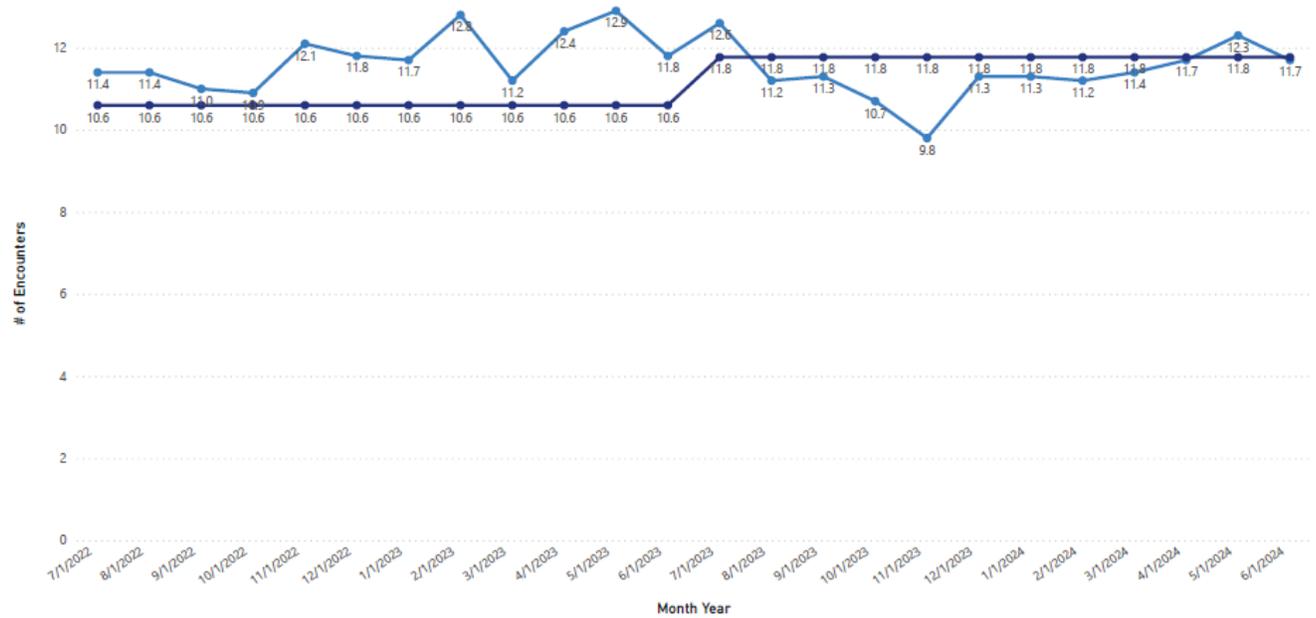
● MTD Average Daily Transfers ● Prior FY Baseline



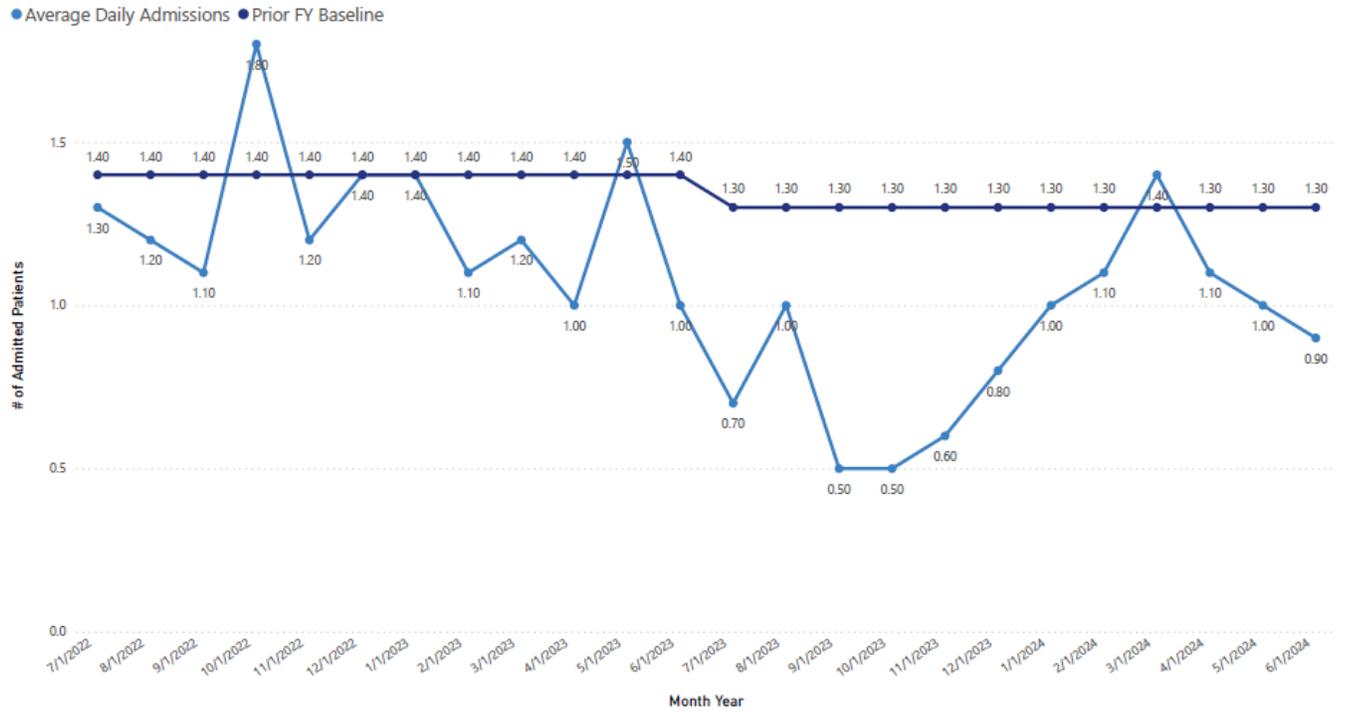
QUALITY Psychiatric Emergency Services Activities

Average Daily PES Encounters

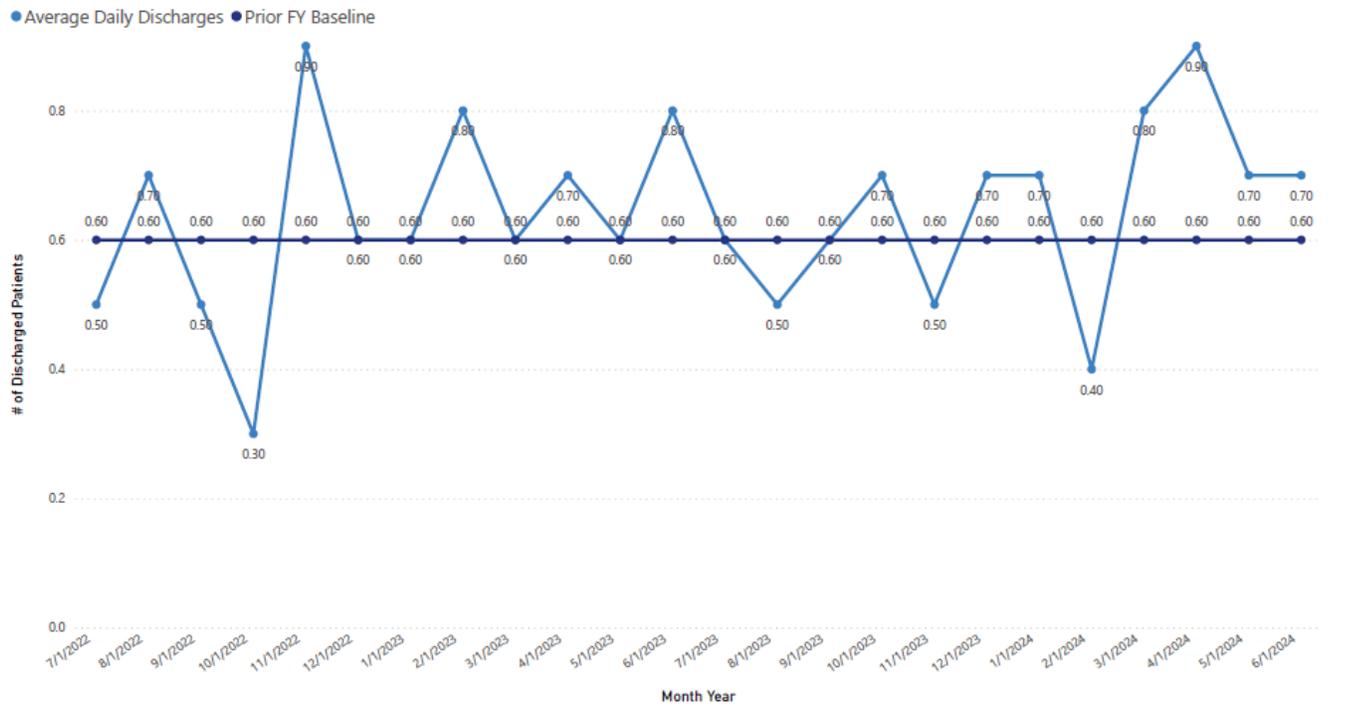
● Average Daily Encounters ● Prior FY Baseline



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



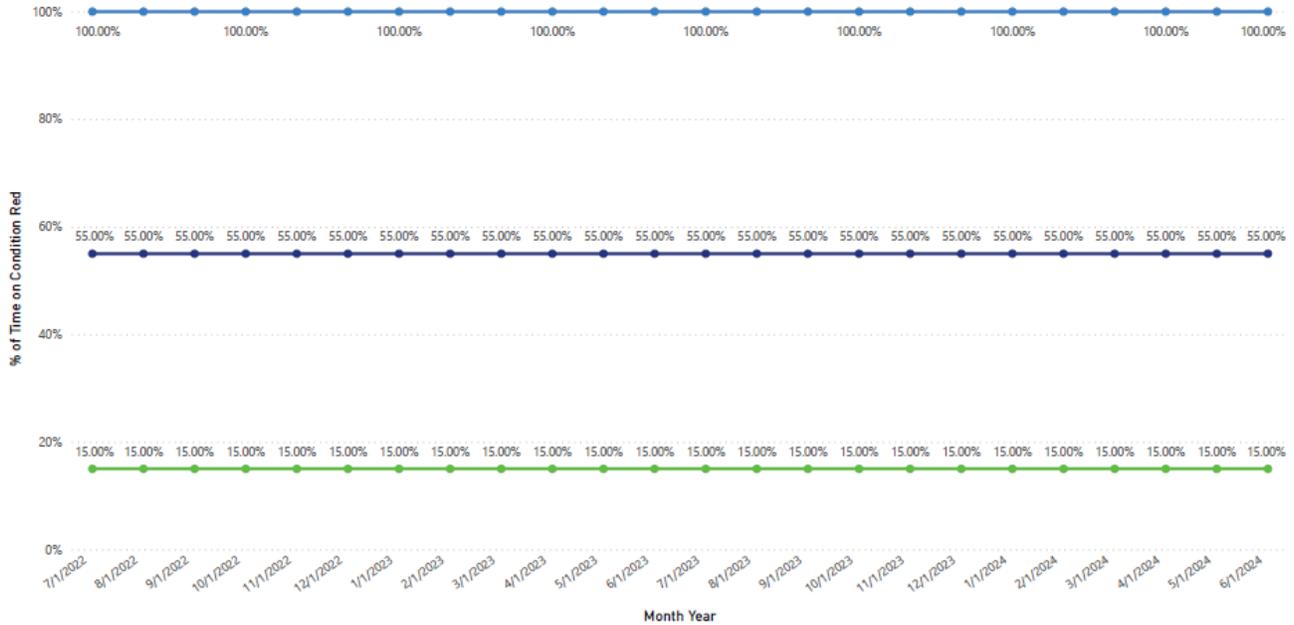
Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



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 191.2 which is 111.81% of budgeted staffed beds and 103.91% of physical capacity. 39.12% of the Medical/Surgical days were lower level of care days: 7.01% administrative and 32.11% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 31.10 which is 111.07% of budgeted staffed beds and 53.62% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 30.60 which is 102% of budgeted staffed beds and 72.86% of physical capacity of the hospital.

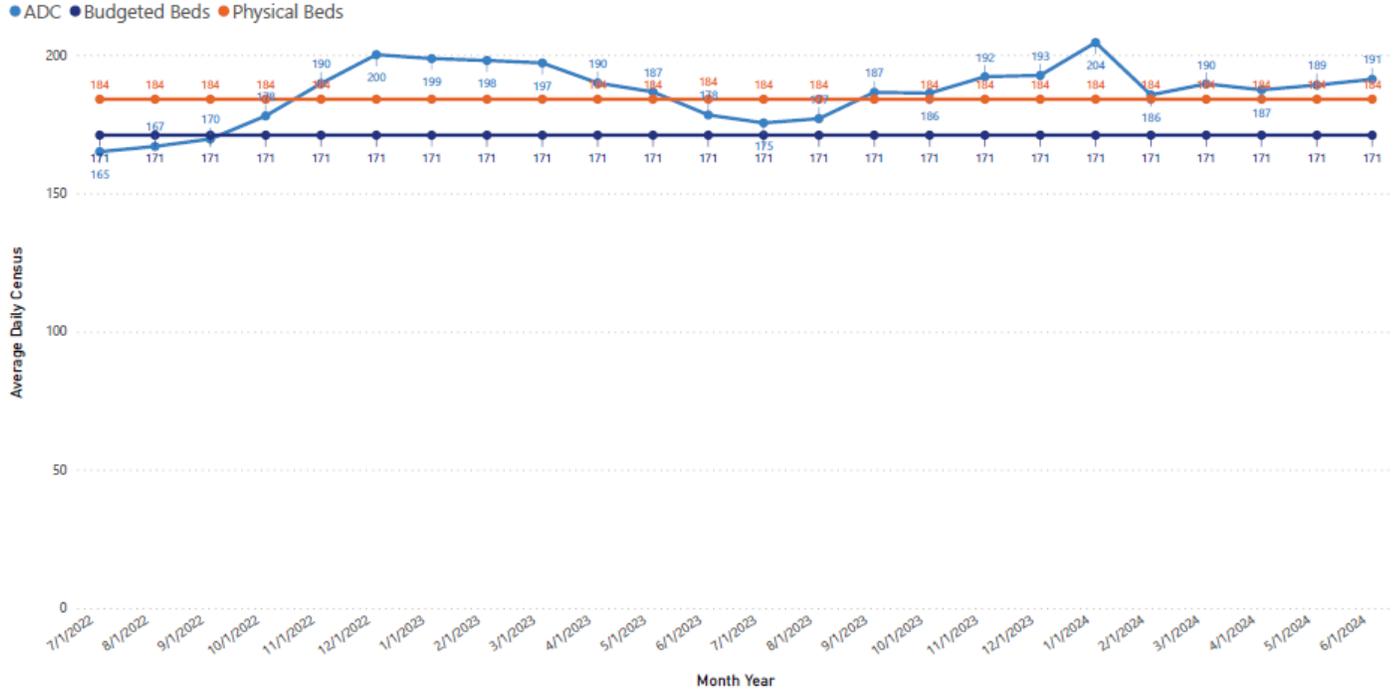
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 42.10, which is 95.68% of budgeted staffed beds and 62.84% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.9, which is 84.29% of budgeted staffed beds (n=7) and 49.17% of physical capacity (n=12).

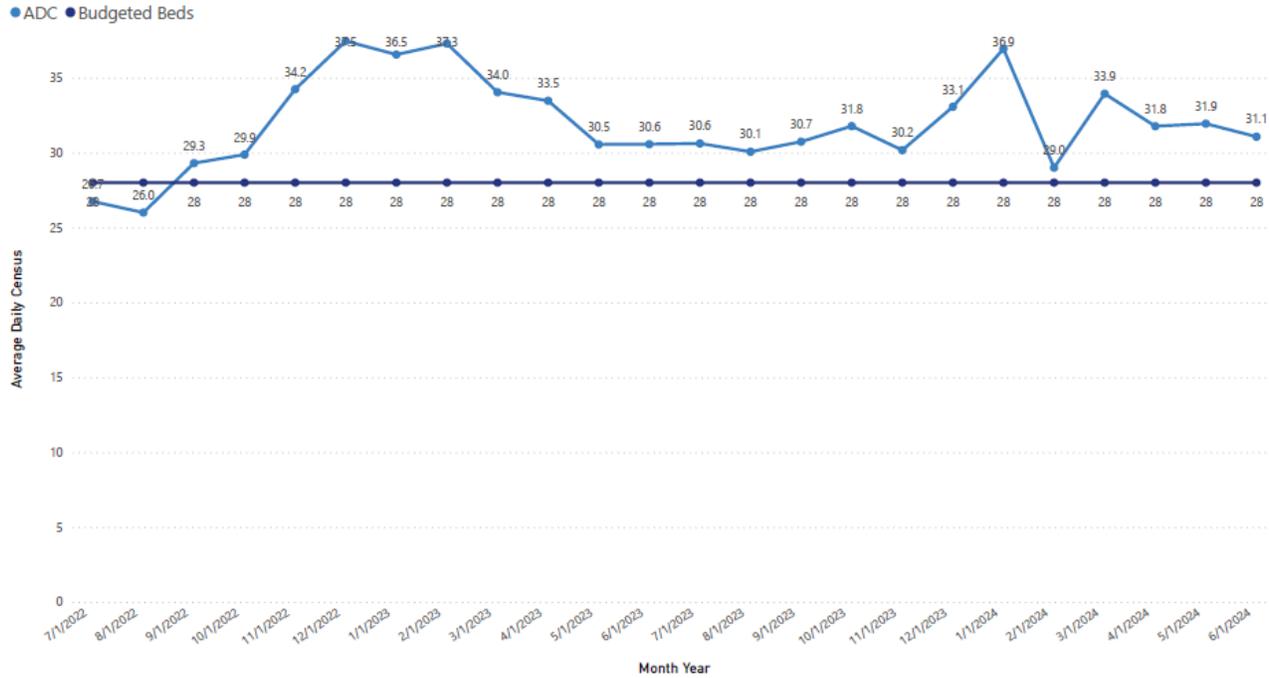
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 18.9, which is 67.5% of our budgeted staffed beds and 63% of physical capacity.

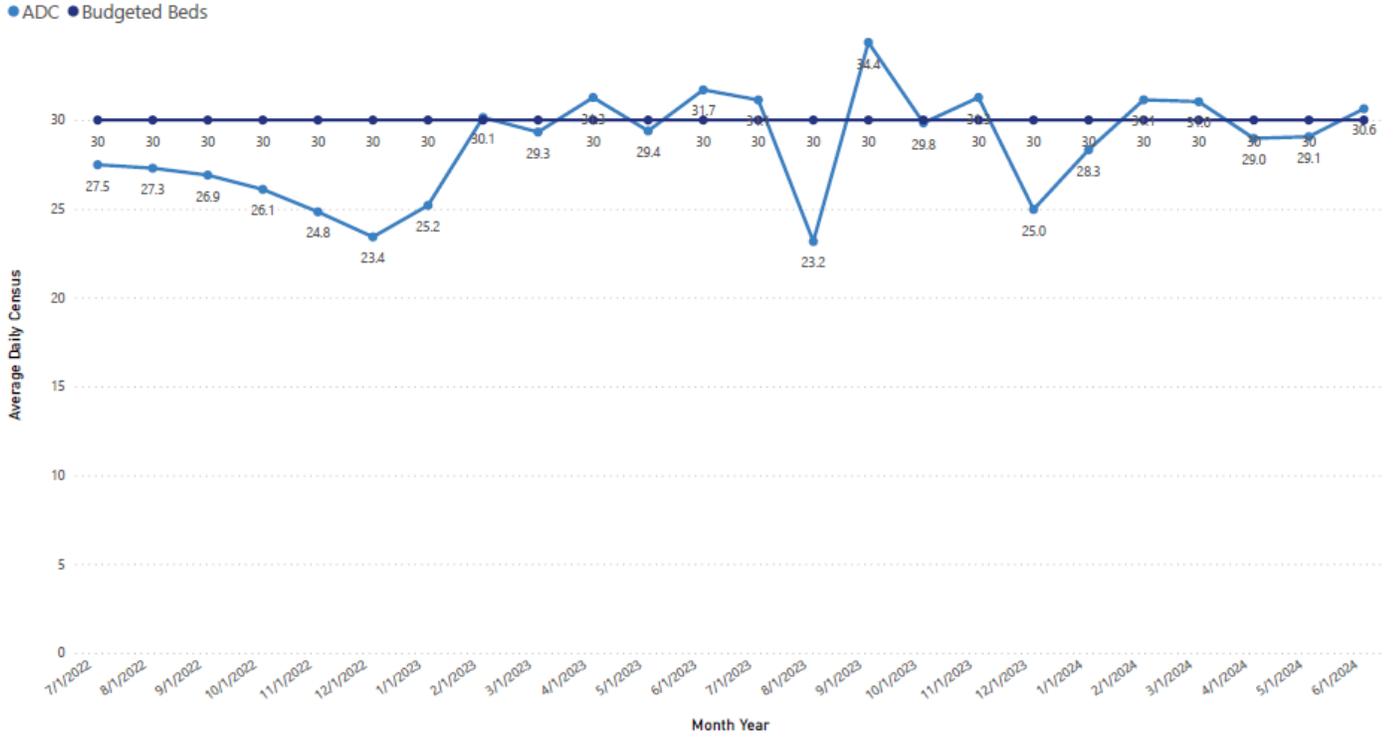
Medical Surgical (incl. ED/PACU Overflow) Average Daily Cen:



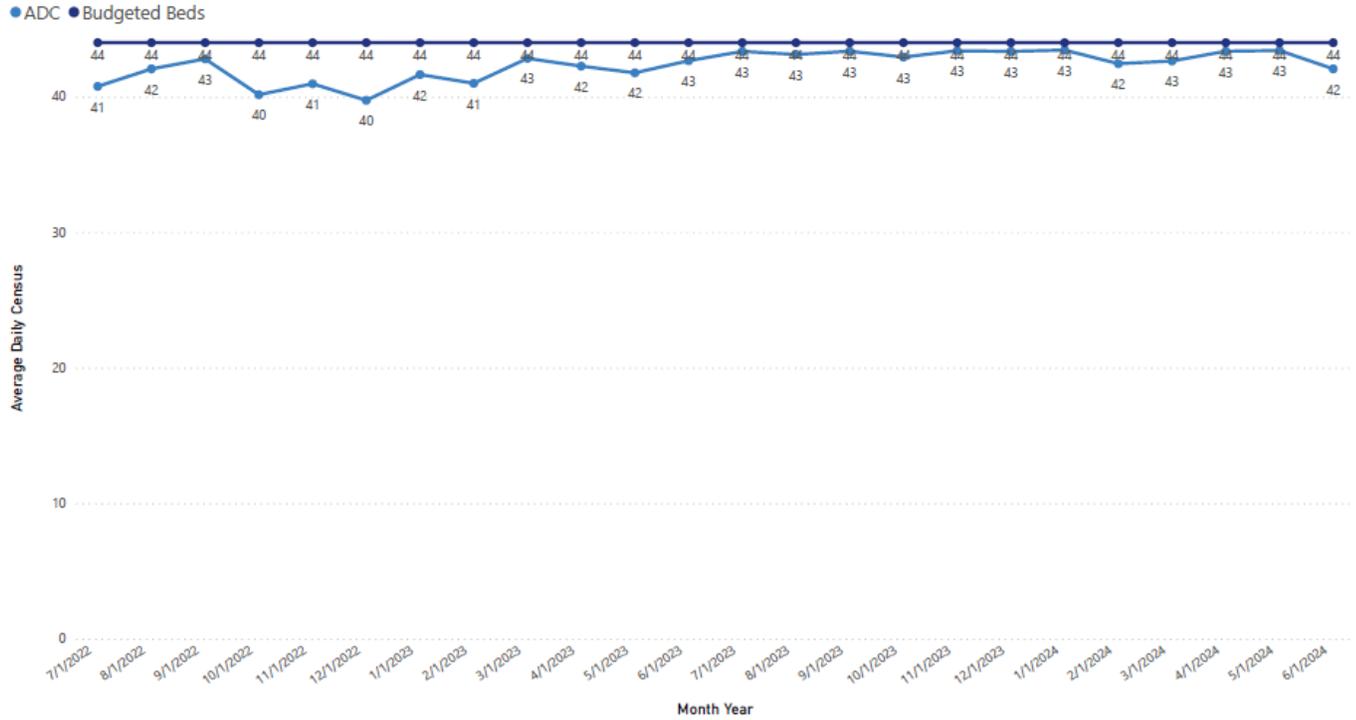
Intensive Care Unit Average Daily Census



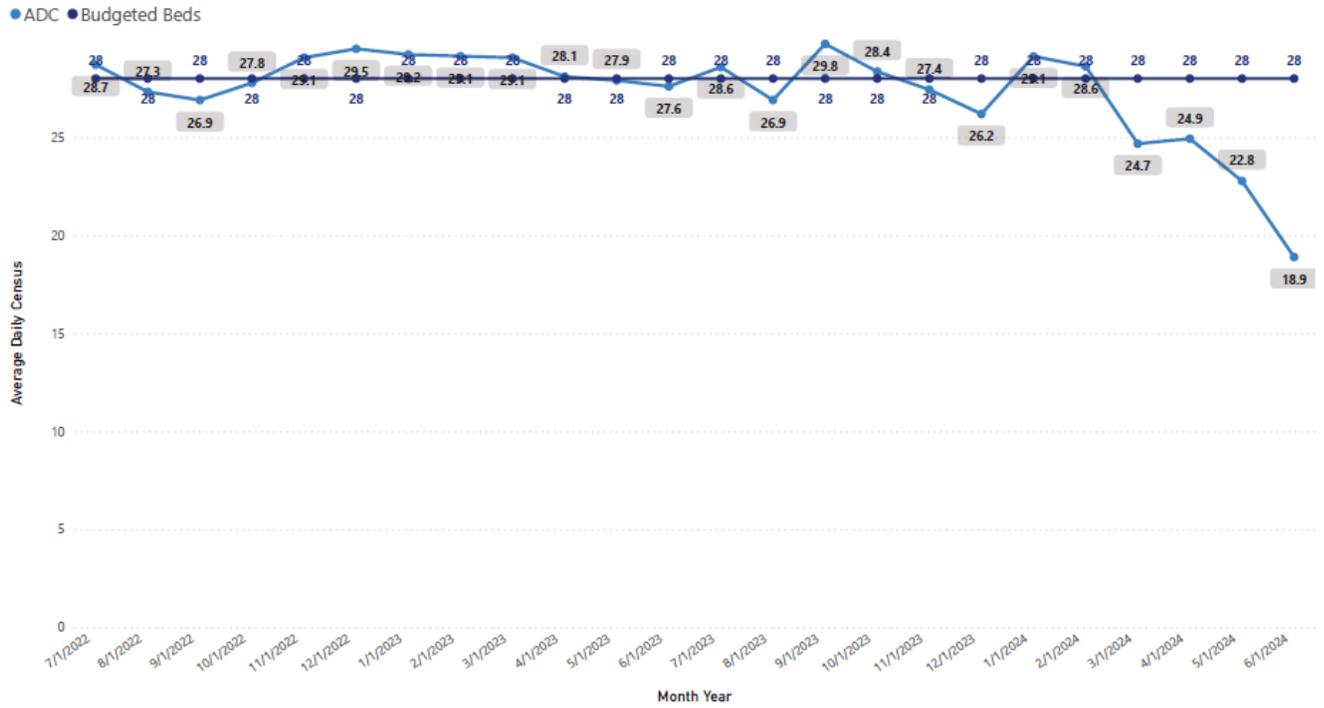
Maternal Child Health Average Daily Census



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

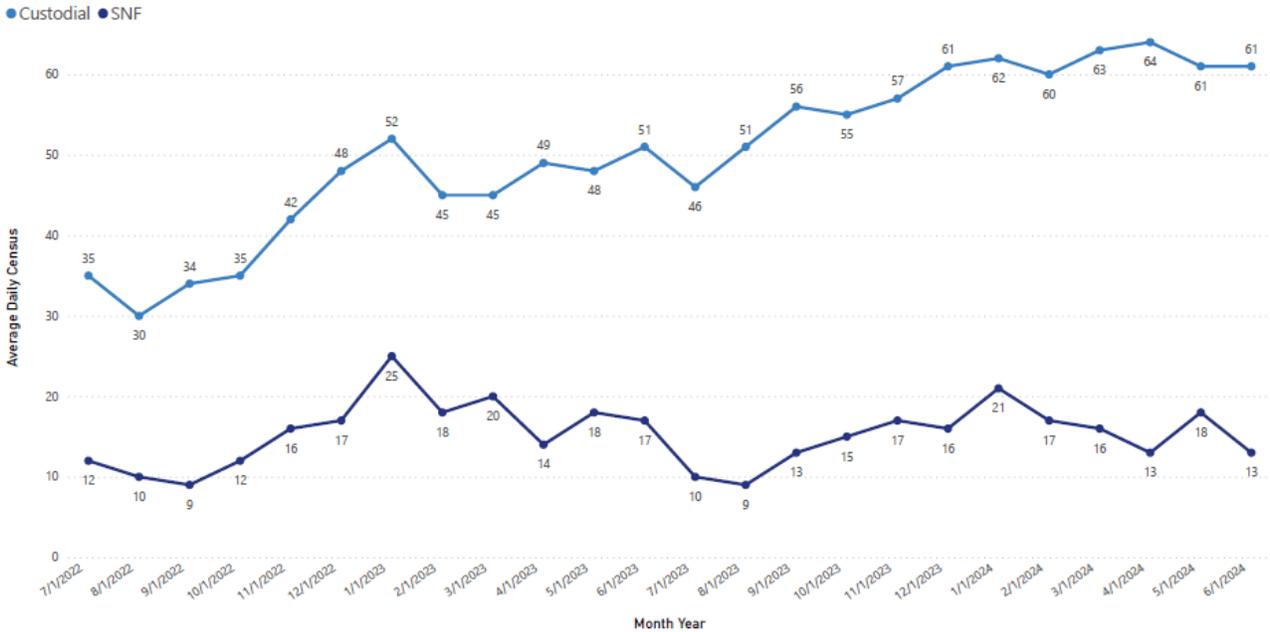


4A Skilled Nursing Facility Average Daily Census

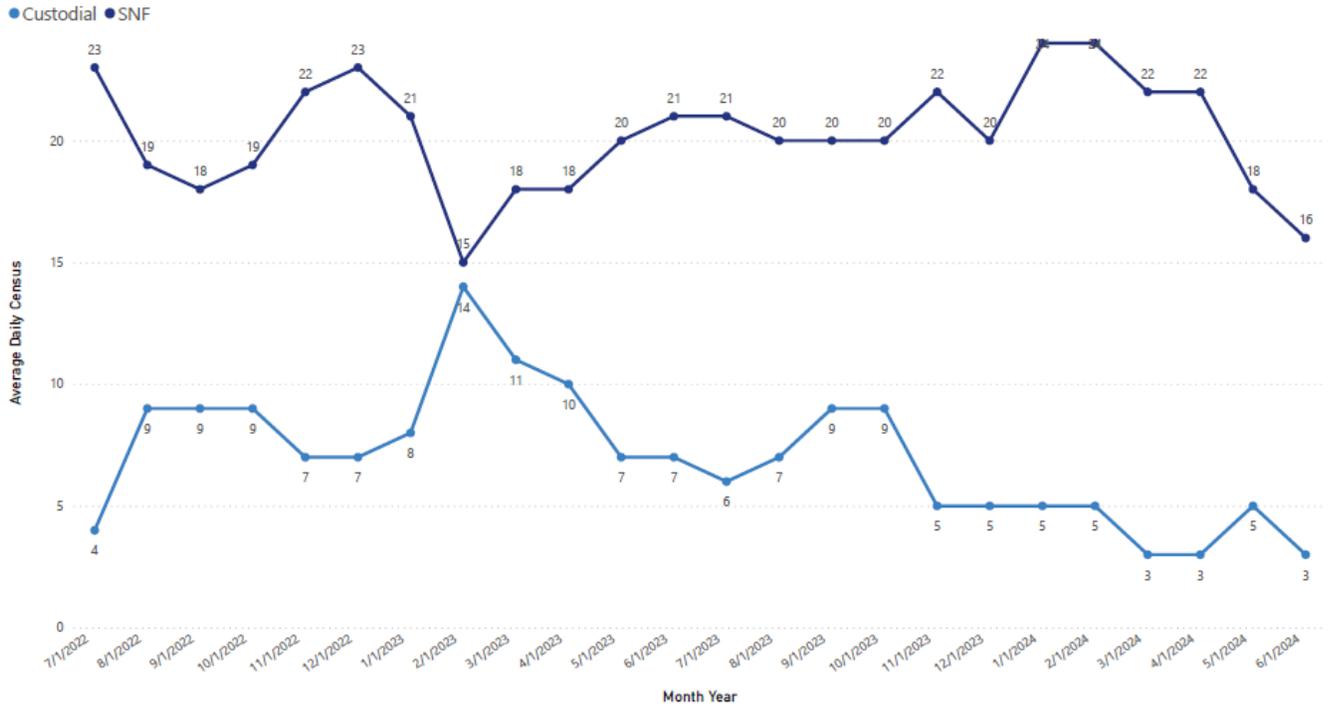


QUALITY Lower Level of Care Average Daily Census

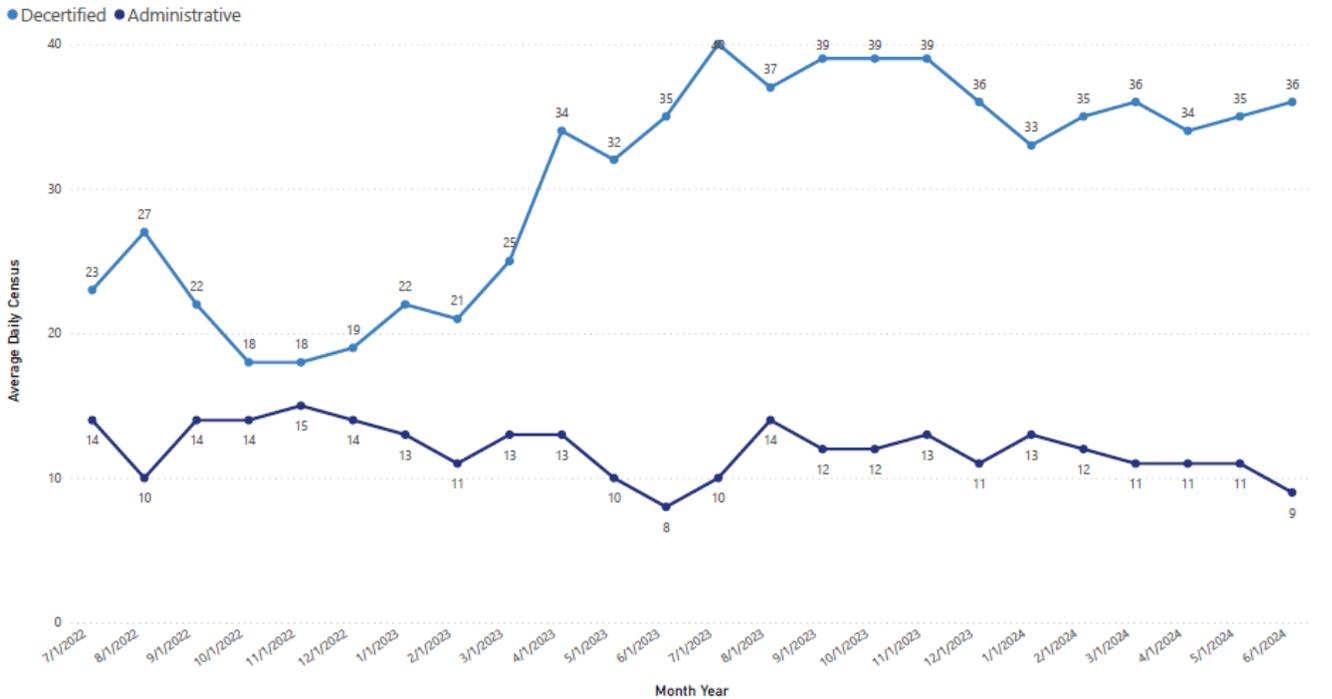
Medical Surgical Lower Level of Care Average Daily Census



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



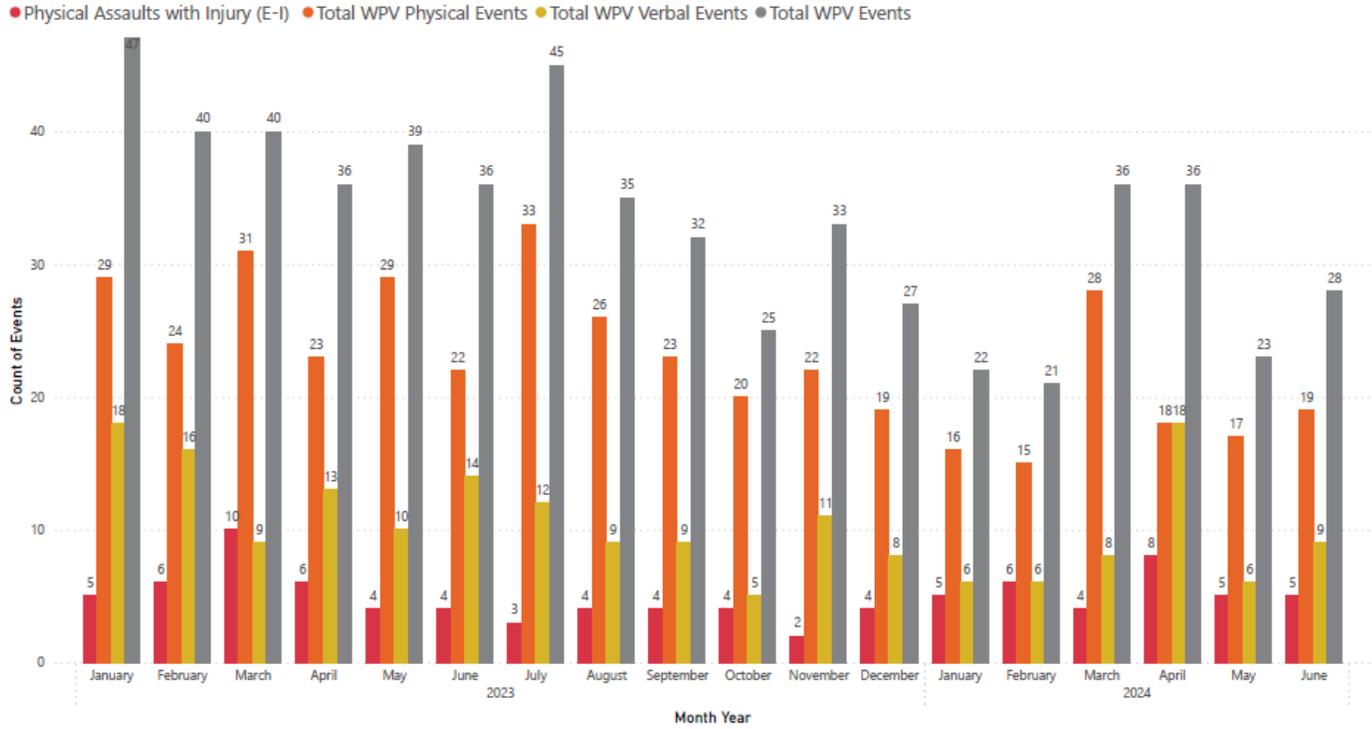
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



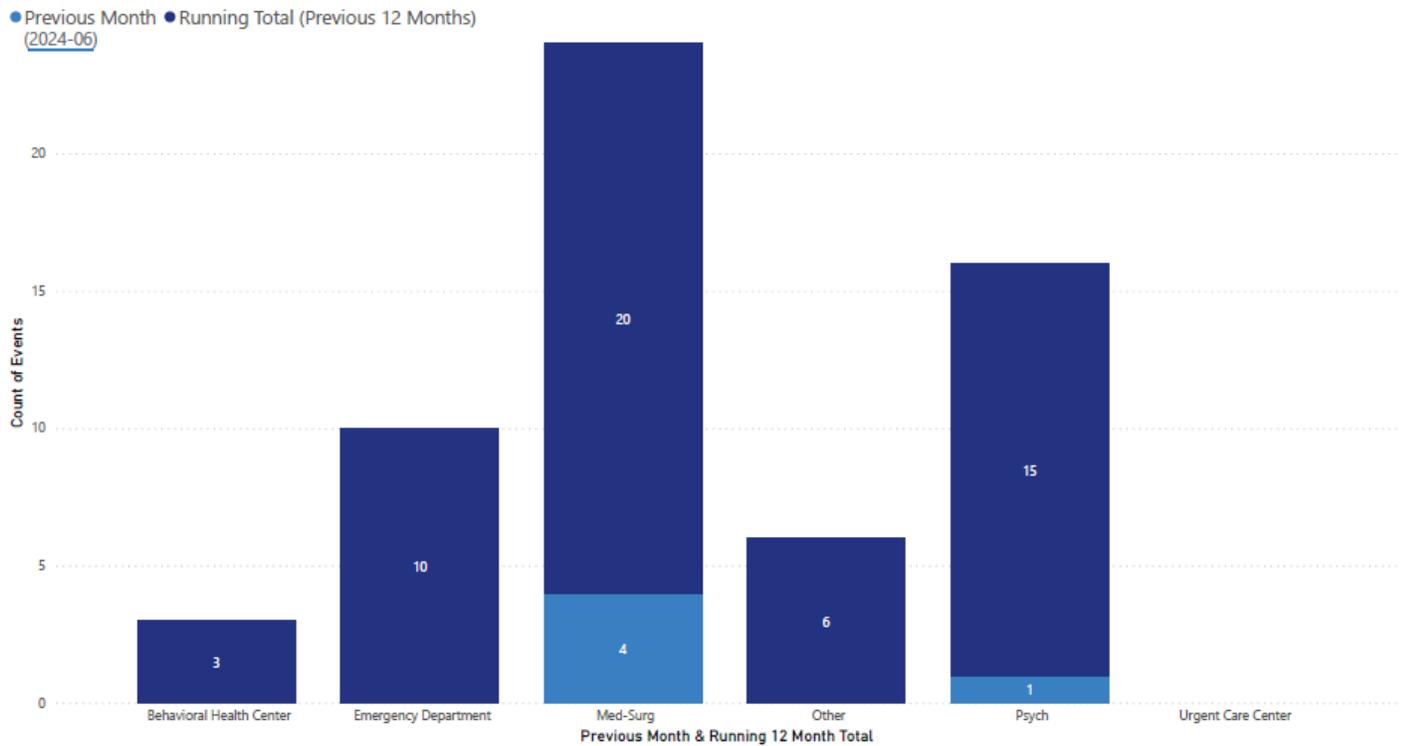
SAFETY Workplace Violence Activity*

*Workplace Violence data is from ZSFG's SAFE system

ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24



ZSFG Workplace Violence Physical Assaults with Injury (Running 12 month total & previous month)

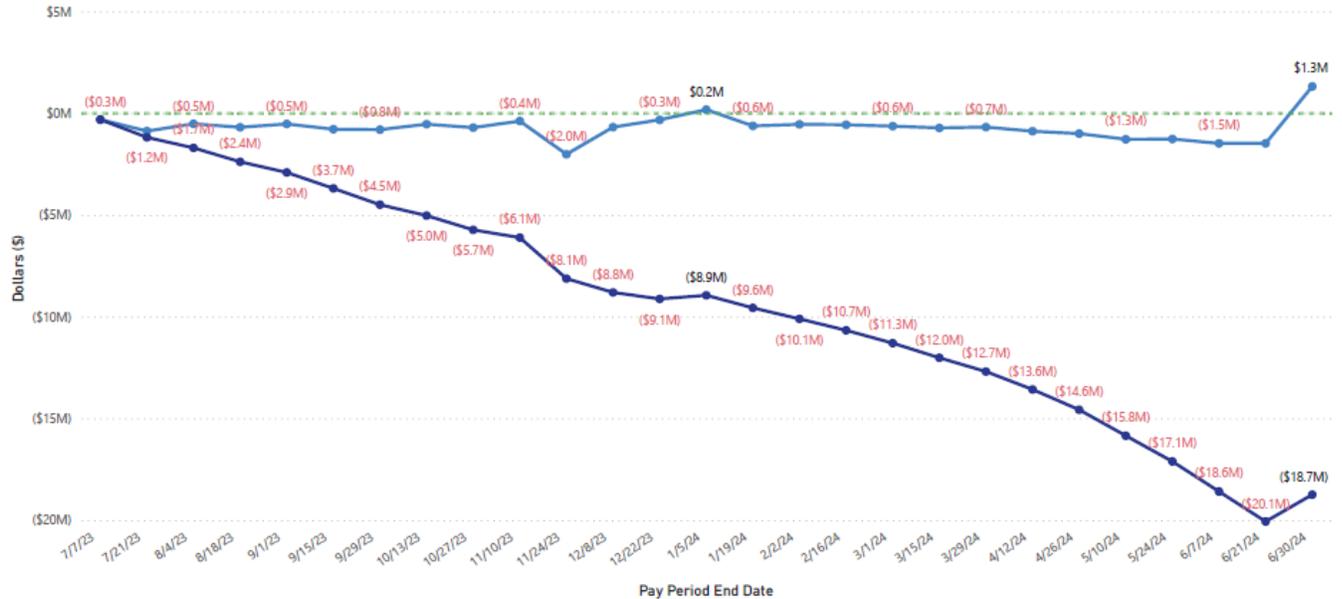


FINANCIAL STEWARDSHIP Salary Variance

Variance Between Salary Expenditure and Budget by Pay Period (PP) 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:

Commissioner Chow welcomed and congratulated Dr. Mercer in her new role as Chief of Medical Staff. He also congratulated Dr. Ehrlich for the recognition of her incredible work. He also acknowledged Dr. Critchfield for his interim appointment, and his ongoing impactful work.

Commissioner Chow asked what the Sango language is noted in the BERT report. Ms. Otway stated that this is an African language.

Commissioner Green thanked Ms. Otway for responding to her written questions before the meeting.

Commissioner Chow stated that it is amazing that the vacancy rates are so low.

5) ZSFG HIRING AND VACANCY REPORT

Priya Nayar, SFDPH Human Resources, presented the item.

Commissioner Comments:

Commissioner Green is curious about overtime reporting since staff vacancies are so low. Ms. Nayar stated that Human Resources reviews this data monthly in addition to registry usage. Ms. Otway added that ZSFG leadership reviews this data too and meets monthly with unions to discuss the data. She noted that new hires often require training; during this time, sometimes registry nurses are used.

Commissioner Green is curious if frontline staff understand the improvement in hiring and reduction in using registries. Ms. Otway stated that because frontline staff are often part of training new staff, they are away of the changes and improvements. She noted that when a surveyor recently interviewed staff, they reported things have changed for the better. She added that ZSFG staff-to-patient ratios are more robust than the state’s requirements.

6) MEDICAL STAFF REPORT

Mary Mercer, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green noted that she learned a lot by reading the report; the Neurosurgery Department staff are incredible. She added that 78 hours of call per week seems like a heavy workload. Dr. Mercer stated that ZSFG is working to hire new staff to help out the team.

Commissioner Green asked why forceps are not listed along with vacuum delivery and primary surgeon in the C-section section of the Family Community Medicine privileges. Dr. Mercer stated that there is declining use of forceps. She added that an OB/GYN physician would have permission to use forceps when needed.

Action Taken: The ZSFG JCC voted to recommend that the full Health Commission approve the Neurosurgery Rules and Regulations, Pediatric Privilege list, and Family Community Medicine Privilege list.

7) OTHER BUSINESS

This item was not discussed.

8) PUBLIC COMMENT

There was no general public comment.

9) CLOSED SESSION

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

Action Taken: The ZSFG JCC voted to go into 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 ZSFG JCC voted not to disclose discussions held in closed session.

10) ADJOURNMENT

The meeting was adjourned at 4:30pm.