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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, August 23, 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, Elena Fuentes-Afflick MD, Adrian Smith, Andrea Turner,
Christopher Ross, Claire Horton MD, Gillian Otway, Glenn Levy, Jim Marks MD, Lisa Winst on MD,
Lukejohn Day MD, Mark Leary MD, Michael Gerchow, Neda Ratanawongsa, Susan Brajkovic,
Mary Gray MD

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

2) APPROVAL OF THE MINUTES OF THE JULY 26, 2022 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the July 26, 2022 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Chow noted that the outstanding issue of ventilators is good to track and requested trend data on this item at a future meeting. He also requested that the charts be made to be larger and more readable.

4) 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 for Academic Partners

As of August 5th, ZSFG has adopted additional COVID-19 standards for our academic partners which include students, trainees, instructors, and faculty.

Symptom screening

1. Schools are responsible for implementing a process by which students, trainees, instructors, and faculty are screened for symptoms associated with COVID-19 infection daily when scheduled to be on the ZSFG campus.
2. Any persons with symptoms are not to report to campus and must be tested for COVID-19 within 24 hours of symptom onset. Testing is the responsibility of the person having symptoms.

Masks and N95s

Surgical masks are required when on the ZSFG campus. N95s are required for all direct patient care activities. ZSFG will provide both masks and N95 respirators.

Testing

In order to maintain compliance with SNF requirements, students, trainees, instructors, and faculty assigned to 4A SNF will be tested for COVID-19 weekly.

Positive Results

1. Within 24 hours of notification of a positive test result, the school will complete the "ZSFG Academic Partner Preliminary Contact Investigation Worksheet" and submit it to ZSFG student contact tracing.
2. The person with a positive test result must call Occupational Health Services (OHS) to be triaged.

Vaccination

1. All students, trainees, instructors, and faculty placed on the ZSFG campus must be up to date with COVID-19 vaccination. The primary vaccination series must be completed at least 2 weeks prior to reporting for placement. Booster vaccinations are required when vaccination series were completed more than five (5) months ago. The booster vaccine must be completed at least 1 week prior to reporting for placement.
2. Persons that have not been vaccinated may receive their vaccination at ZSFG.

SAFETY

2. Monkeypox Update

On July 23, 2022, the World Health Organization declared the expanding monkeypox outbreak in more than 70 countries an "extraordinary" situation that qualifies it as a global health emergency. On July 28th, San Francisco declared a local health emergency and on August 4th, President Biden's Health and Human Services Secretary declared Monkeypox a national health emergency. This level of alert and focus is critical given that San Francisco is at the epicenter of this emergency: SFPD had confirmed 424 cases of Monkeypox in San Francisco as of August 8th. There are also 826 cases in California and 7,102 cases in the United States.

Monkeypox is not like COVID-19: during the current outbreak, it has mostly been transmitted by very close contact. In the US, approximately 96% of the cases are among men who have sex with men. Almost no one gets hospitalized with Monkeypox, and no one has died from it.

Further, SF is well-versed in executing a broad, interdisciplinary approach to addressing this health emergency, including establishing a network of testing and vaccination sites across DPH, distributing vaccines as quickly as they are received, and prioritizing health equity by partnering with community-based organizations to do active outreach to those disproportionately impacted by Monkeypox.

To build immunity in the community, the focus is to vaccinate those at highest risk, primarily anyone with a known contact with a person who has Monkeypox; gay, bisexual, trans people and other men who have sex with men who have had multiple sex partners in the past 14 days; and sex workers of any sexual orientation/gender. ZSFG is at the frontlines of this emergency. Our mass vaccination clinic – still serving as our COVID vaccination clinic – has distributed the vast majority of vaccines within the SFDPH and is the largest vaccination site in San Francisco.

Our mighty vaccination clinic, led by the Vaccine Team Manager, Merjo Roca, has run incredibly smoothly, despite the crushing daily demand, because of the mighty team supporting the effort overall:

Core Vaccine Clinic Nursing Team:

Brent Lee
James Geer
Yungmi Kim
Zelynn Tirona
Annie Cai
Jesar Sardinia
Yesenia Rivera
Patrice Stuerenberg
Sharon Hipolito
Aprilmarie Gonzaga
Annemarie Stone
Dennis O'Hanlon

Screening Staff:

Alejandro Gaitan
Carlos Borrico
Allen Hom
Caroline Meilak
David Landau

Our deepest gratitude to Merjo and the Vaccine Team, as well as our leaders supporting them: Rosaly Ferrer, Nursing Director; Lukejohn Day, Chief Medical Officer; and Christine Falvey, our Chief Communications Officer.



QUALITY

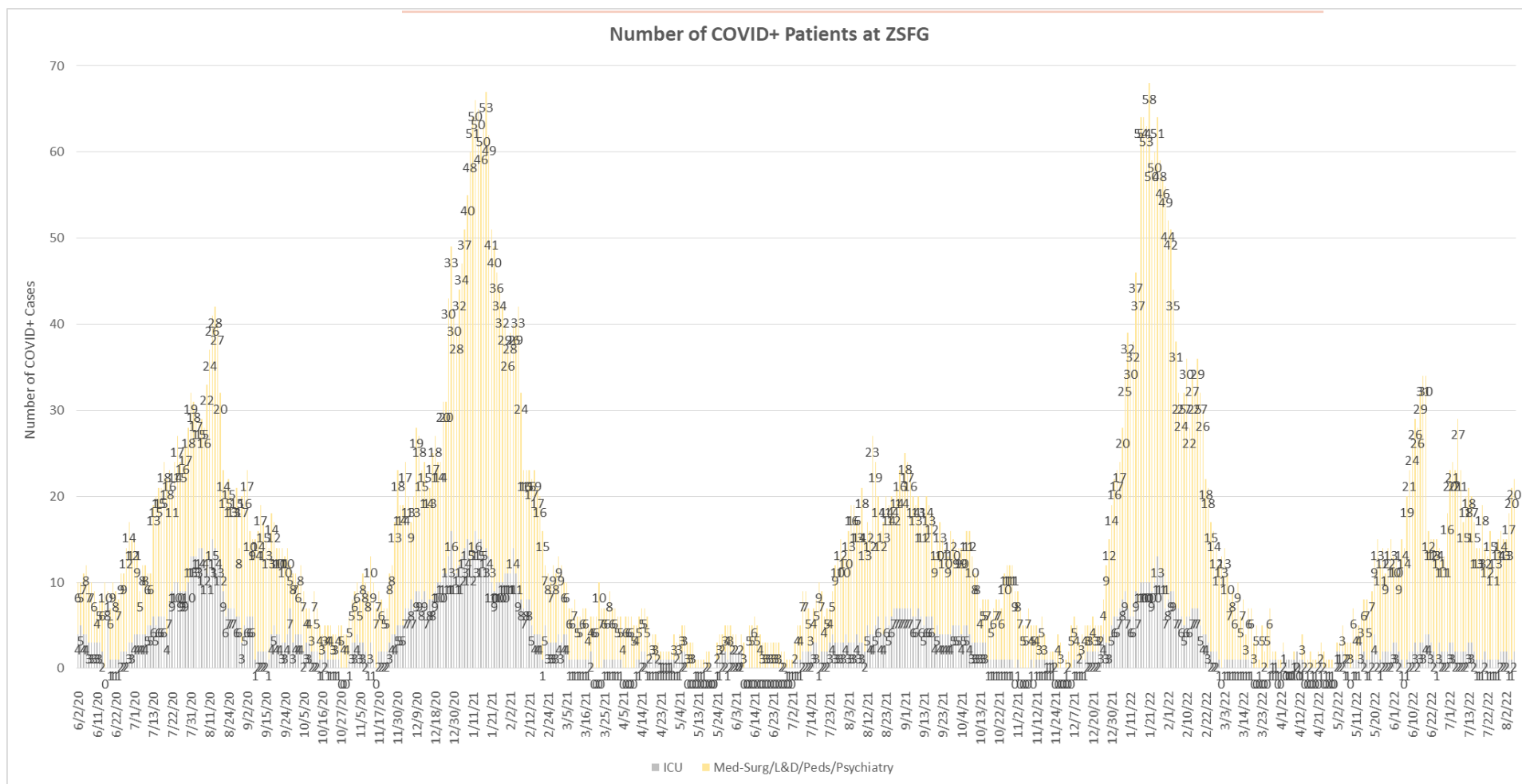
3. Pharmacy Sterile Compounding Inspection

The CA Board of Pharmacy Inspector, Denise Dukatz, arrived at ZSFG on Wednesday morning, August 3rd, to conduct her requisite sterile compounding inspection prior to the hospital license renewal. Before her visit, Pharmacy submitted many documents for review. Once onsite, she performed a physical inspection of the Sterile Compounding area and exited at about 12:30pm with 4 findings.

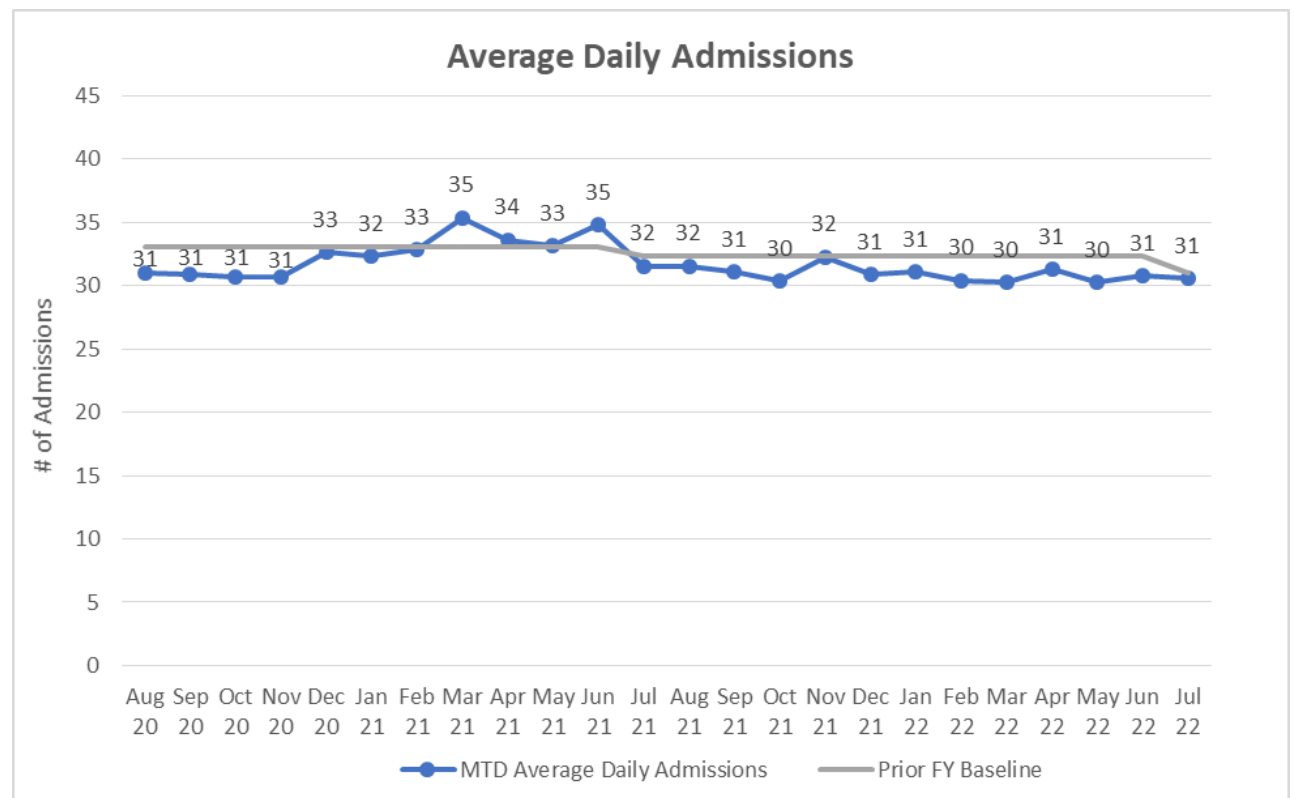
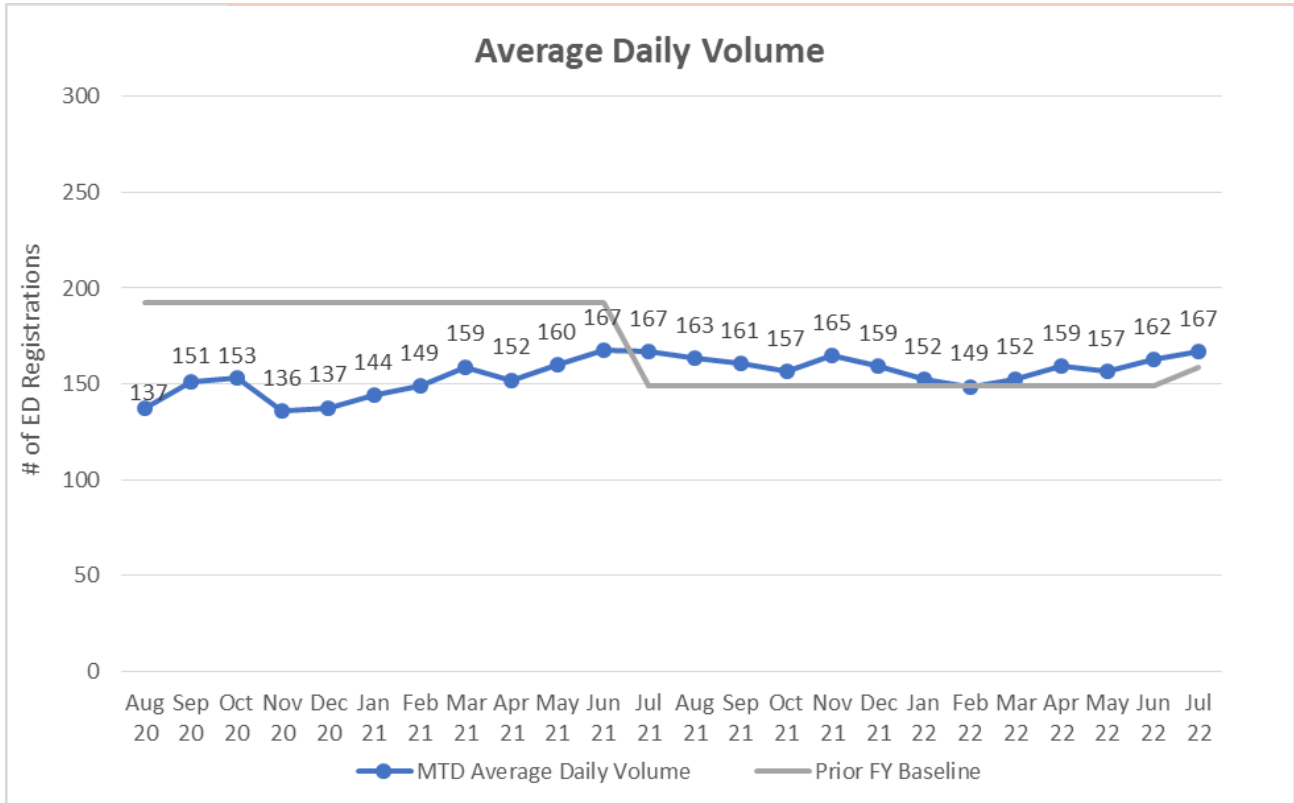
These findings were not a surprise as Pharmacy has already been working on these areas of improvement prior to the inspection and has been creating plans of correction. The evidence of correction will be submitted by Wednesday, August 17th.

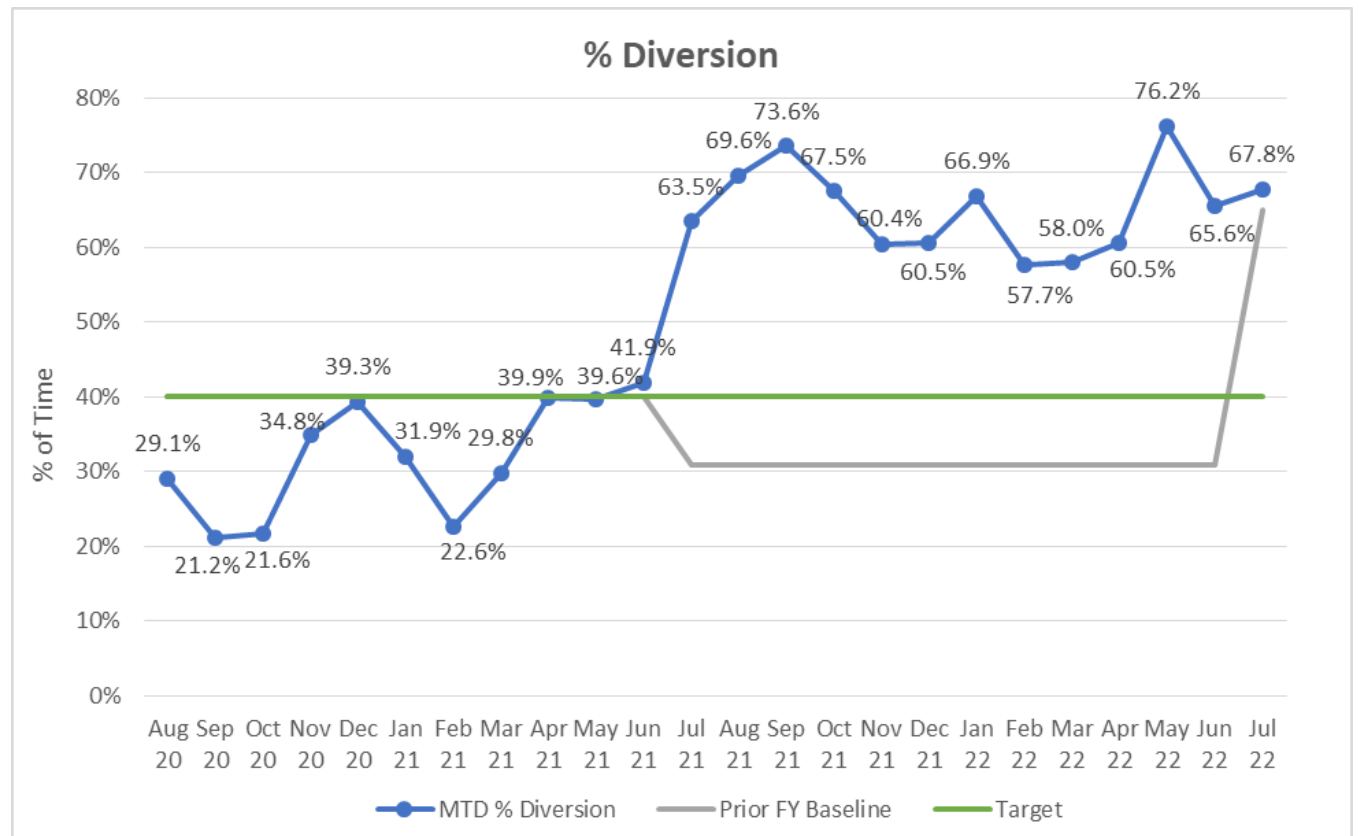
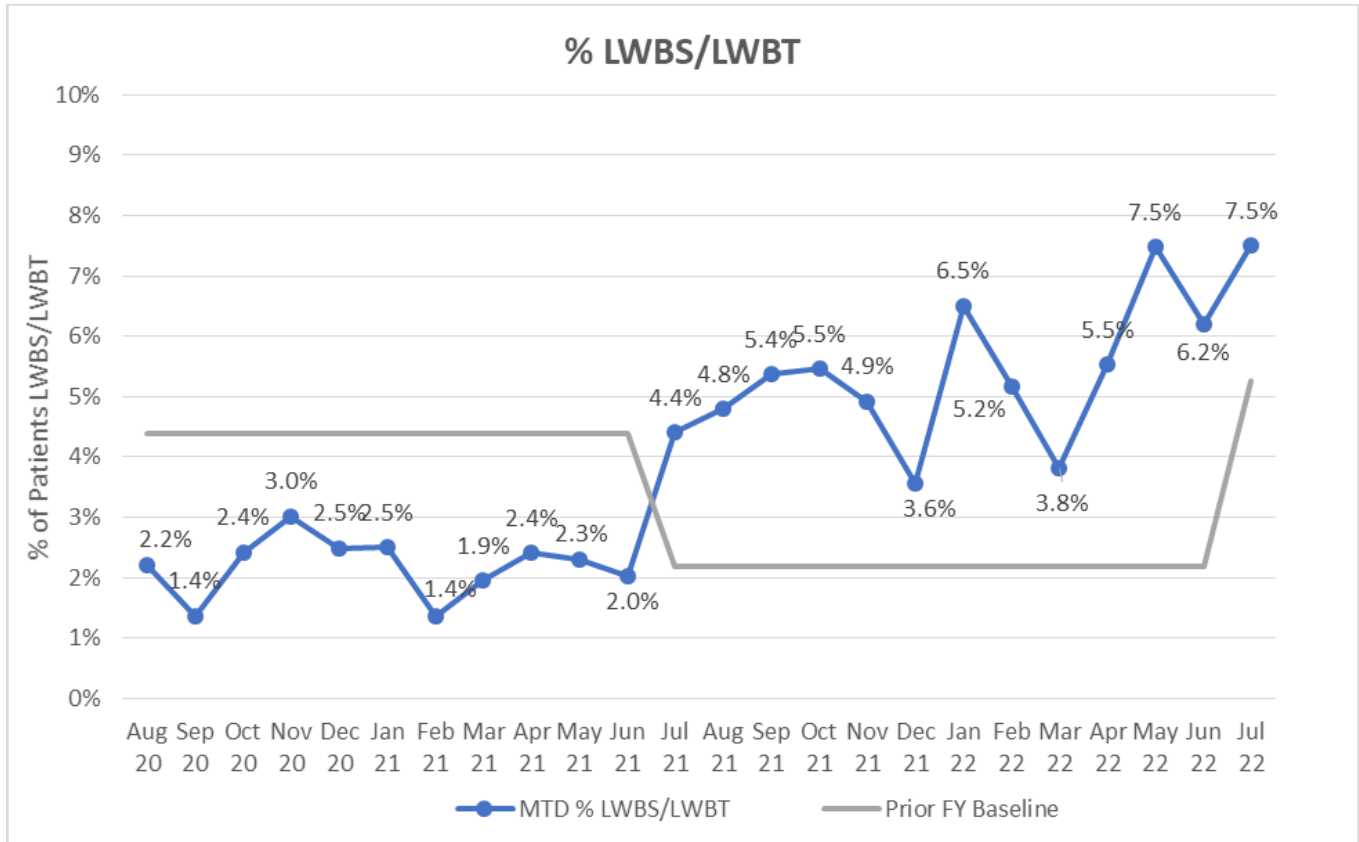
Congratulations to the Pharmacy Department on a successful inspection and for being proactive in your improvement work!

QUALITY ZSFG COVID+ Patients



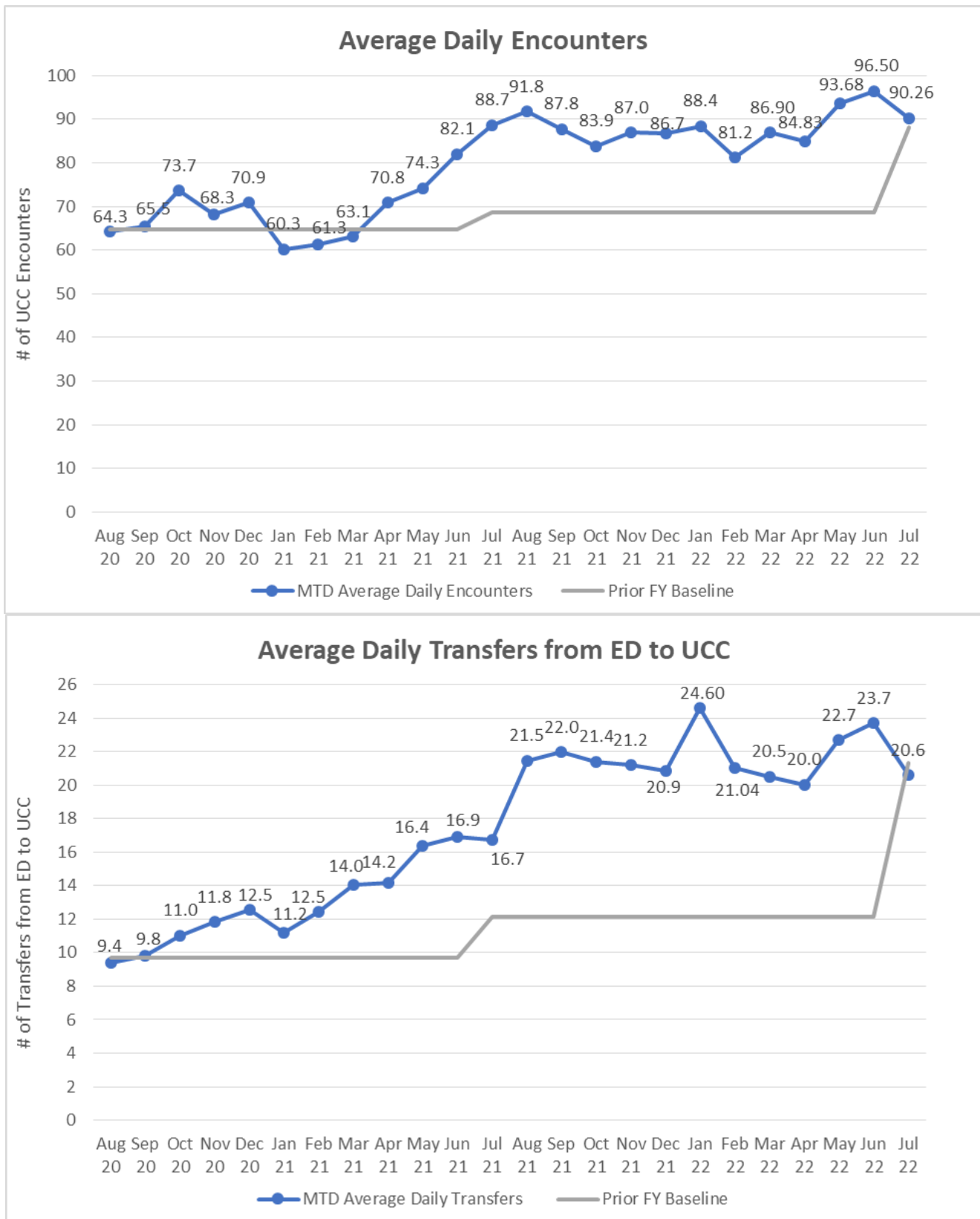
QUALITY Emergency Department Activities

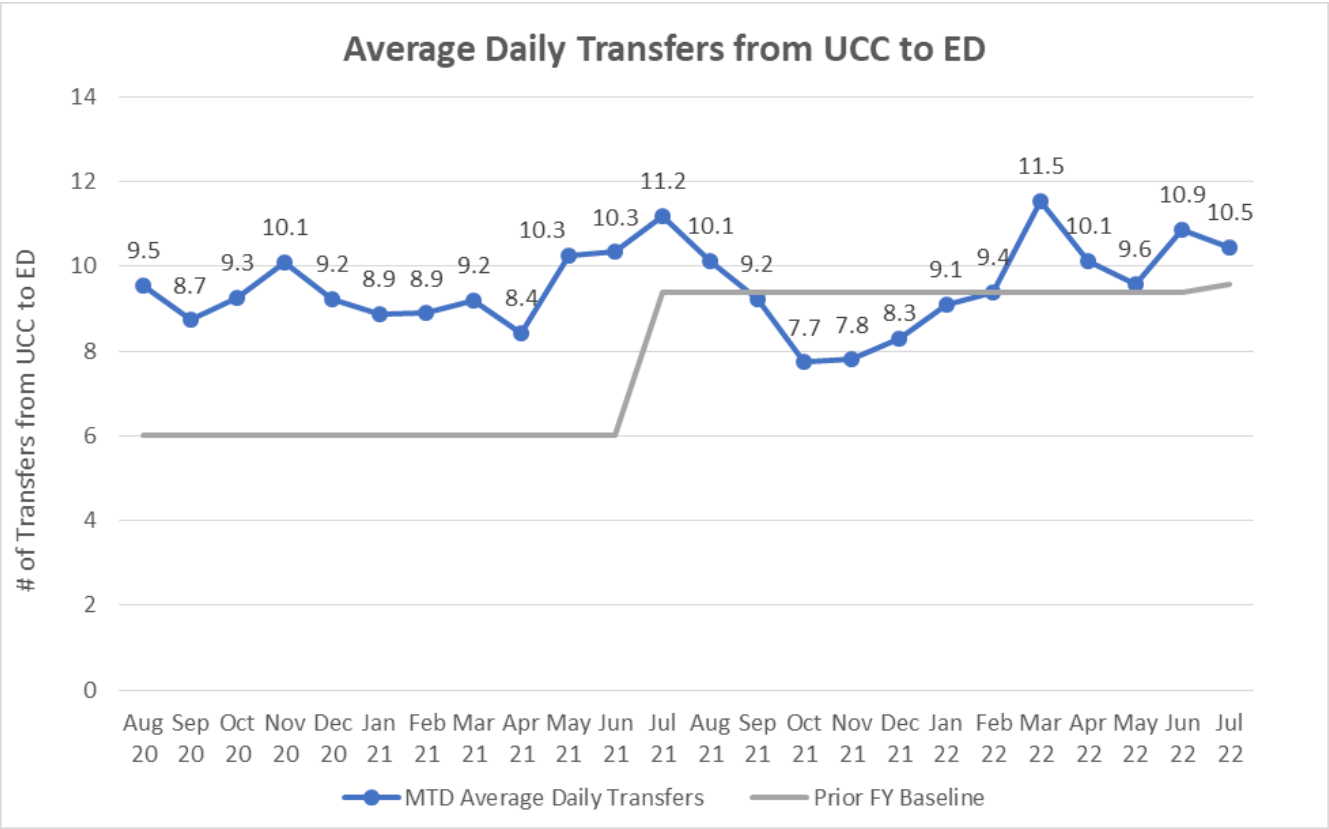




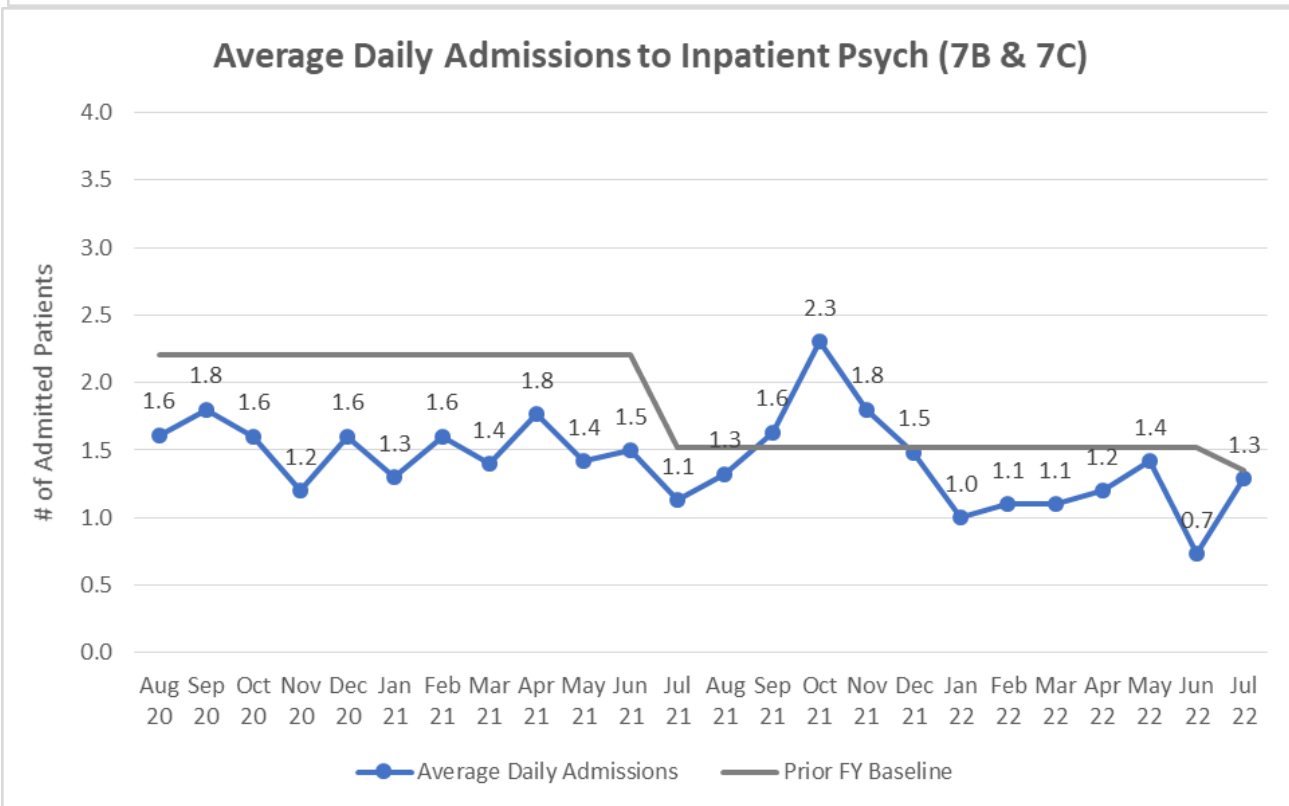
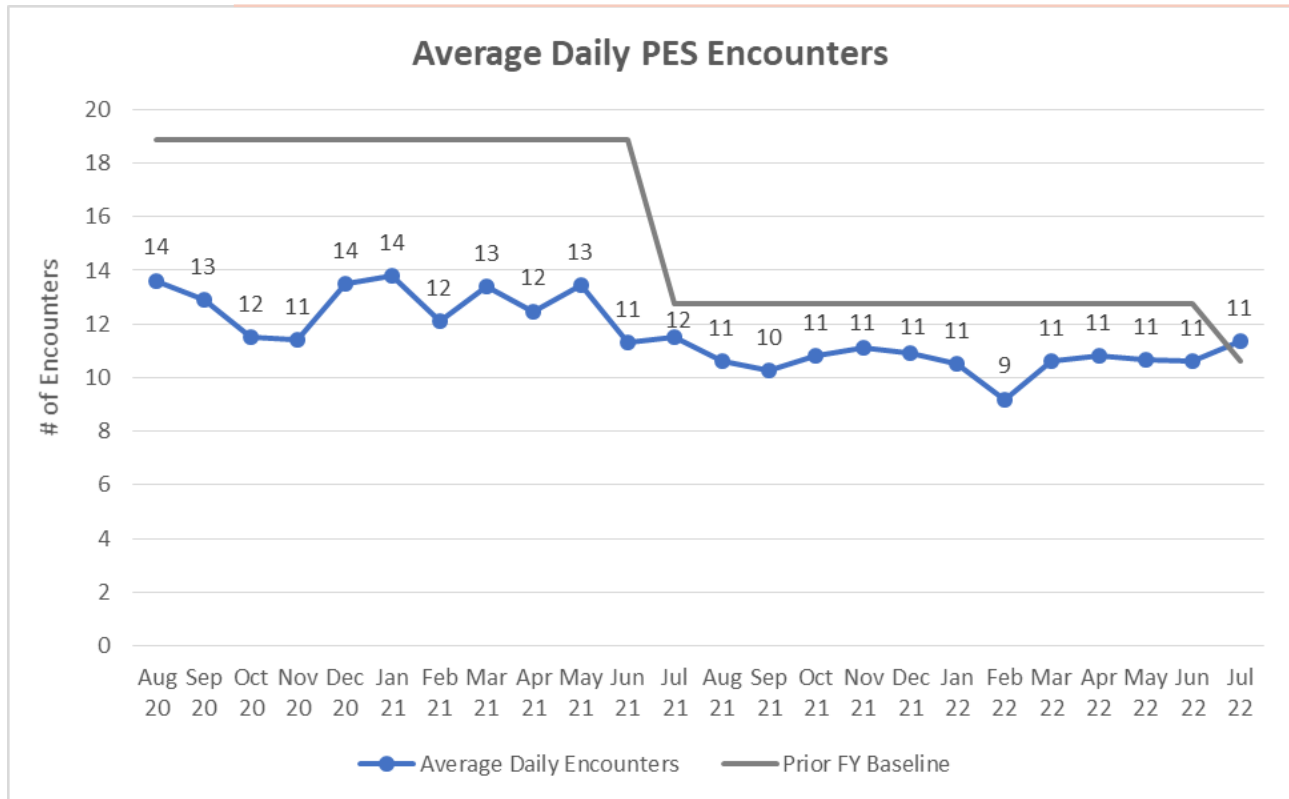
QUALITY

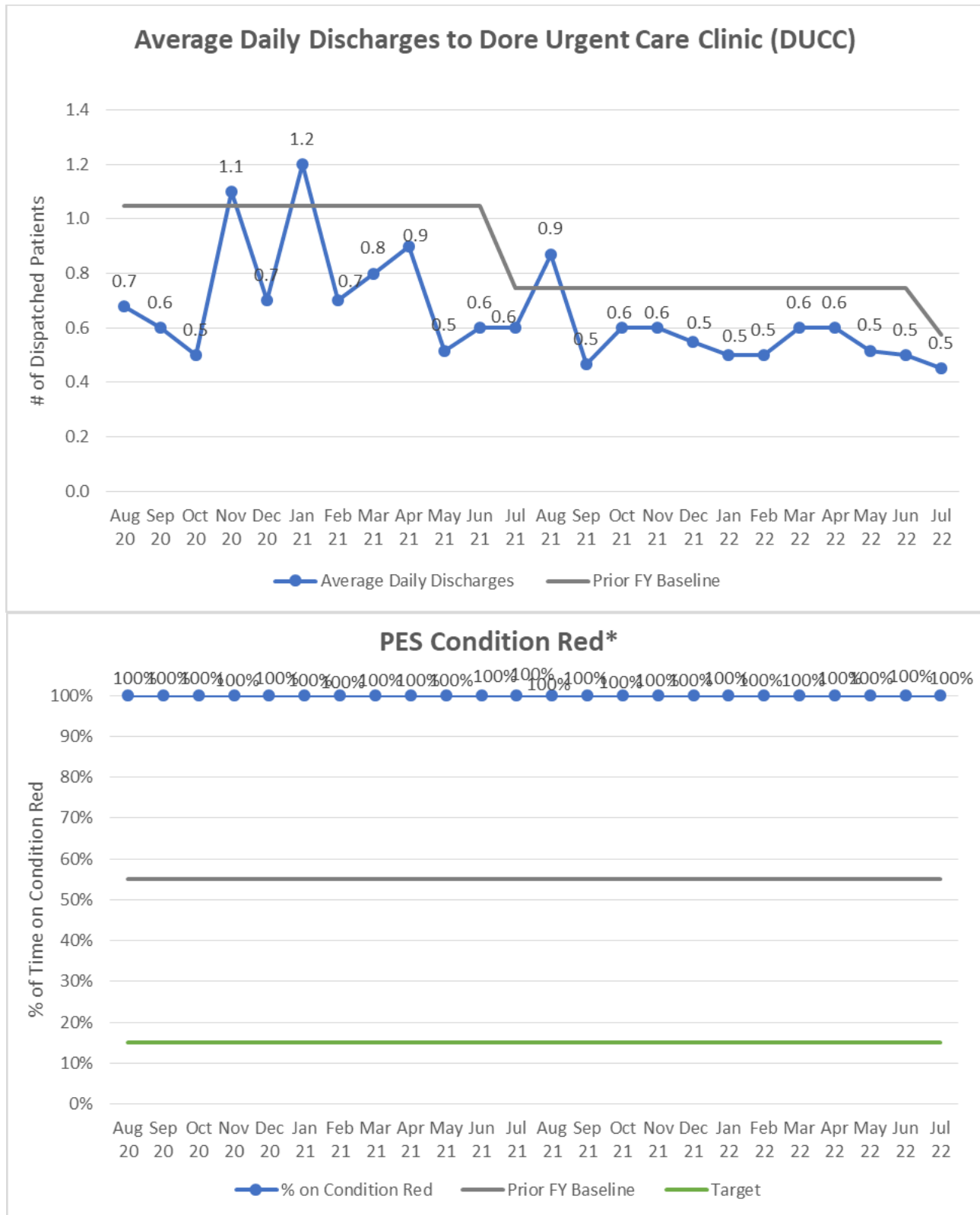
Urgent Care Clinic Activities





QUALITY Psychiatric Emergency Services Activities





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

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 165.10 which is 105.83% of budgeted staffed beds and 92.23% of physical capacity. 28.49% of the Medical/Surgical days were lower level of care days: 7.23% administrative and 21.26% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 26.74 which is 95.51% of budgeted staffed beds and 46.11% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 27.48 which is 91.61% of budgeted staffed beds and 65.44% of physical capacity of the hospital.

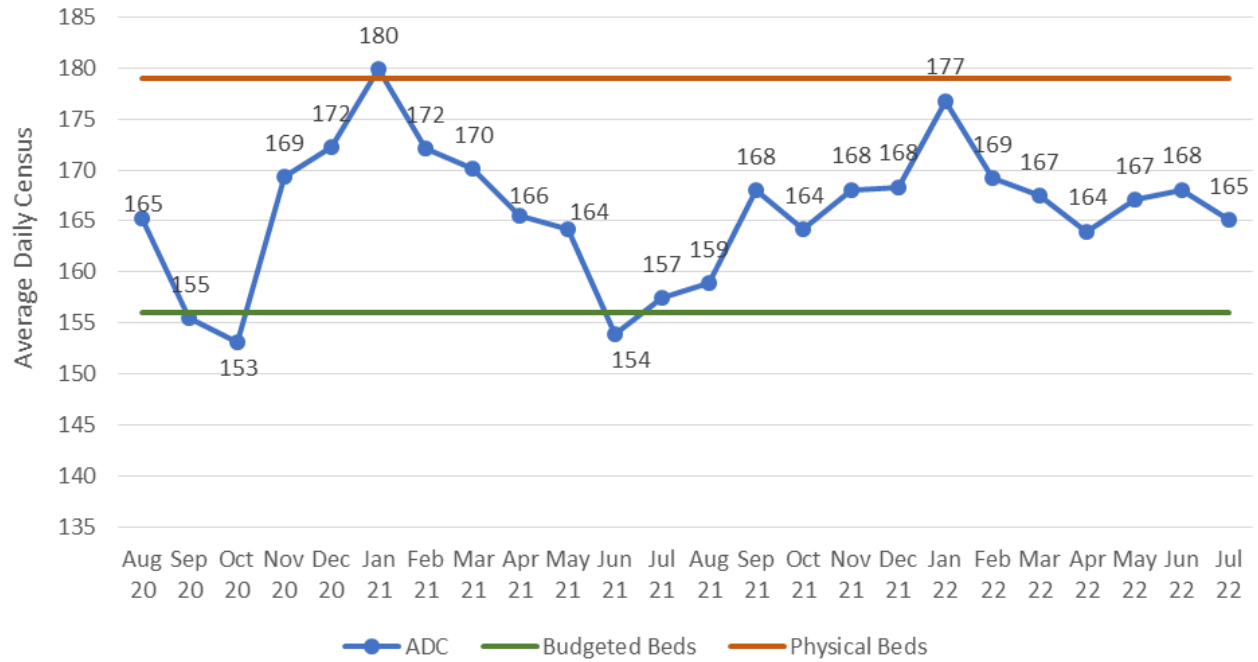
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.77, which is 88.77% of budgeted staffed beds and 54.35% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.48, which is 78.34% of budgeted staffed beds (n=7) and 45.70% of physical capacity (n=12). Utilization Review data shows 88.77% non-acute days (34.41% administrative and 54.35% non-reimbursed).

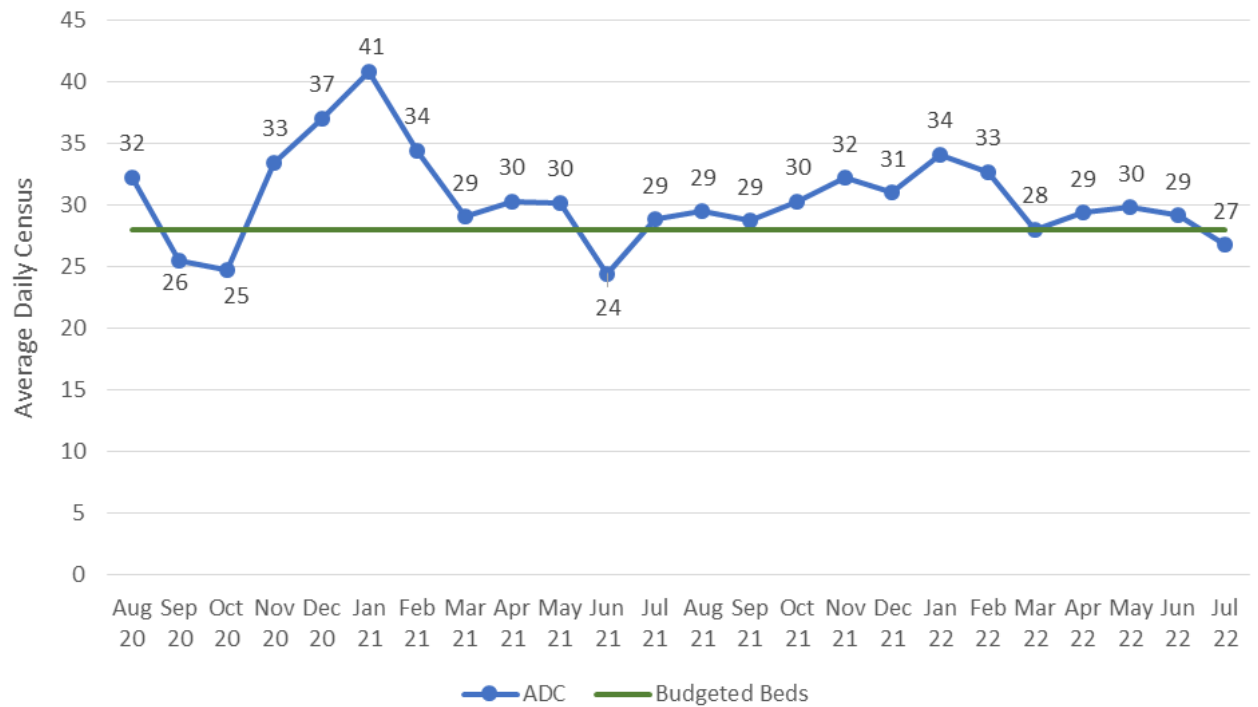
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.71, which is 102.53% of our budgeted staffed beds and 95.70% of physical capacity.

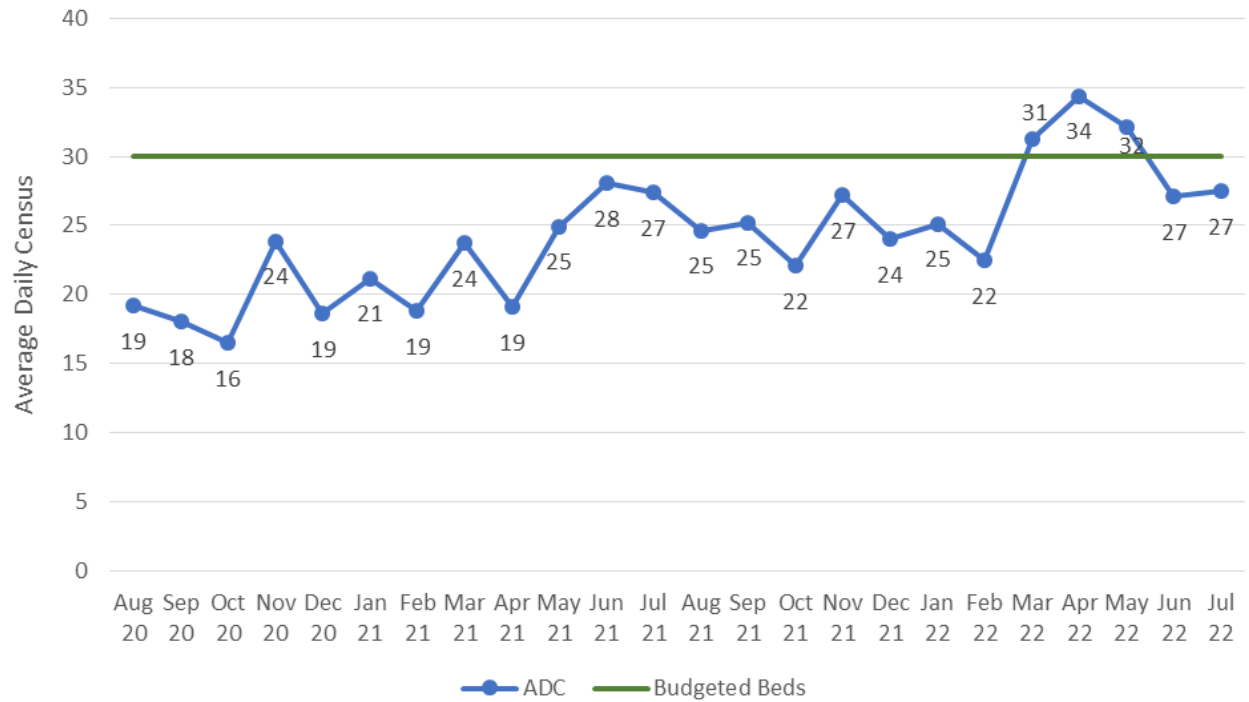
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



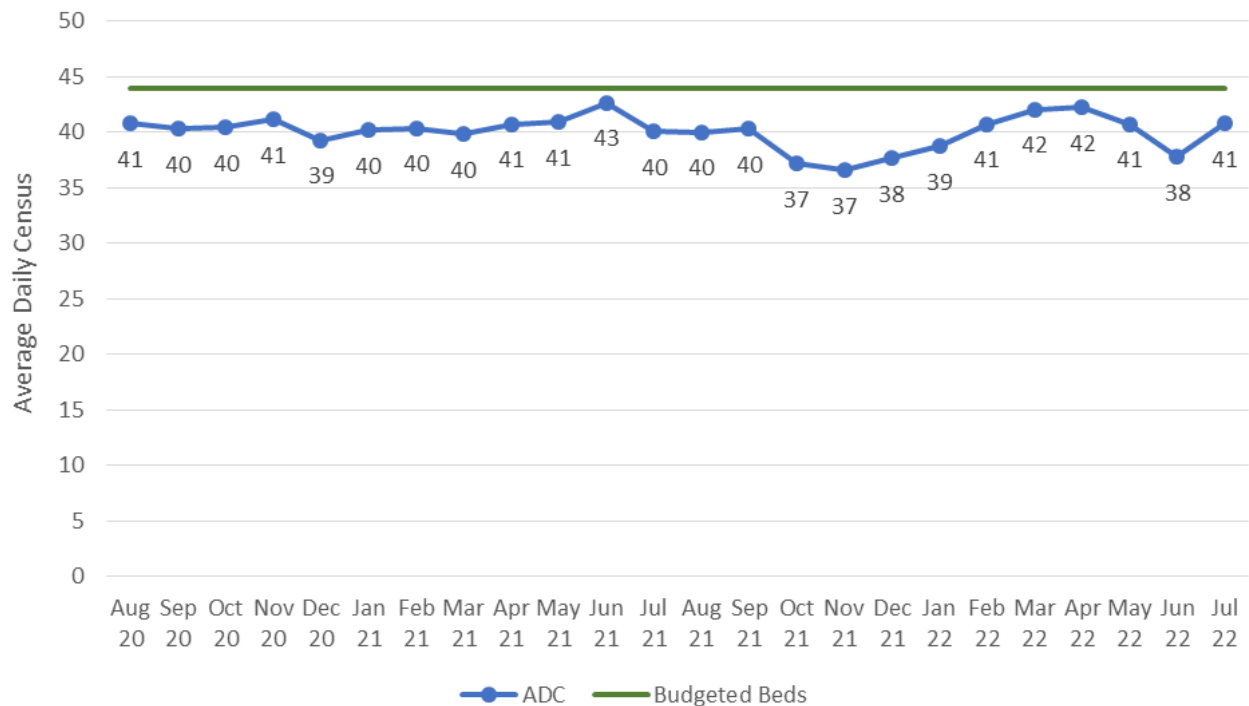
Intensive Care Unit Average Daily Census



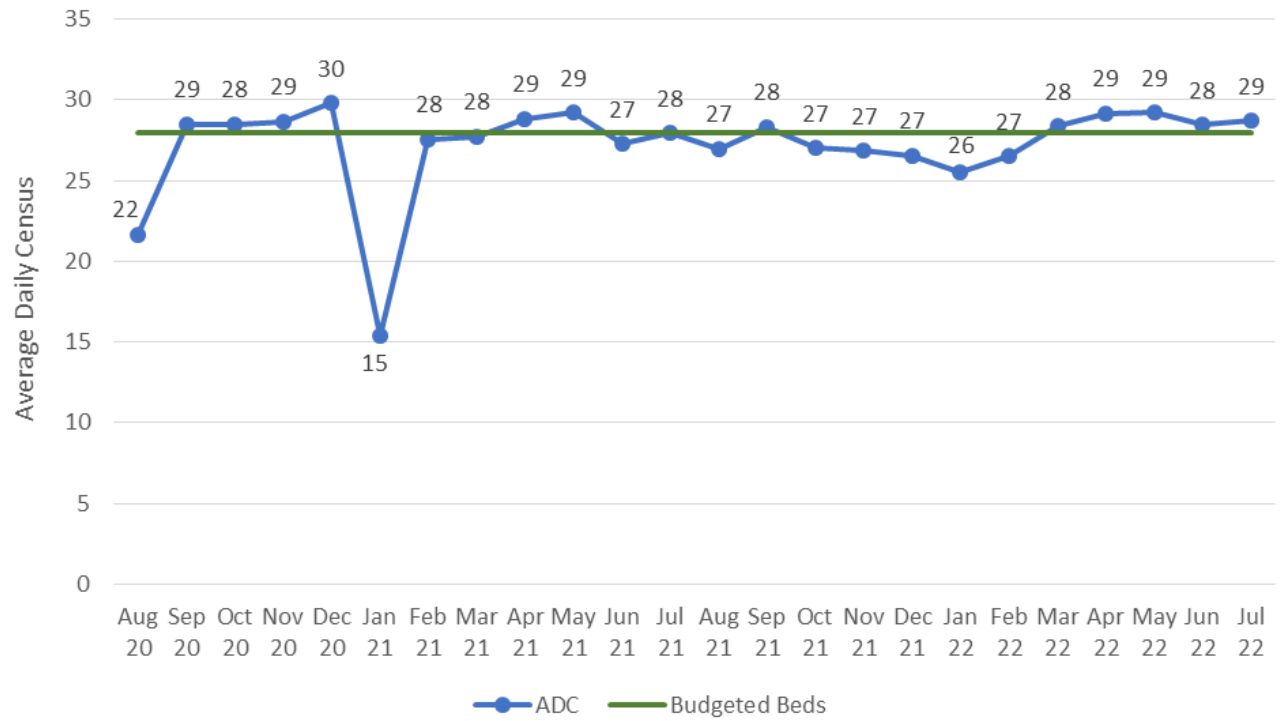
Maternal Child Health Average Daily Census



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

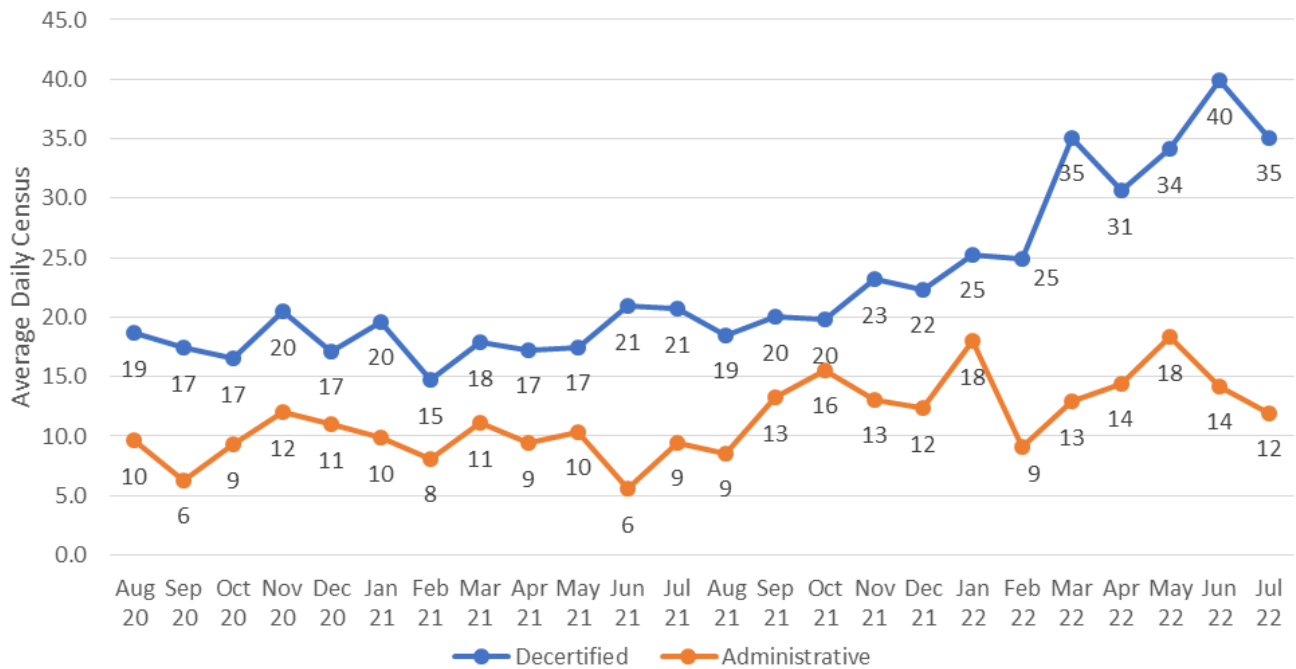


4A Skilled Nursing Facility Average Daily Census

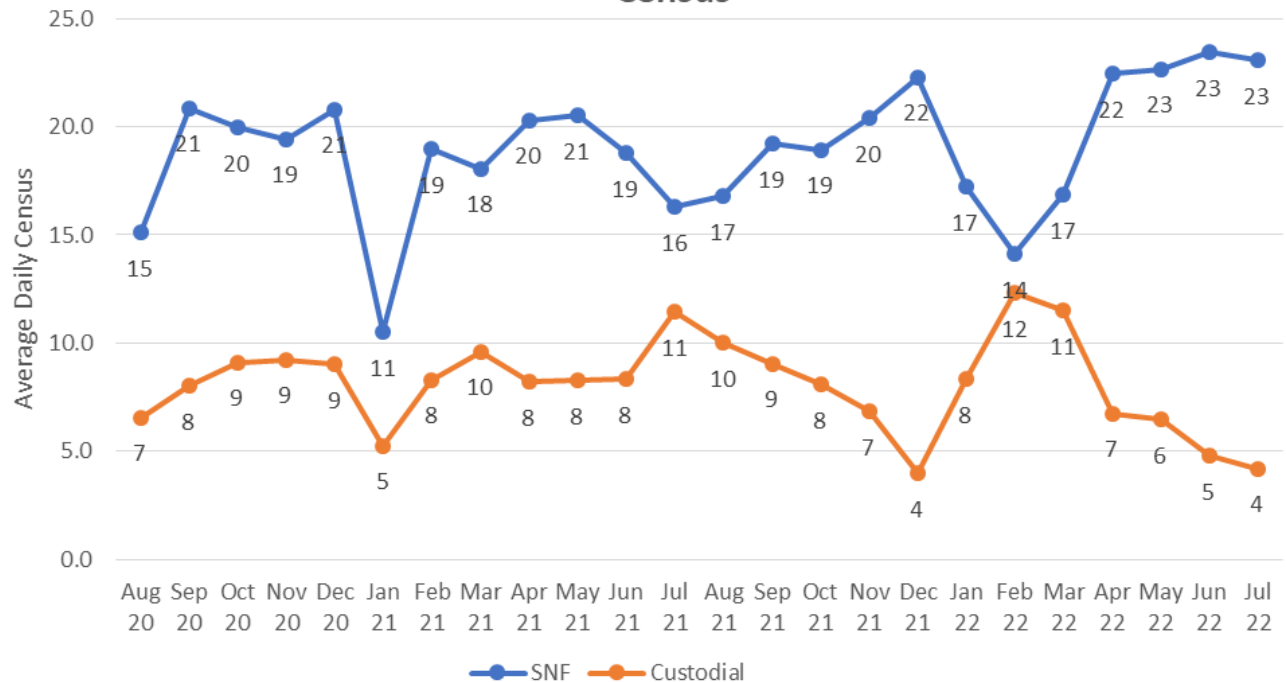


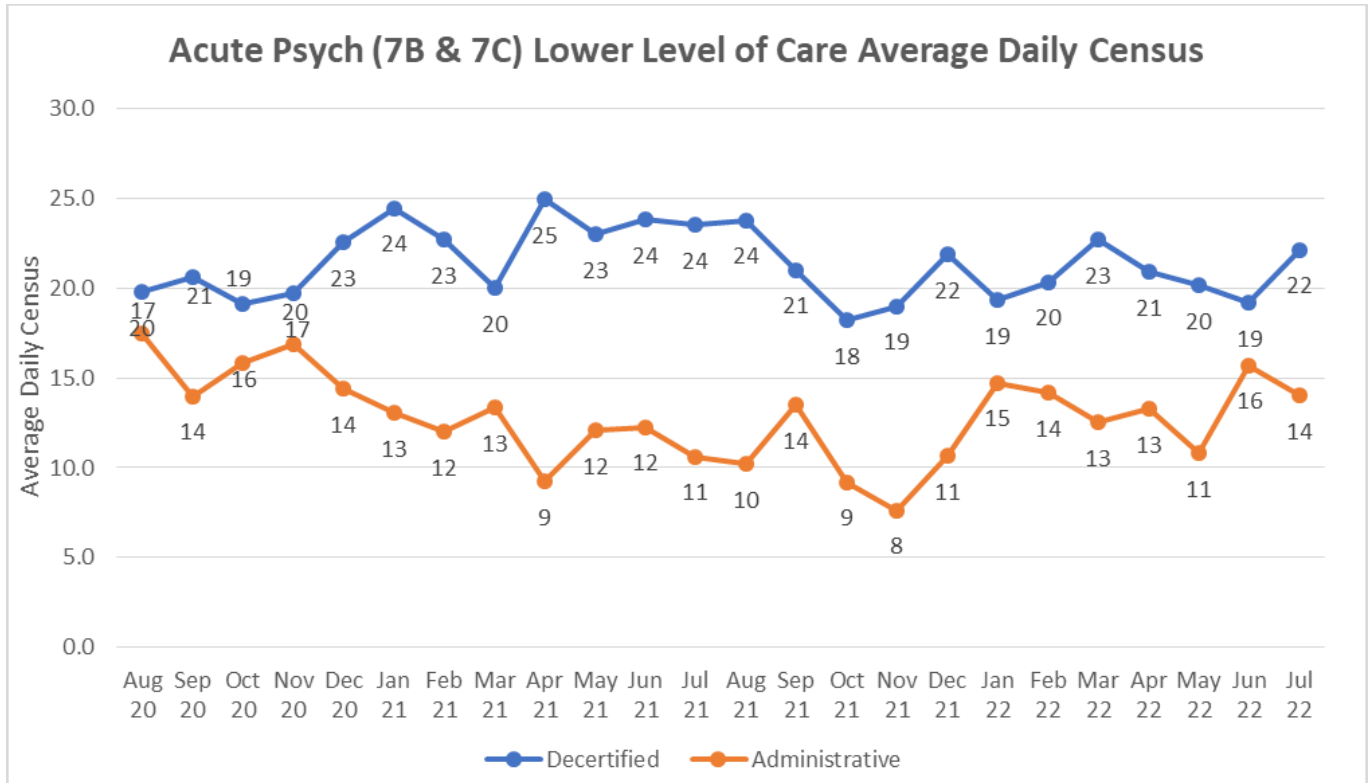
QUALITY Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census

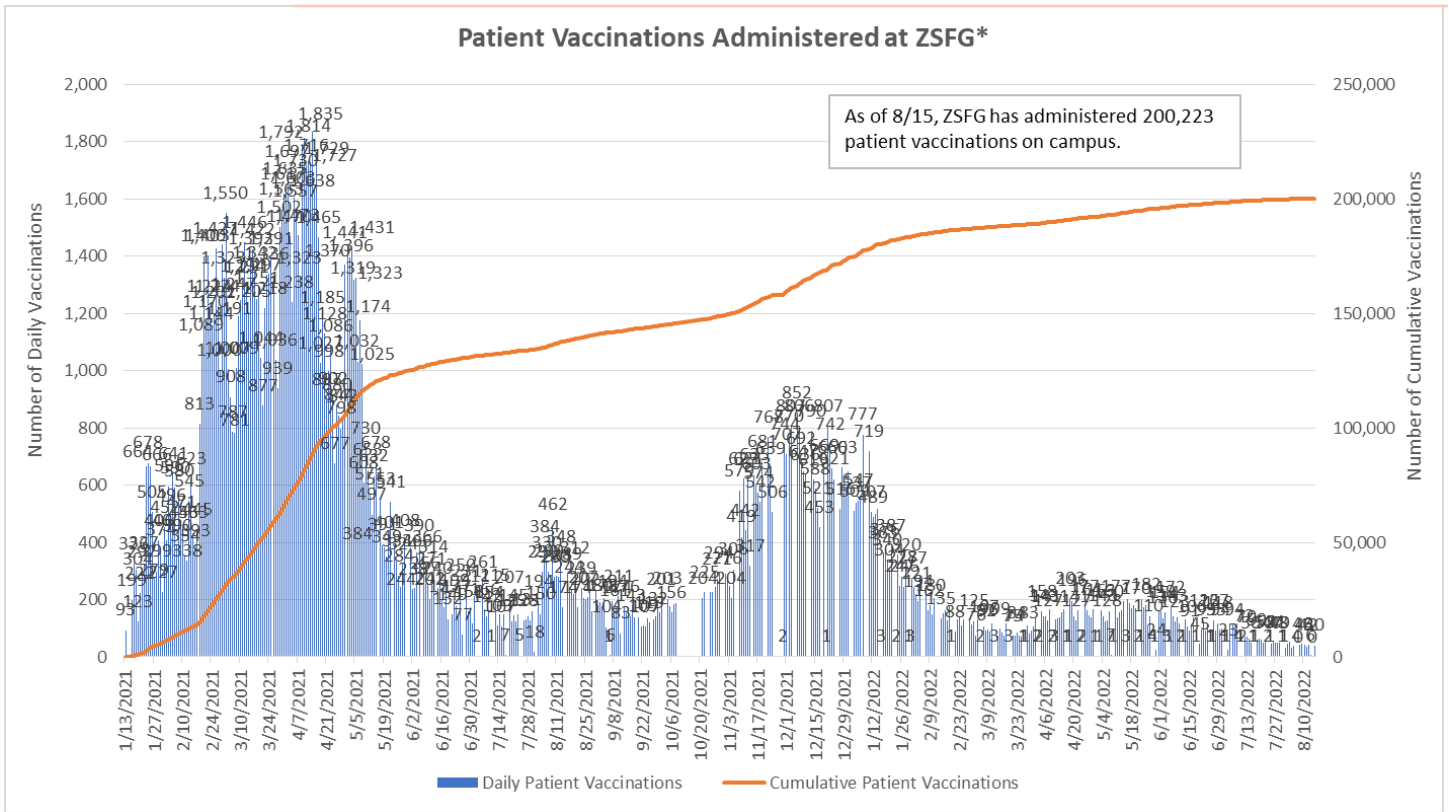


4A Skilled Nursing Facility Lower Level of Care Average Daily Census

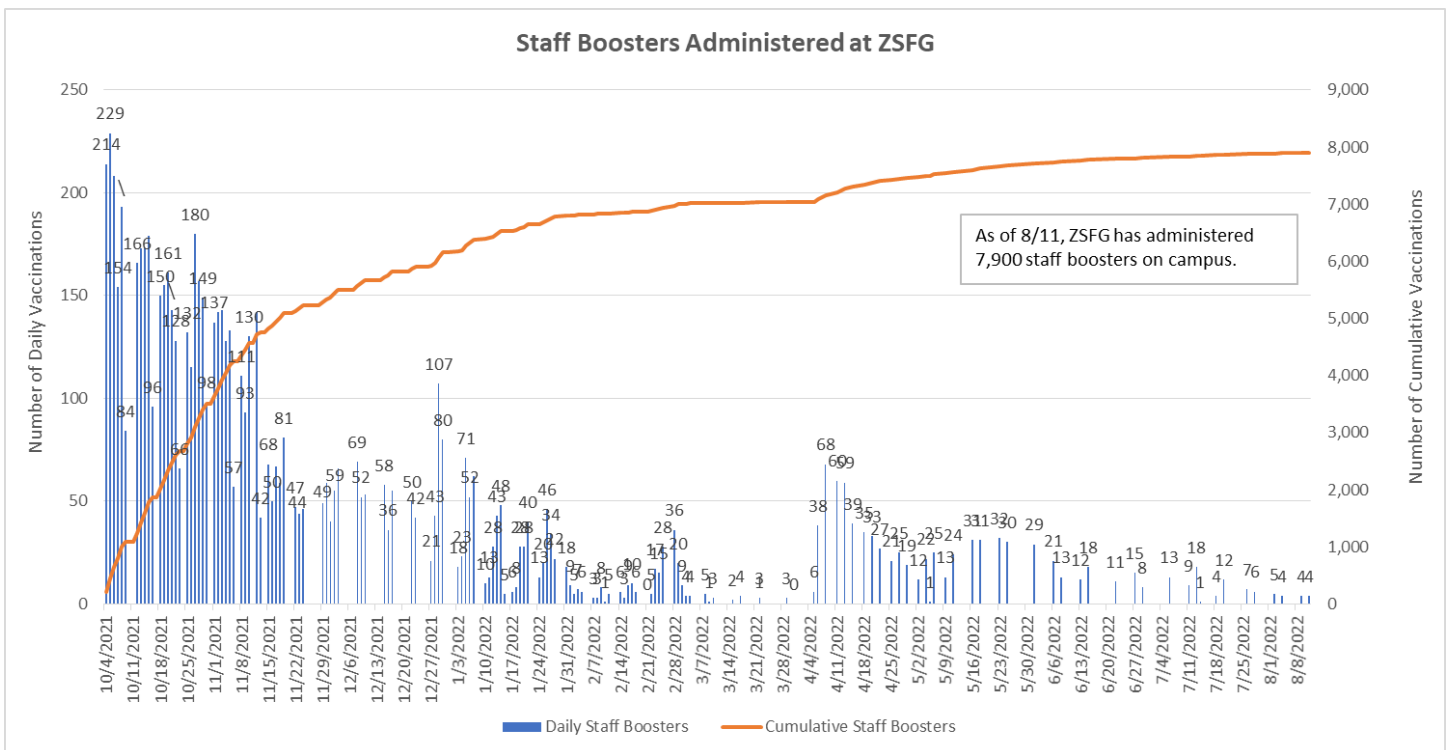




SAFETY COVID-19 Vaccinations Administered at ZSFG

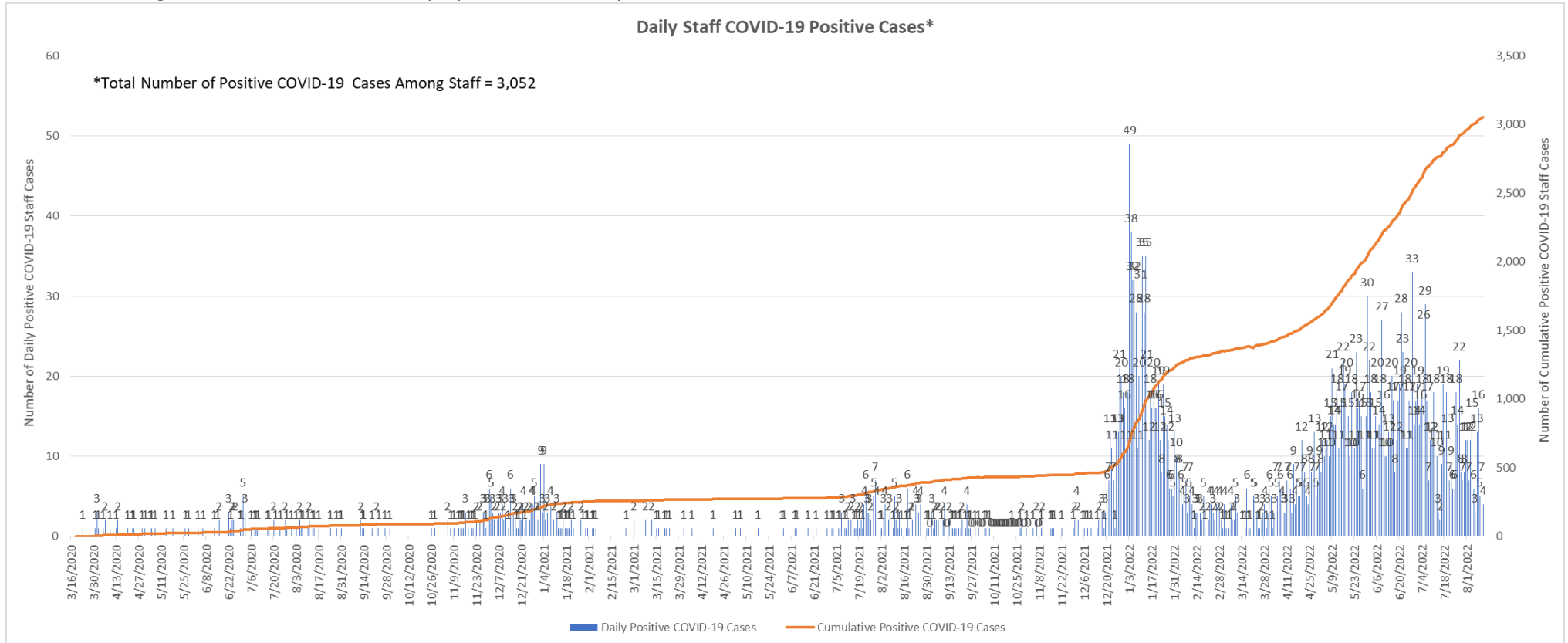


*Includes network-wide patients and members of the community.



SAFETY Occupational Health COVID+ Staff Cases

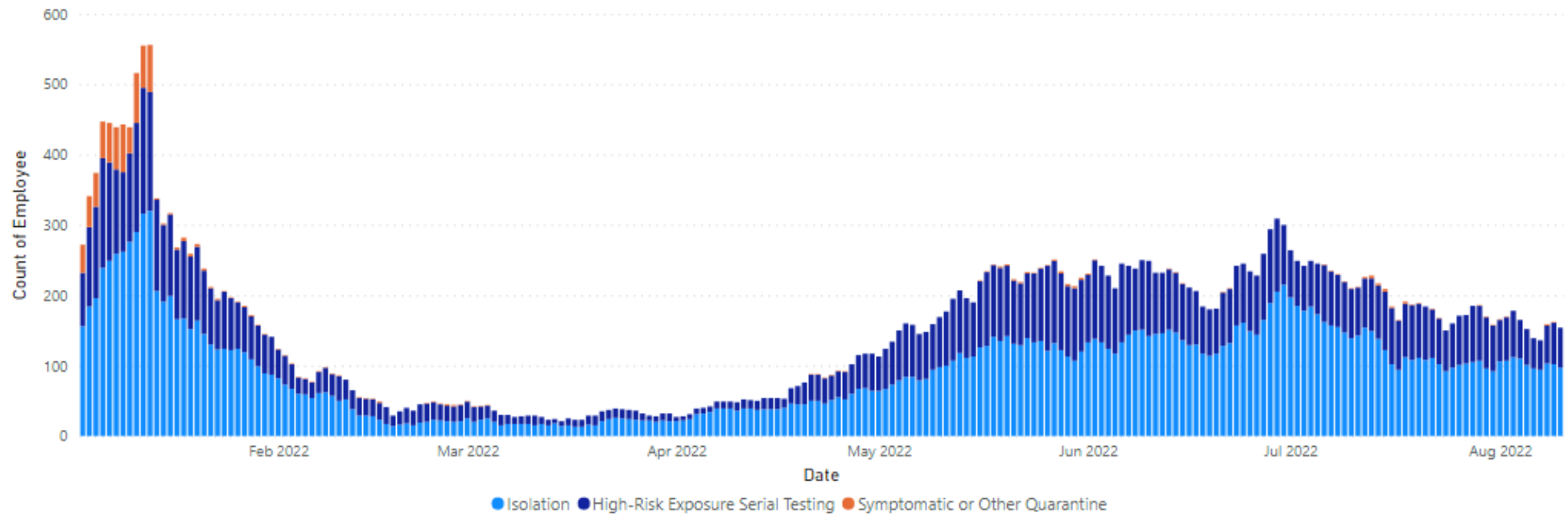
As of August 11, 2022, 3,052 ZSFG employees have tested positive for COVID-19.



SAFETY

Occupational Health COVID-19 Staff Management

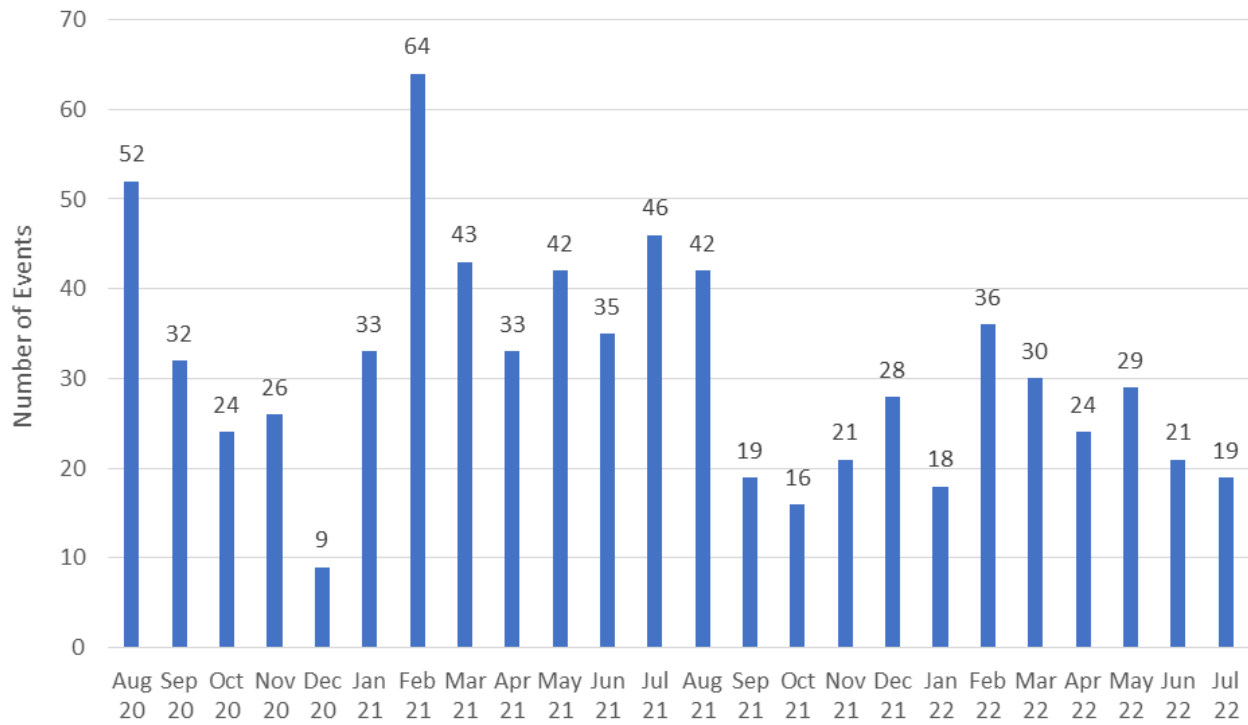
Employees in Occupational Health Services COVID Management



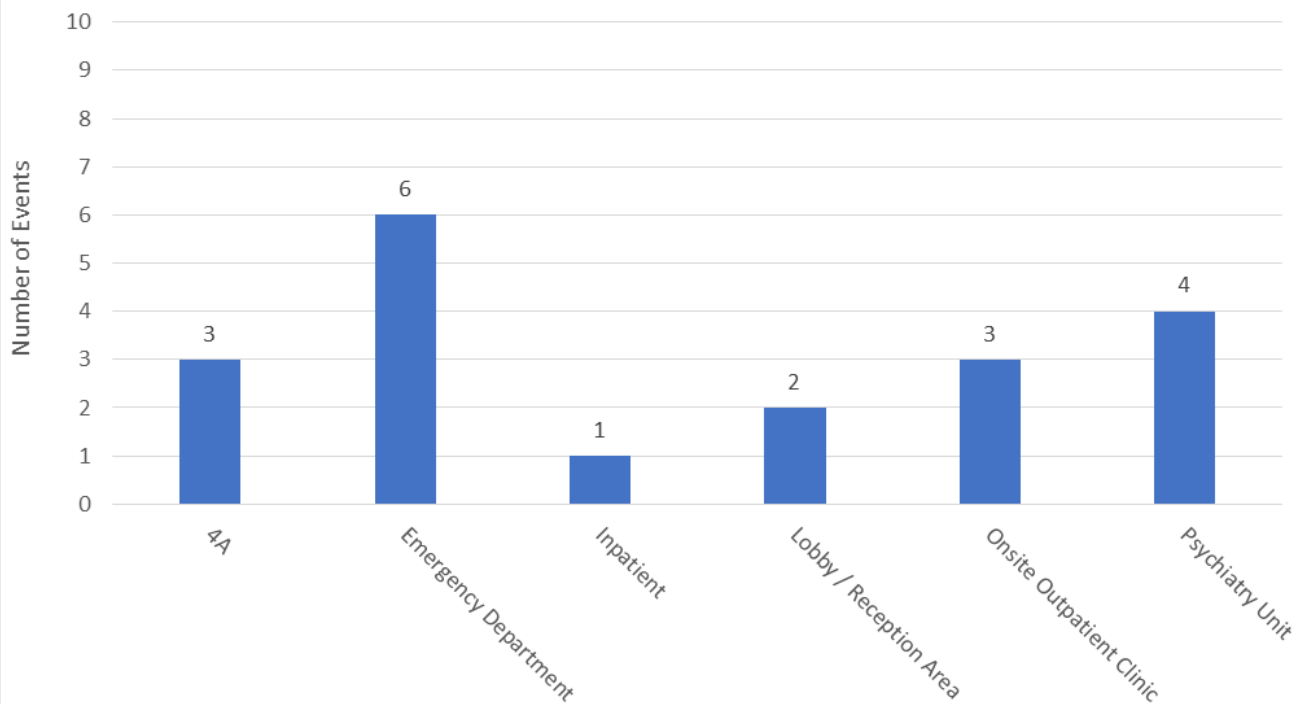
SAFETY

Workplace Violence Activity

Total Events by Month

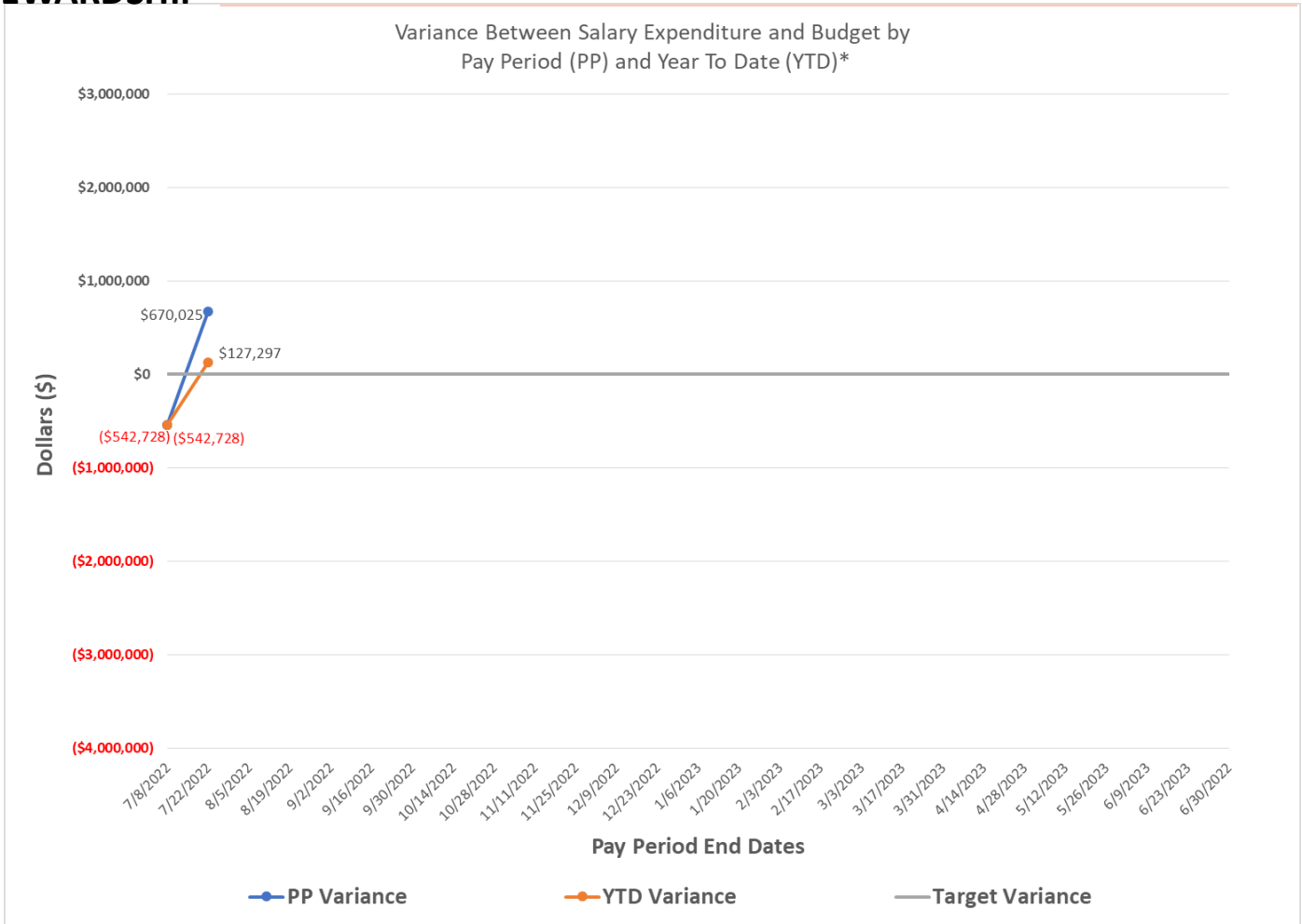


Total Events by Location - July 2022



**FINANCIAL
STEWARDSHIP**

Salary Variance



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

Commissioner Comments:

Commissioner Green asked for more information regarding the service needs of patients categorized as lower level of care. Dr. Ehrlich stated that regulatory standards determine if a patient is categorized as needing skilled nursing care, acute care, or other needs. She noted that the ZSFG team makes every effort to ensure all discharge options are made available to patients. She added that skilled nursing options are very limited in San Francisco and the Bay Area right now.

Commissioner Chow noted that the diversion rate continues to be high and added that during a recent presentation from the Emergency Medical Service Agency (EMS), the full Commission heard that a new system is supposed to decrease congestion at hospitals. Dr. Ehrlich stated that ZSFG continues to focus much time and attention to this issue. She added that staffing is an important driver. Both diversion rates and the “Left without being seen” rates are directly related to staffing levels. As ZSFG is able to hire more staff, she hopes these data will show improvement. She also stated that the newer EMS Alert System are not always able to prevent large boluses of ambulances arriving at ZSFG all at once, which forces ZSFG to go on diversion. The Hospital Council with working with the EMS and the community to understand the root causes of this problem.

5) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Green asked if flexible nursing shifts are now offered at ZSFG. Ms. Hill stated that there are flexible shifts in critical care and the Emergency Department, based on seniority. She noted that the MOU with the nurse's union limits flexibility of schedules in other areas.

Commissioner Chow noted concern that if an ICU-related training class is not held until November, ZSFG will not be able to recruit nurses in that specialty. Ms. Hill stated that currently a training class is being held and the next class begins in November. ZSFG prefers to hire experienced nurses but will hire nurses from these training classes if needed.

Commissioner Green noted that an important nurse retention tool is time and compensation for continuing education. Gillian Otway, ZSFG Nursing Director, stated that all staff have 40 hours of pay to participate in continue education classes.

6) MEDICAL STAFF REPORT

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

Commissioner Comments:

Regarding the Neurology Rules and Regulations, Commissioner Green asked if morale among attending physicians stable in regard to the level of work required to support residents. Dr. Winston stated that the Neurology faculty is very devoted and dedicated. They look forward to finding ways to make the workflow more predictable in the future.

Commissioner Chow asked for clarification of the "Jeopardy," noted on page 20 of the Neurology Rules and Regulations. Dr. Winston stated that jeopardy residents can be called in to cover shifts when needed.

Commissioner Chow noted that the document shows the date as "2017." Dr. Winston stated that this is the date that the current privilege form was last updated. She noted that the privileges were reviewed since that time but not revised or updated.

- Action Taken: The Committee unanimously approved the following:
- Neurology Rules and Regulations
 - ED RN Standardized Procedures Chest Pain Protocol Revision

7) OTHER BUSINESS

This item was not discussed.

8) PUBLIC COMMENT

There was no public comment.

9) 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 discuss discussions held in closed session.

10) ADJOURNMENT

The meeting was adjourned at 5:28pm.