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Vice President

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Commissioner

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Commissioner

## HEALTH COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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**Department of Public Health**



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Director of Health

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### MINUTES

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Tuesday, September 27, 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 Ehrich MD, Adrian Smith, Jennifer Boffi, Karen Hill, Lisa Winston MD, Lukejohn Day MD, Michael Gerchow, Susan Brajkovic, Troy Williams, Jim Marks MD, Andrea Turner, Jenna Bilinski, Tara Stevens, William Huen MD, Gillian Otway, Alexander Shoemaker, Jeff Critchfield MD, Claire Horton MD

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

#### **2) APPROVAL OF THE MINUTES OF THE AUGUST 23, 2022 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the August 23, 2022 meeting minutes.

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

Adrian Smith, Chief Quality Officer, presented the item.

#### Commissioner Comments:

Commissioner Green is in favor of using open cases as a function of the total number to see which of open events are cleared faster. She asked if the pressure ulcer cases are undergoing further analysis. Mr. Smith stated that both cases,

including the one for which a plan of correction was submitted, will be included in the analysis. We will reach out to CDPH to clarify that one of the incidents was vascular and not pressure to decrease the number of cases by one. Sometimes the internal investigations take longer than the 5 days necessary for timely reporting.

Commissioner Chow stated that the privacy breach incident stands out and asked for more information regarding the reason these types of cases occur. Mr. Smith stated that these cases are open and have not been investigated, privacy breaches have longer timelines to report than other types of incidents, and privacy breaches are sent directly to Sacramento, not the local CDPH office.

#### **4) HOSHIN UPDATE**

Jim Marks, Chief of Performance Excellence & Christopher Ross, Strategic Planning Manager, presented the item.

##### **Commissioner Comments:**

Commissioner Green stated that she is impressed with the work and looks forward to seeing progress on the chosen benchmarks.

Commissioner Green asked how to address staff stresses, noting that hiring is slower since the emergency declaration is gone. Dr. Ehrlich stated that ZSFG focuses on issues within its control. Filing a form 3 with Human Resources is the first step in the hiring process, which is a measure within ZSFG's control. She also noted that workplace violence prevention is another important area.

Commissioner Chow stated that he looks forward to hearing progress in 2023.

#### **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 at Level Green***

During the month of September, ZSFG has mostly been at a level green due to the reduction of COVID-19 in the community, and increased vaccinations that are helping those who are infected, stay out of the hospital. As a result, ZSFG has made the following updates in protocols:

##### **Masking Guidelines**

ZSFG has returned to the masking guidelines that were in effect prior to July 7, 2022. N95s are no longer required when providing direct care for patients, except for patients in respiratory isolation. Staff may also be required to wear an N95 if working in a particular area experiencing an outbreak or cluster of COVID-19 cases, or if there are other concerns about COVID-19 transmission. The hospital continues to practice safety protocols for high risk activities and is complying with CDPH around health orders.

##### **Patient Visitor Restrictions**

Visitor restrictions at ZSFG are aligned with CDPH health orders. Inpatients are allowed 2 visitors per day for 3 hours. Compassionate exceptions apply. ED and Outpatient visitation is restricted to compassionate exceptions due to waiting room capacity.

##### **Screening and Vaccination Compliance**

People who visit ZSFG, must be screened and fully vaccinated (boosted, if eligible). This applies to visitors of ZSFG staff, such as family members or friends as well as ZSFG Partners. ZSFG Partners are people who are not employed by DPH or UCSF, but are coming to campus from companies, schools, and organizations that we do business with and include vendors, contractors, couriers, other city workers, first responders, community partners, students, interns, volunteers, etc.

### **Staff Visitor Restrictions**

In alignment with our patient visitor guidelines, staff visitors are limited to two per day. They must enter through Building 25 and staff hosting them should meet them in the lobby to escort them after screening.

### **Staff Meetings**

Indoor meetings are not discouraged for staff. Organizers and attendees should decide what best suits the group's needs. Staff must wear N95s or isolation masks and observe normal room capacity limits, with a maximum of 35 attendees indoors. Food and drinks are not permitted.

Outdoors, masks are optional, food and drinks are permitted, and the maximum amount of attendees are to be dictated by the area capacity.

### **Patient Gatherings**

Indoor patient meetings are allowed to resume with a maximum of 15 attendees. Food and drinks are not allowed and all attendees must wear masks.

### **Universal Masking**

While in ZSFG buildings, masks are required for all staff, visitors, and patients. If staff are in a private office with no one else, they do not have to wear a mask.

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## **SAFETY**      2. MPX Response Update

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On August 25<sup>th</sup>, California Senator, Alex Padilla, visited and toured the ZSFG MPX vaccine clinic. During his visit, he spoke to our staff, saying, "One of the lessons we learned from the COVID pandemic was that a sustained period of limited vaccine availability early in a public health crisis is a recipe for disaster. But, unlike COVID, we already have an approved vaccine ready to deploy against Monkeypox. That is why I've called on HHS and the CDC to ramp up their efforts to increase vaccine access, and I'll continue working to ensure that all resources from the federal government are equitably distributed to all corners of California." He also thanked our staff for vaccinating and caring for SF's residents.

Along with Senator Padilla, Dr. Erica Pan, California State Epidemiologist for CDPH; Supervisor Mandelman; Dr. Grant Colfax, Director of SFDPH; State Senator Scott Wiener; and Kristin Hardy, ZSFG employee, shared a few words about the importance of vaccinating and protecting our most vulnerable community members.

Following Senator Padilla's visit, on Friday, September 9<sup>th</sup>, Assembly members, Phil Ting and Matt Haney; Senator Scott Weiner; and SF AIDS Foundation CEO, Dr. Tyler TerMeer, visited ZSFG to celebrate the \$41.5 million in new state funds for MPX outreach and additional resources for treatment, testing and vaccinations.

Many thanks to our state and city leaders for visiting ZSFG and supporting our fight against MPX!

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## DEVELOPING OUR PEOPLE

### 3. ZSFG's 150th Anniversary

2022 marks an extraordinary milestone for our hospital. ZSFG is turning 150 years old! On August 28, 1872, the City and County opened San Francisco General Hospital on Potrero Street. Over the 150 years ZSFG has been a pillar of San Francisco's healthcare system, serving those most in need and providing life-saving care during some of our City's most historic moments. From the 1906 earthquake to the 1918 flu pandemic, the HIV/AIDS epidemic, to the ongoing COVID-19 pandemic, and the Monkeypox epidemic, "The General" has risen to the challenge every single time. Importantly, our partnership with UCSF started at about the same time, helping to make excellence and resilience an essential part of who we are.

While a lot has changed over the last 150 years, one thing remains constant: the dedication and hard work of every person who works here, committed to our mission, vision, and place in this community. This anniversary is a celebration of our staff and all the people over the years who have made an impact on our patients' lives and on promoting health, wellness, and equity in our community overall. This milestone presents a special opportunity to celebrate that work and reflect on the accomplishments of the last 150 years, as well as think about our future. The San Francisco General

Hospital Foundation began honoring this sesquicentennial anniversary on August 28<sup>th</sup> and 29<sup>th</sup> and will carry on throughout the year, connecting to stories from our past and planning for a more equitable future.

To kick off the celebration, Mayor London Breed declared August 28, 2022 as "Zuckerberg San Francisco General Hospital Day," commemorating ZSFG's 150 years of public service and launching a year-long community celebration led by the San Francisco General Hospital Foundation.

Other celebration activities thus far have included a cupcake giveaway from September 3<sup>rd</sup> through the 9<sup>th</sup>, as well as a dedication ceremony at the ZSFG Garden Poetry Walk on September 23<sup>rd</sup>.

ZSFG looks forward to celebrating our organization and community all year long!



## DEVELOPING OUR PEOPLE

### 4. Overdose Awareness Day at ZSFG

August 31<sup>st</sup> was International Overdose Awareness Day. This year alone, San Francisco has seen roughly 350 people die from overdoses according to the latest preliminary data from the Office of the Chief Medical Examiner. This has become an incredibly difficult and widespread issue across the world.

In order to participate in the day at ZSFG, our Pharmacy Department and Addiction Care Team led a tabling event from 9:00am – 2:00pm to raise awareness and educate our staff and community about overdose prevention. The teams also provided free naloxone and fentanyl testing kits. Many thanks to Pharmacy and Addiction Care for helping to spread awareness about this extremely important topic!



## DEVELOPING OUR PEOPLE

### 5. Celebrating Hispanic/Latinx History Month!

September 15<sup>th</sup> marks the beginning of Hispanic/Latinx Heritage Month! ZSFG is celebrating the diversity of our community in various ways:

- ZSFG kicked off the month, with a special lunch menu that featured cuisines from across Latin America;
- Throughout the month, displays will be set up in front of the ZSFG Cafeteria entrance on the B25 monitors that present facts about our Hispanic/Latinx employees' cultures and backgrounds;
- The Daily Digest will include a different fact about Hispanic/Latinx history, every day; and
- Starting in October, the Wellness Center will be hosting different Hispanic/Latinx-inspired activities such as salsa lessons, outdoor yoga and Zumba classes.

Many thanks to all who are working to make this month a beautiful Hispanic/Latinx celebration!

## DEVELOPING OUR PEOPLE

### 6. 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!

#### Environmental Services Week 2022

During the week of September 11<sup>th</sup>, ZSFG celebrated Environmental Services (EVS) week! EVS is often referred to as the first line of defense against infection control. At the onset of the COVID-19 pandemic, they were on the frontlines responding to the evolving guidelines for cleaning and disinfecting.

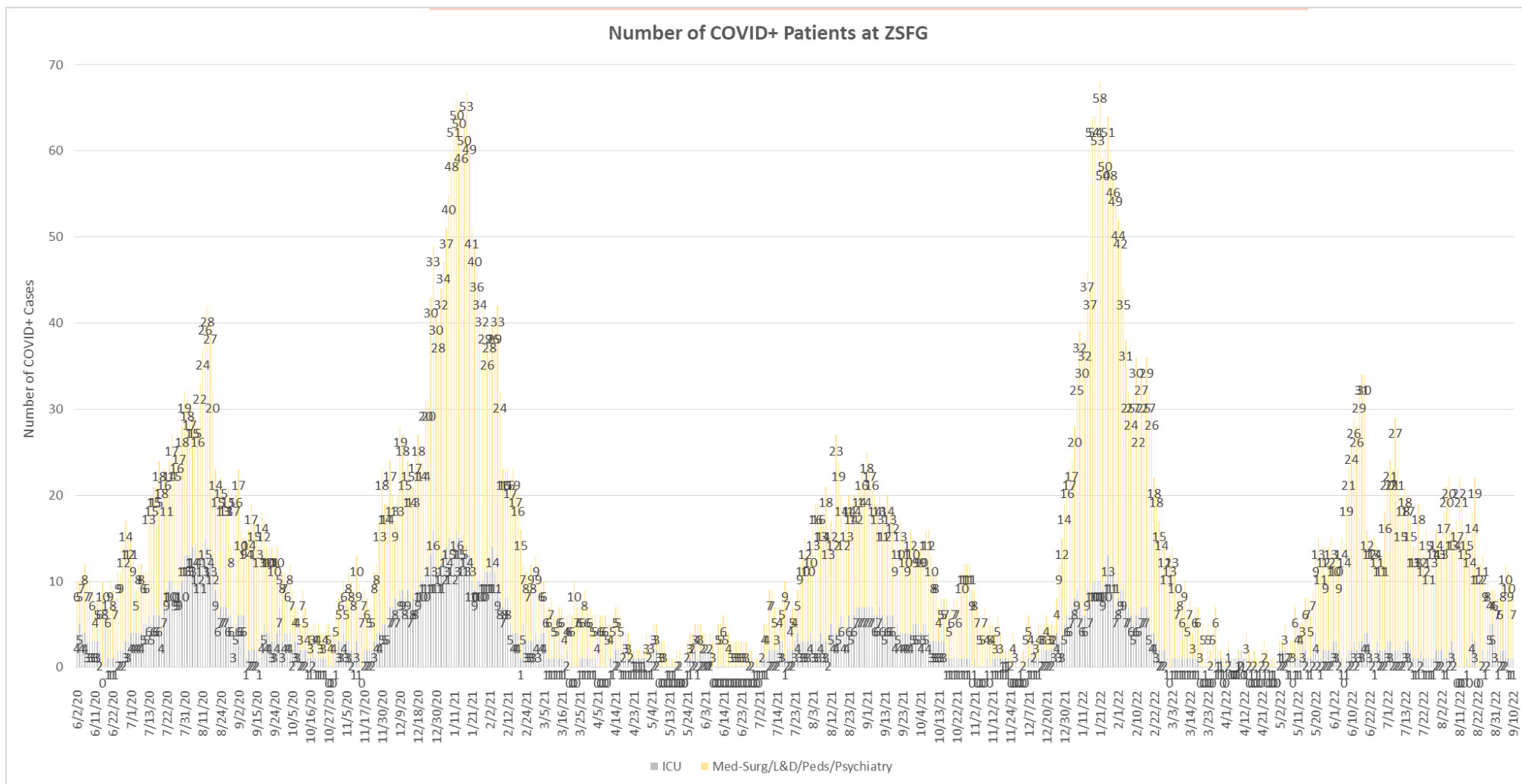
EVS Week is a time to recognize the uniqueness of the healthcare setting and the role EVS plays in patient-centered care. While the EVS team's day-to-day work may consist of cleaning, delivery of linens, disinfecting, and other measures to keep our spaces healthy and clean, the goal is to always serve our patients and their loved ones. The interpersonal skills required to be in a space with people who may be feeling scared, overwhelmed, or otherwise vulnerable, is a gift.

Our deepest gratitude to our EVS team for being excellent stewards of our facilities and caring so diligently for our patients and our staff.

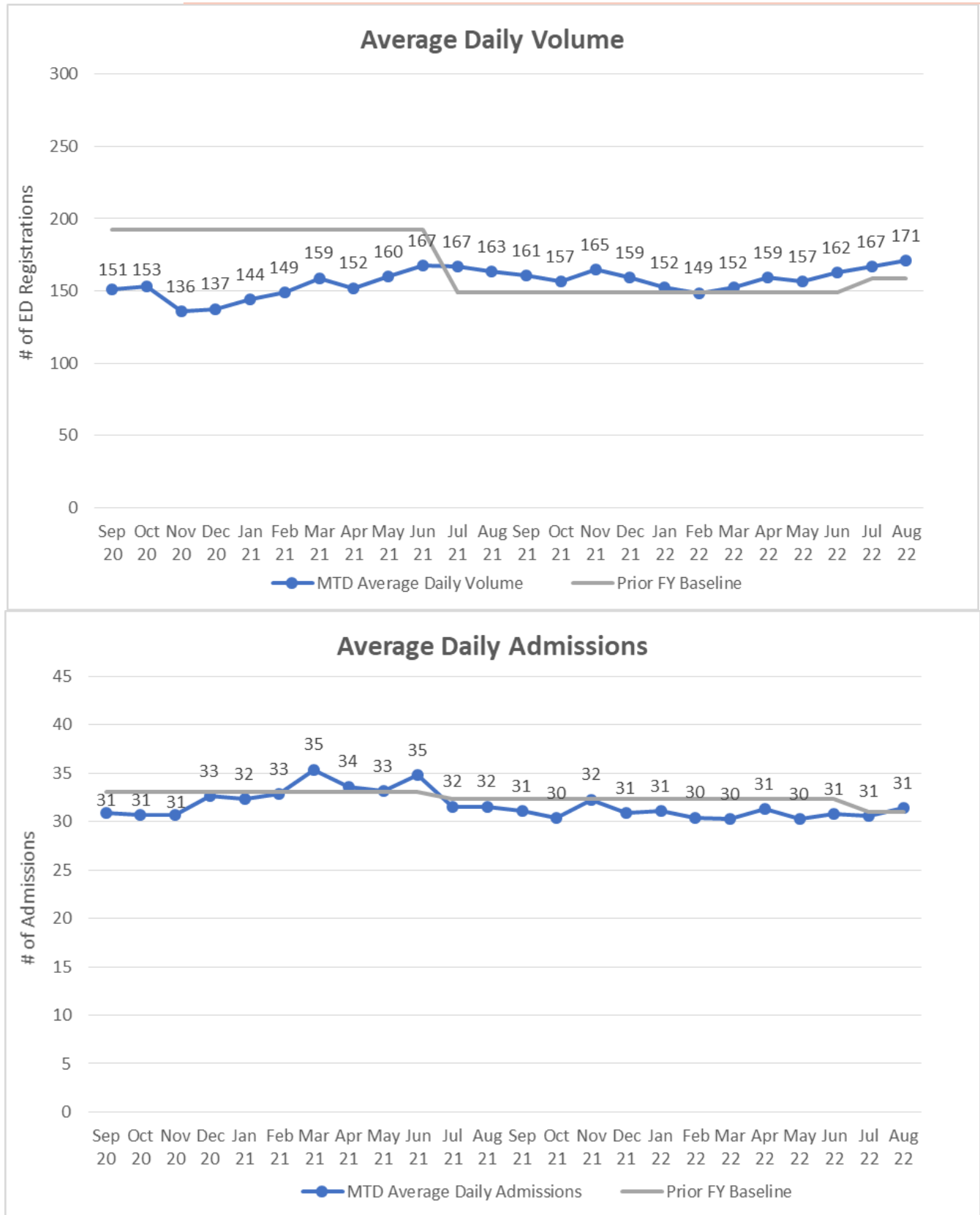
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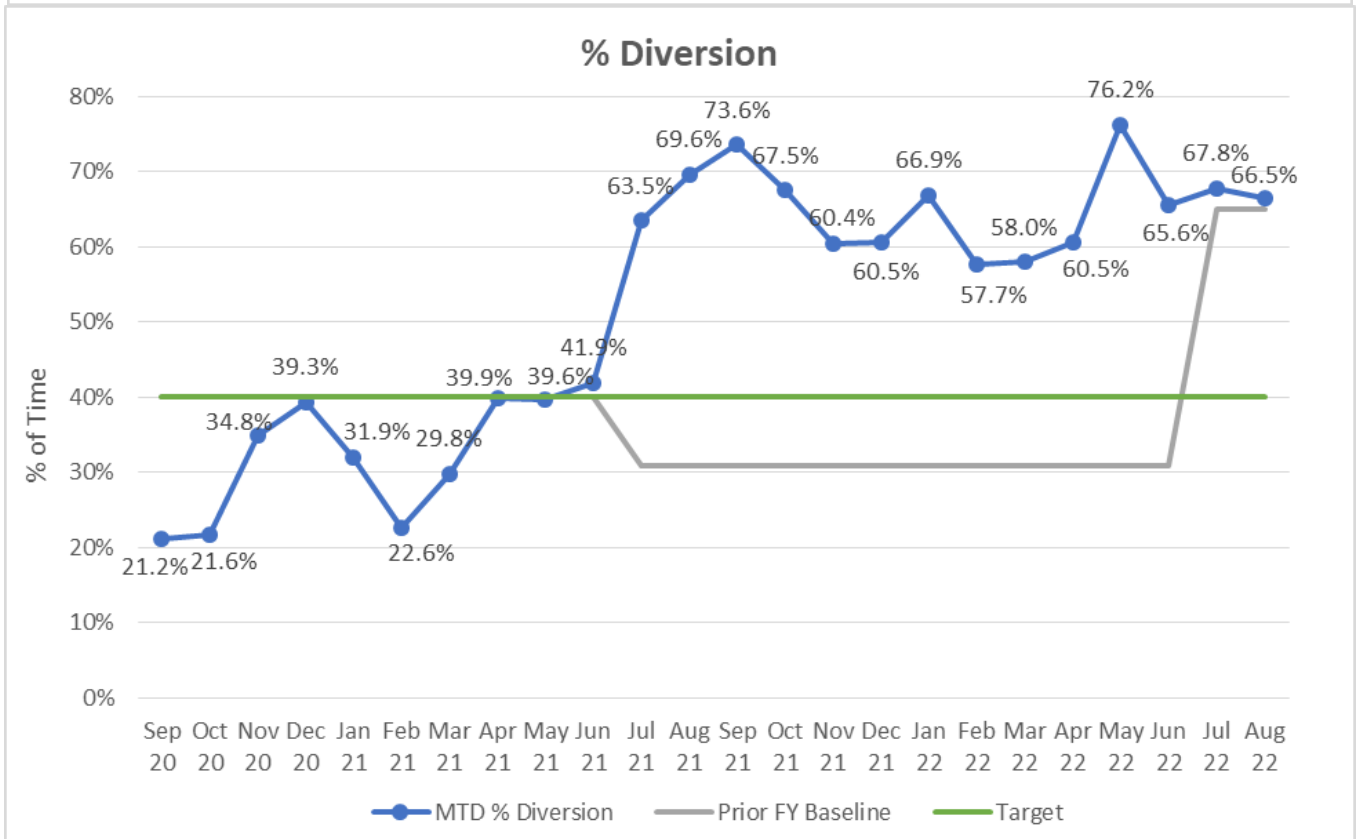
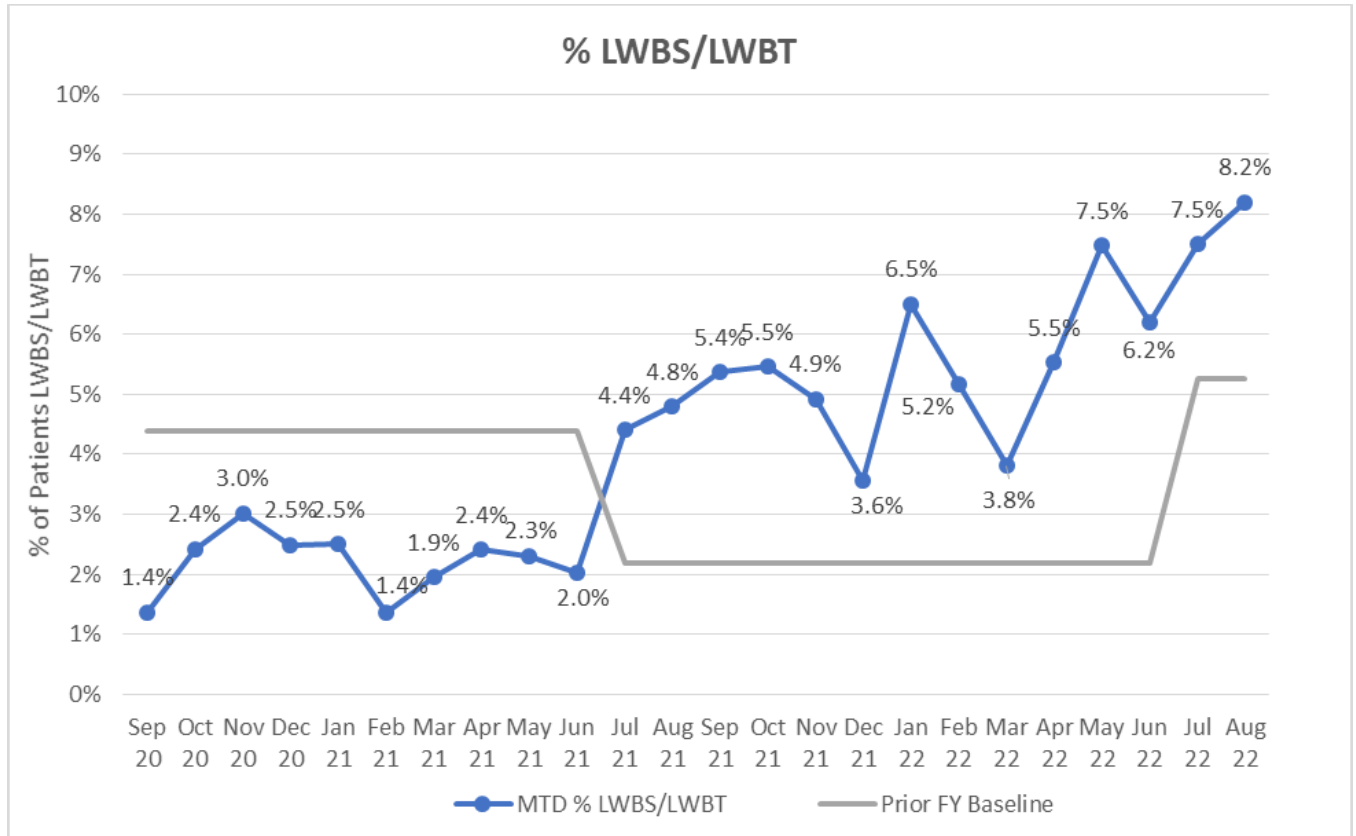
# QUALITY ZSFG COVID+ Patients



# QUALITY      Emergency Department Activities

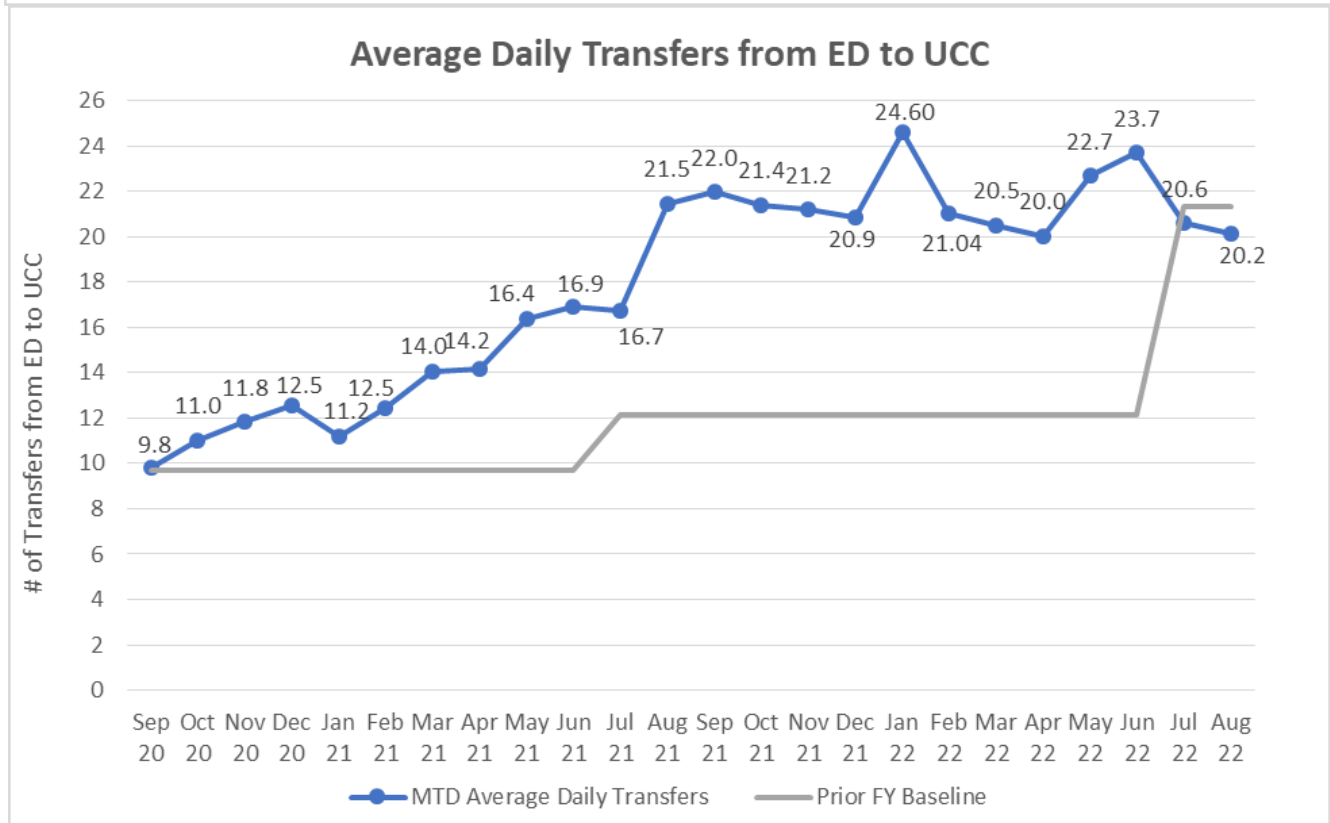
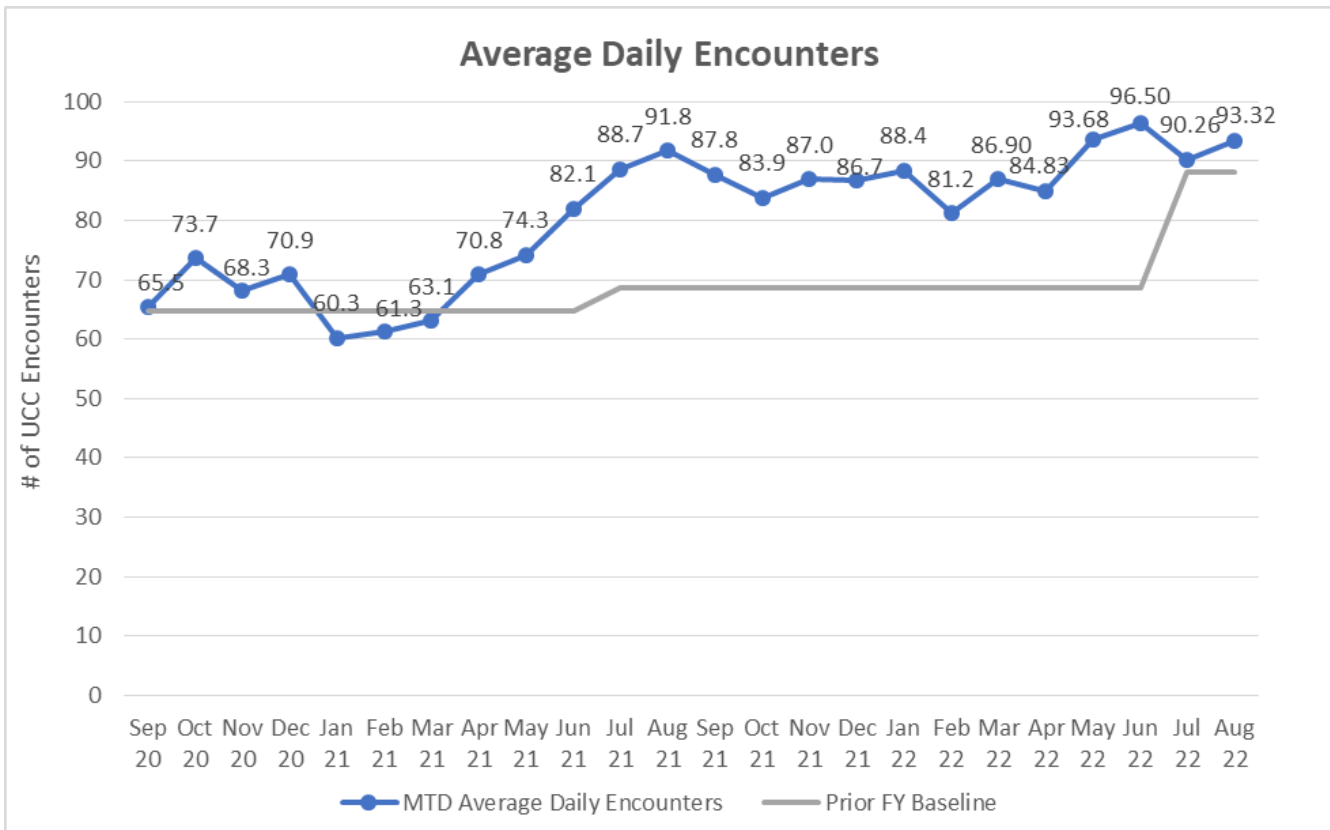


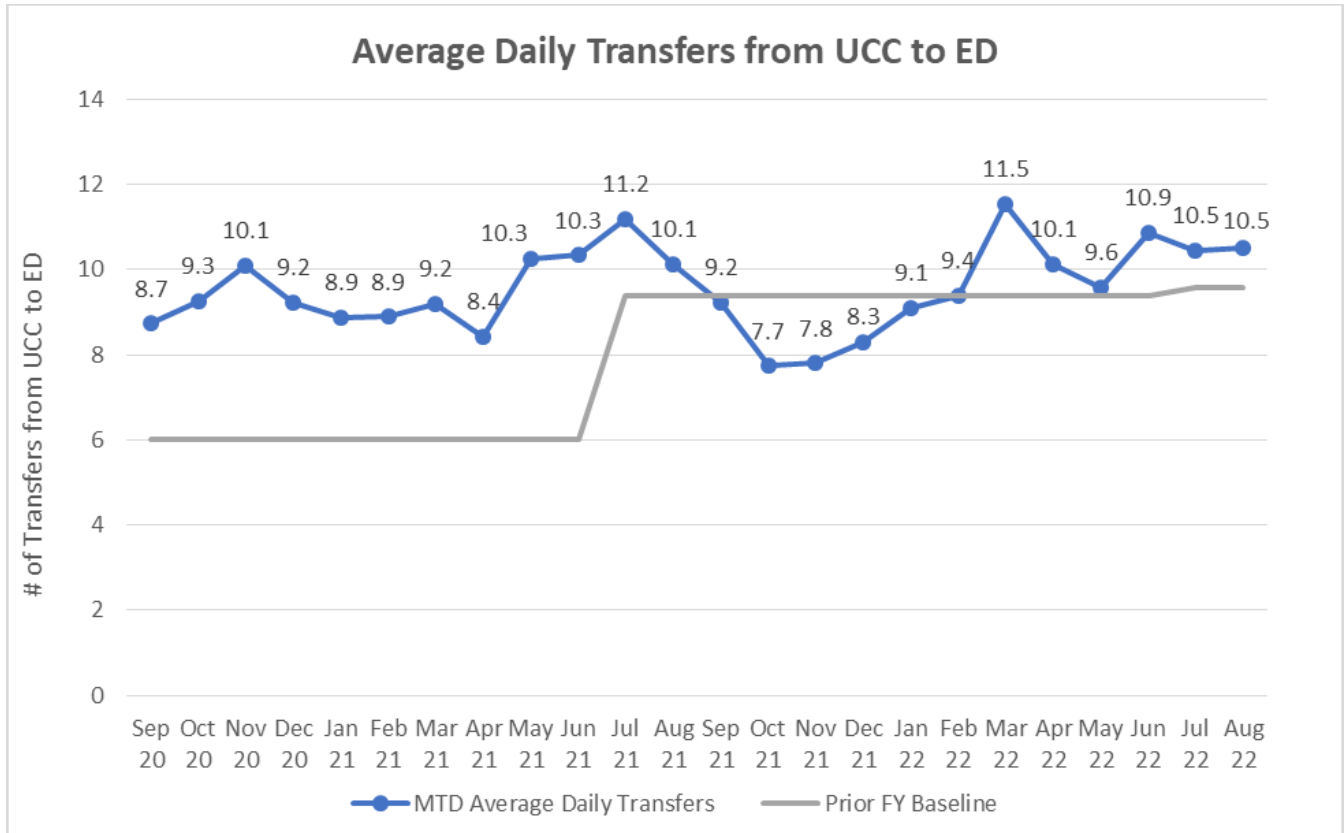




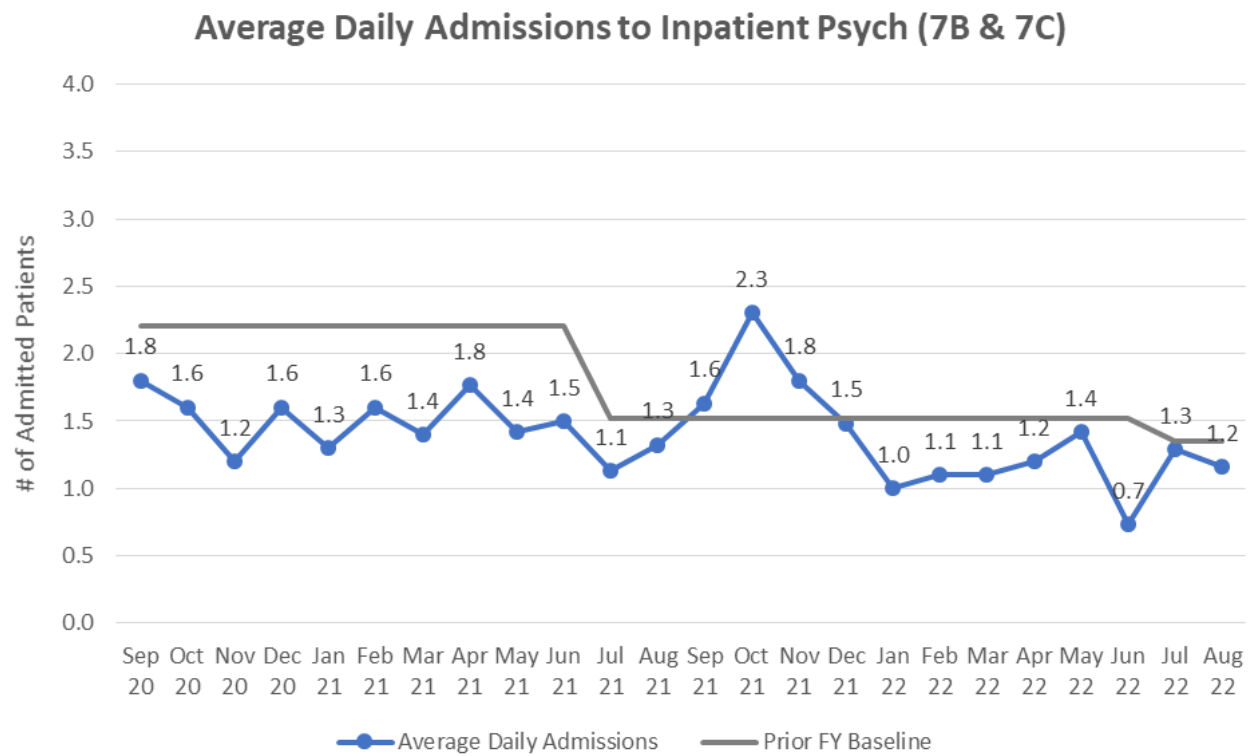
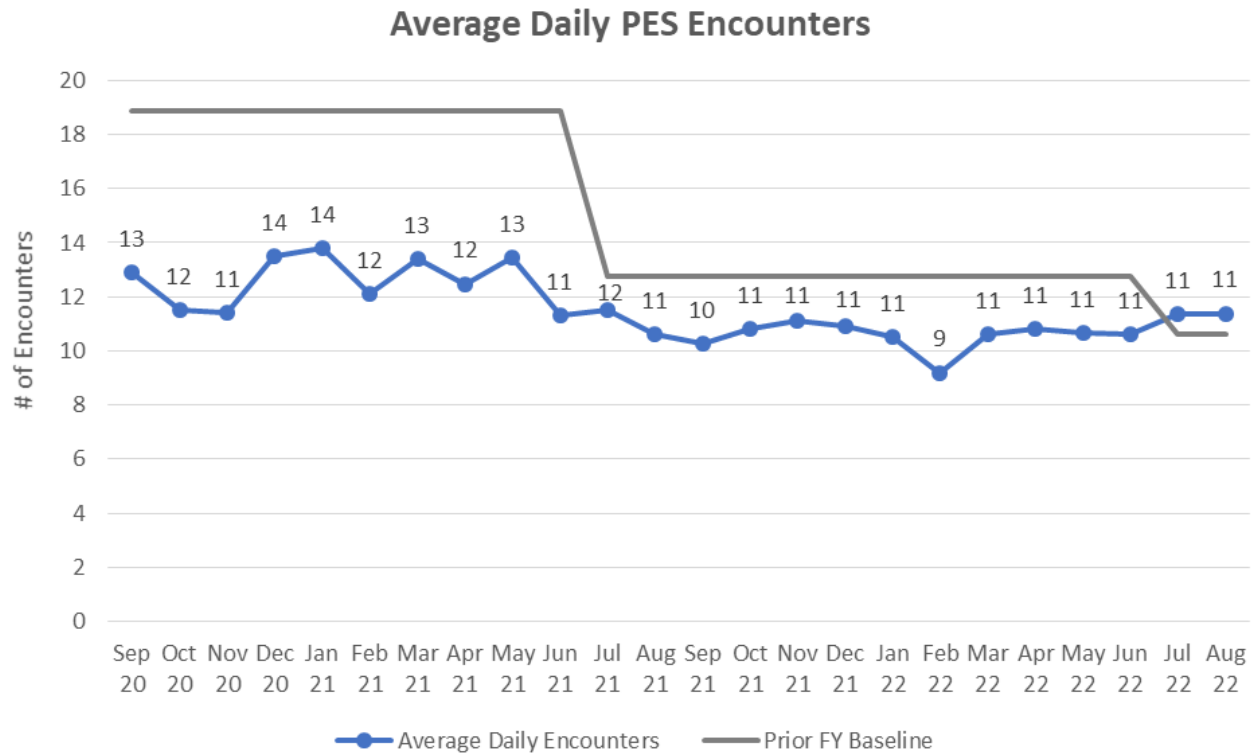
# QUALITY

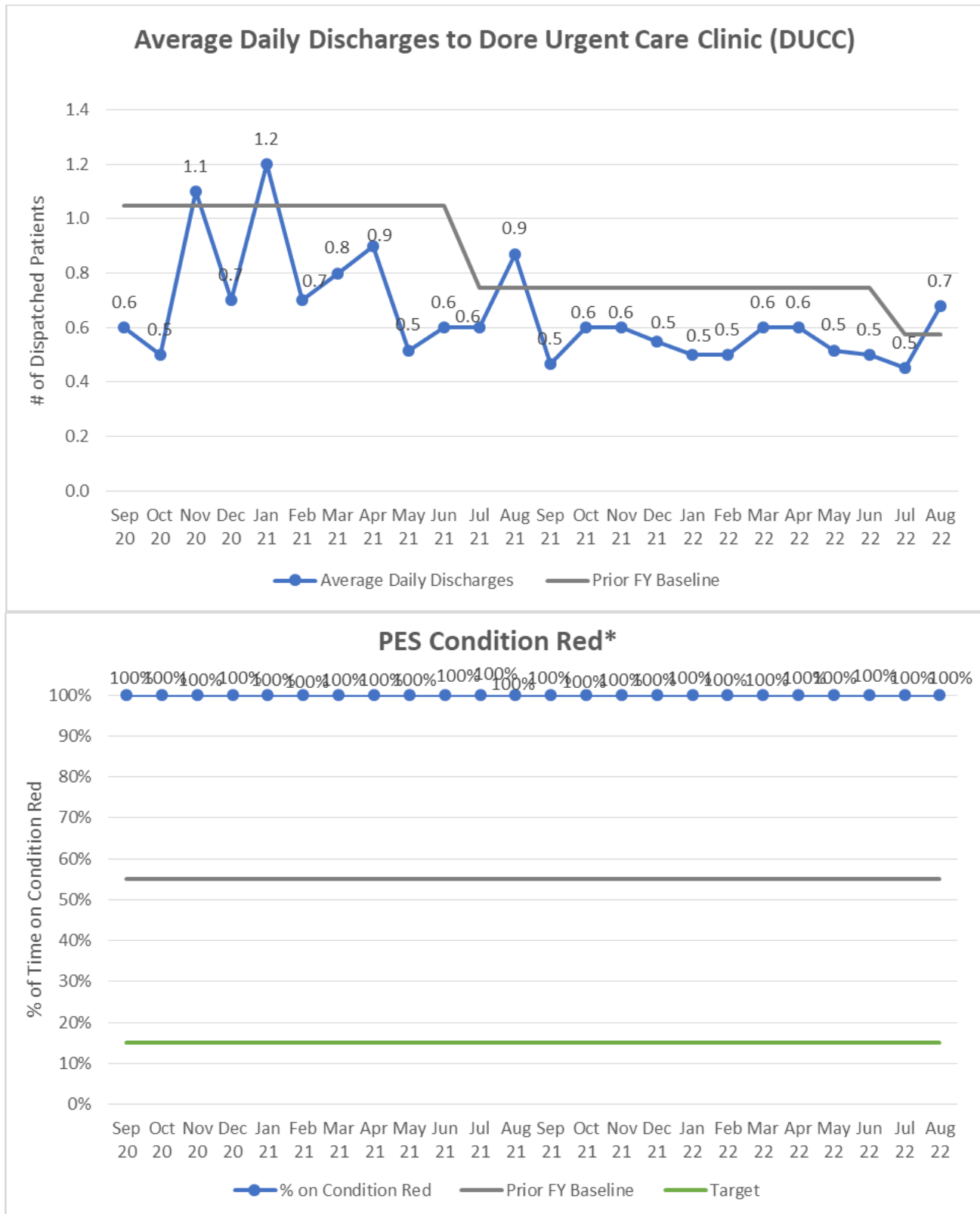
## Urgent Care Clinic Activities





# 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 168.58 which is 108.06% of budgeted staffed beds and 94.18% of physical capacity. 23.44% of the Medical/Surgical days were lower level of care days: 6.16% administrative and 17.28% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 26.00 which is 92.86% of budgeted staffed beds and 44.83% of physical capacity of the hospital.

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

Average Daily Census of MCH was 27.29 which is 90.97% of budgeted staffed beds and 64.98% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

Average Daily Census for Psychiatry beds, excluding 7L, was 42.06, which is 95.60% of budgeted staffed beds and 62.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.81, which is 82.95% of budgeted staffed beds (n=7) and 48.39% of physical capacity (n=12). Utilization Review data shows 88.65% non-acute days (23.01% administrative and 65.64% non-reimbursed).

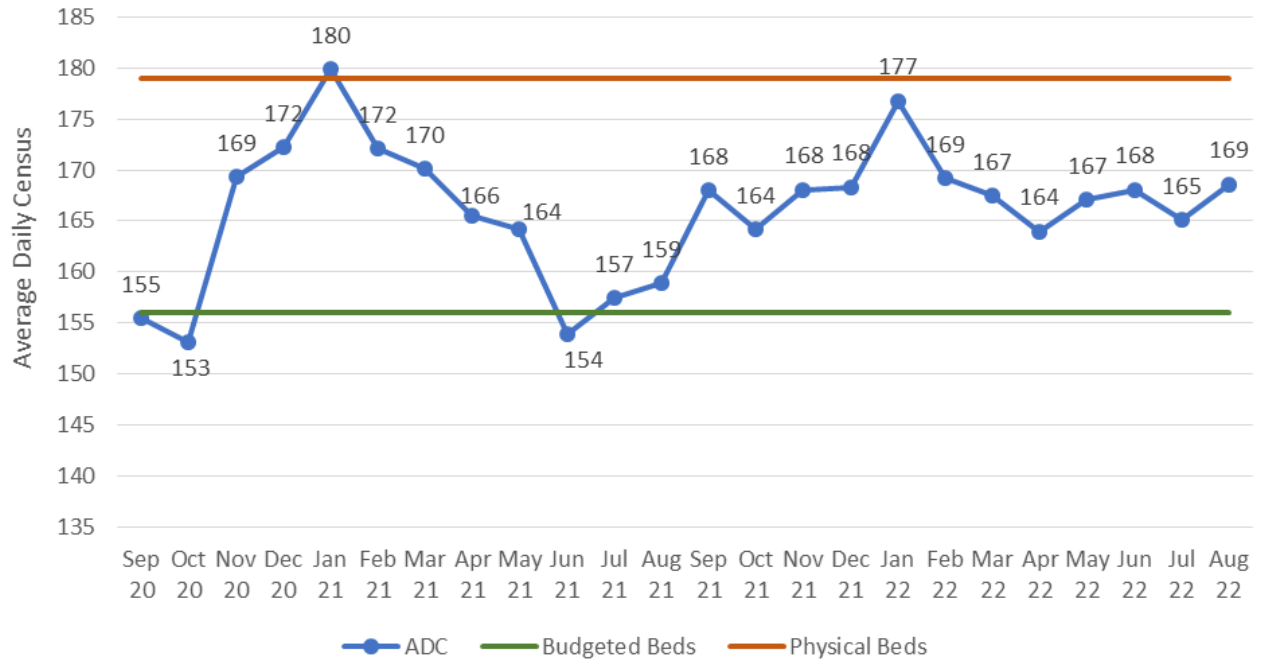
### **4A SKILLED NURSING UNIT**

Average Daily Census for our skilled nursing unit was 27.32, which is 97.58% of our budgeted staffed beds and 91.08% of physical capacity.

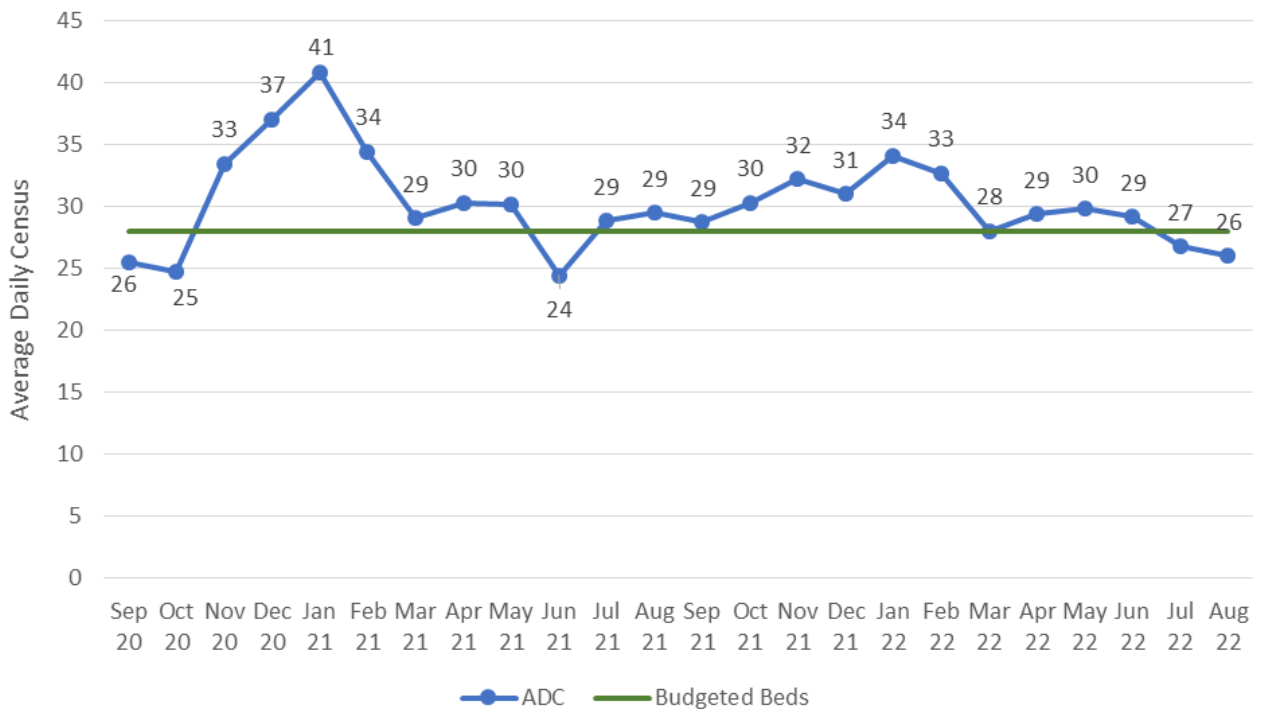
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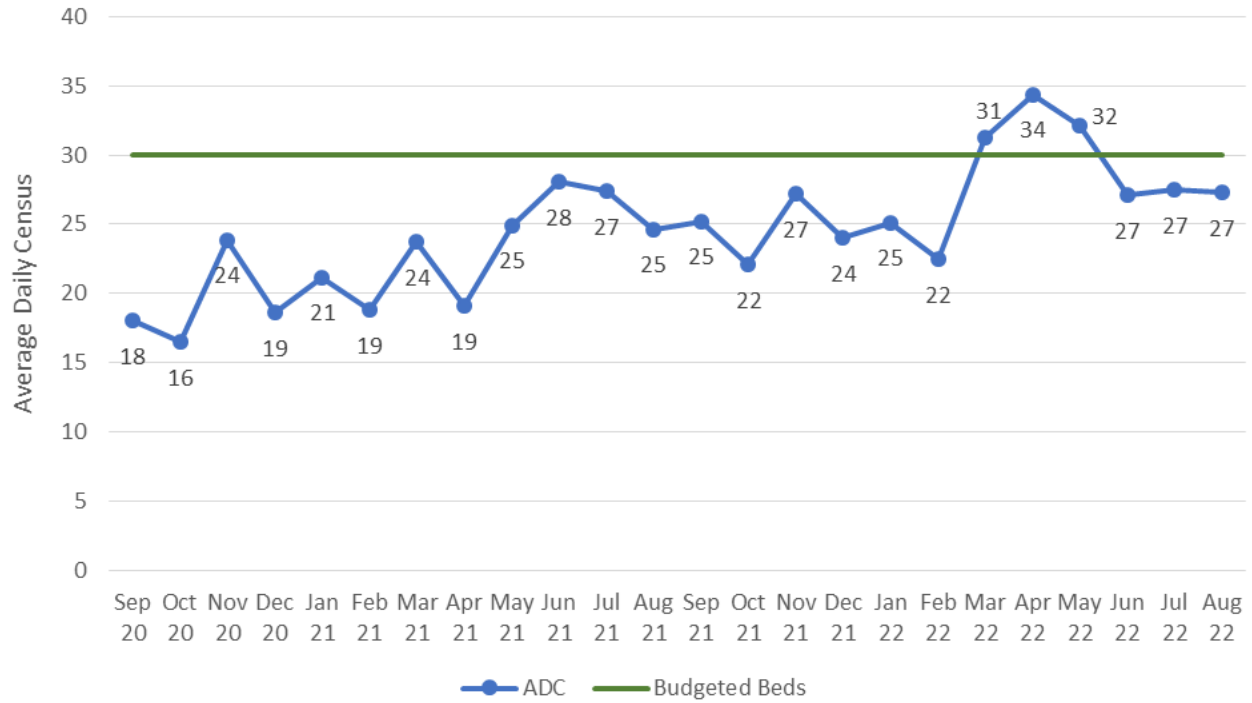
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



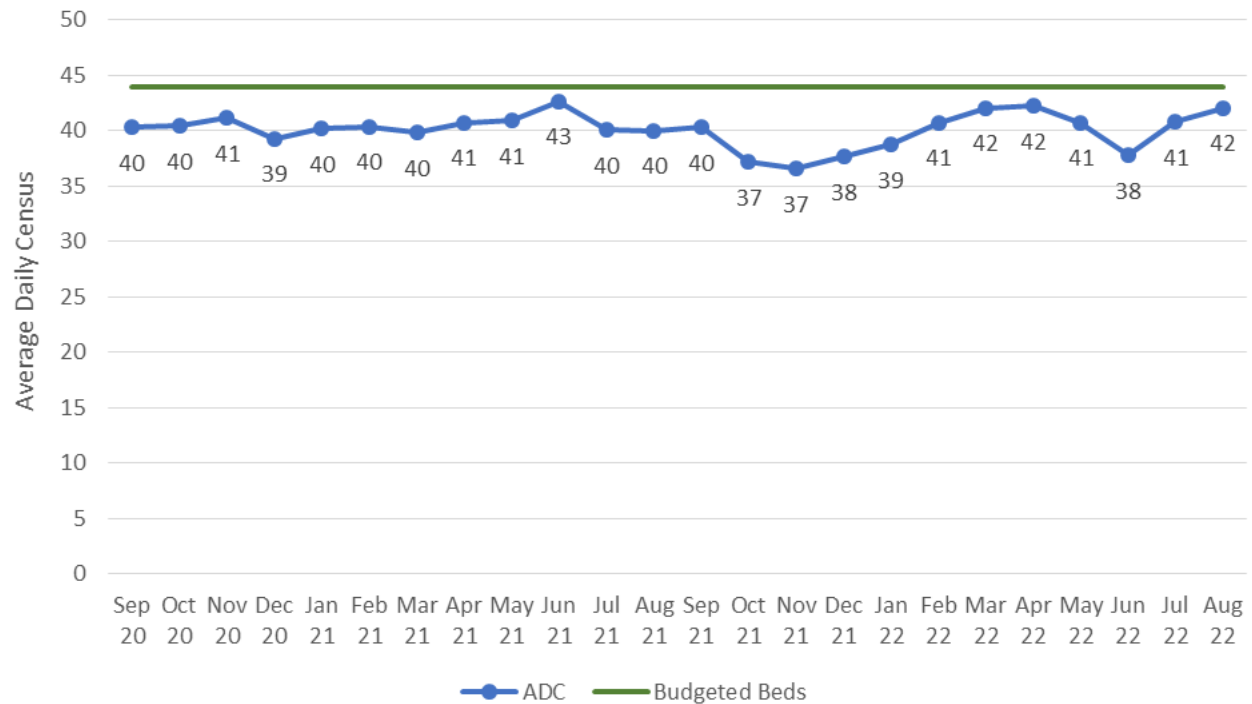
### Intensive Care Unit Average Daily Census

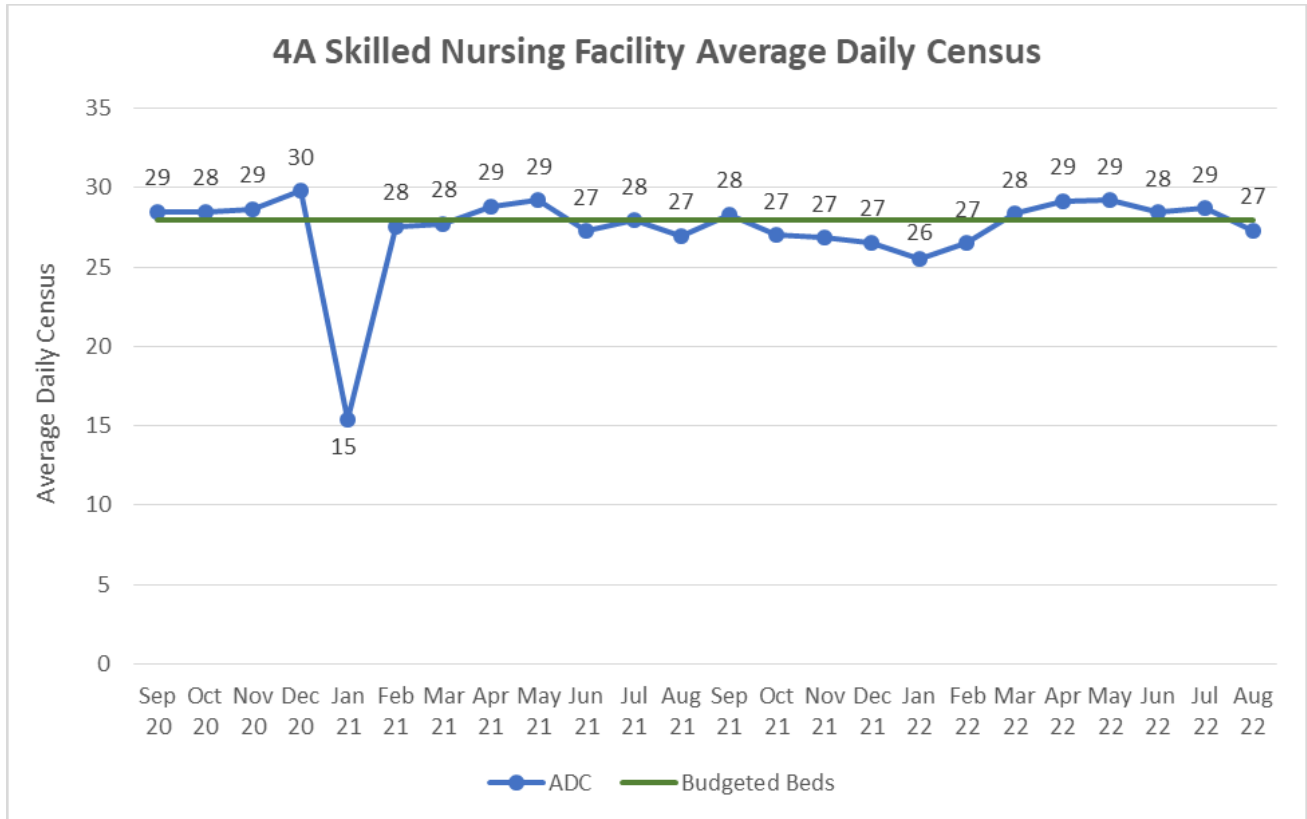


### Maternal Child Health Average Daily Census

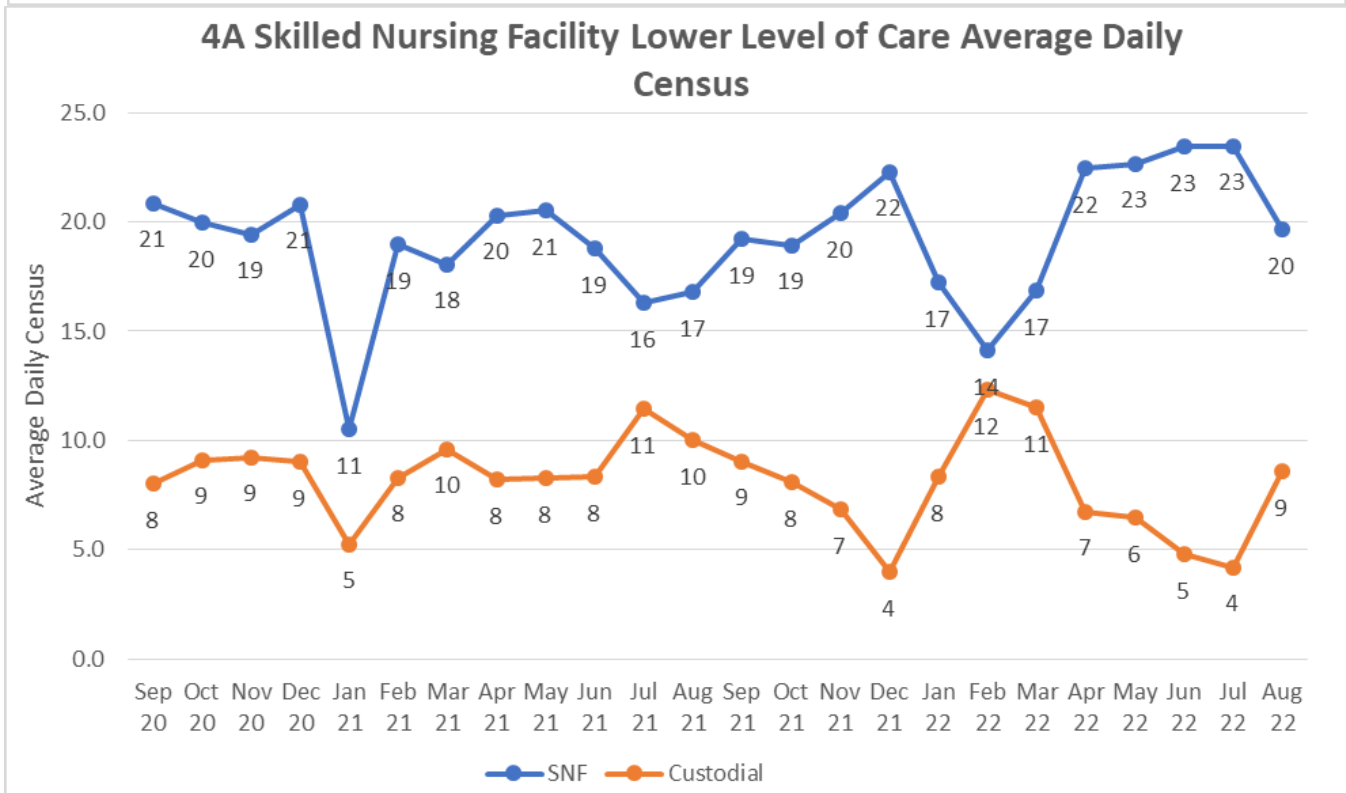
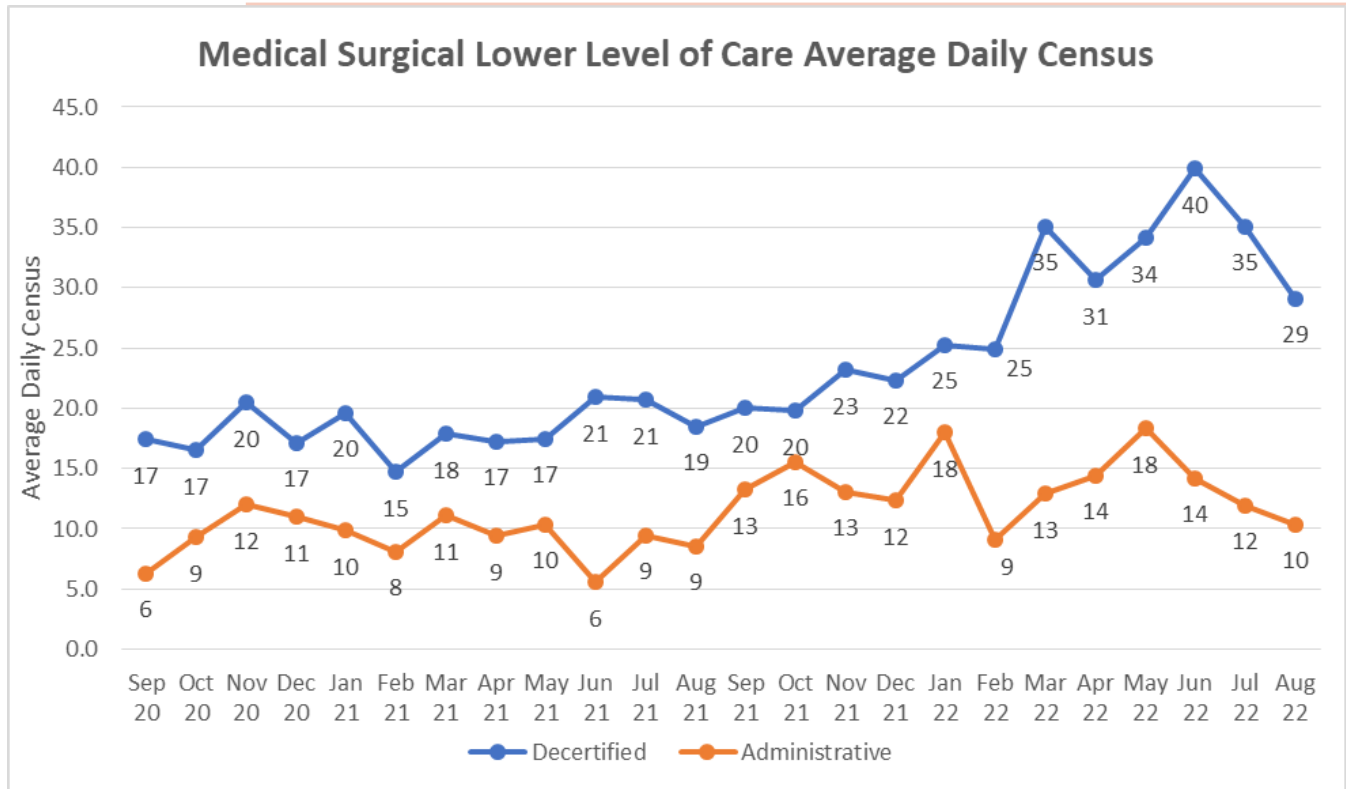


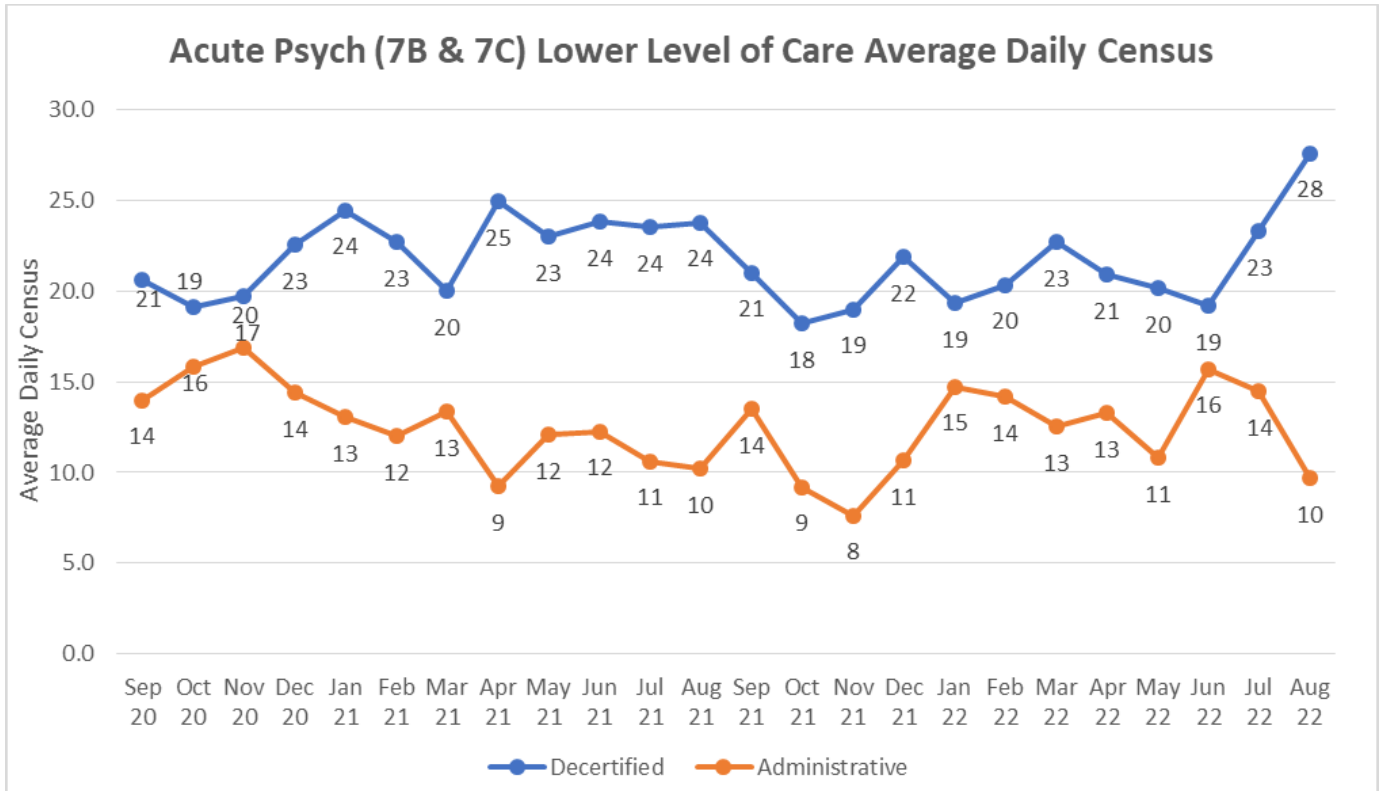
### Acute Psychiatry (7B & 7C) Average Daily Census





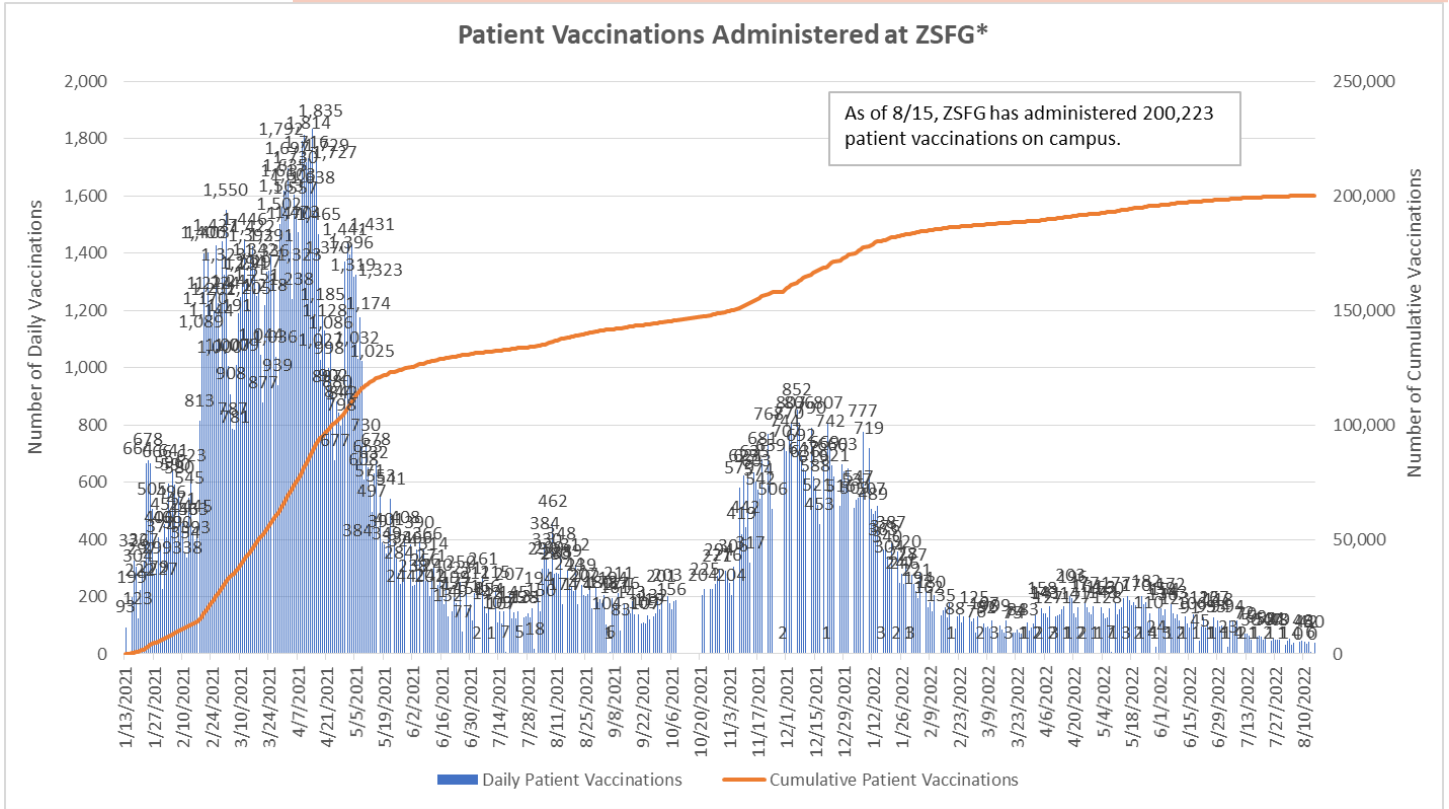
# QUALITY Lower Level of Care Average Daily Census



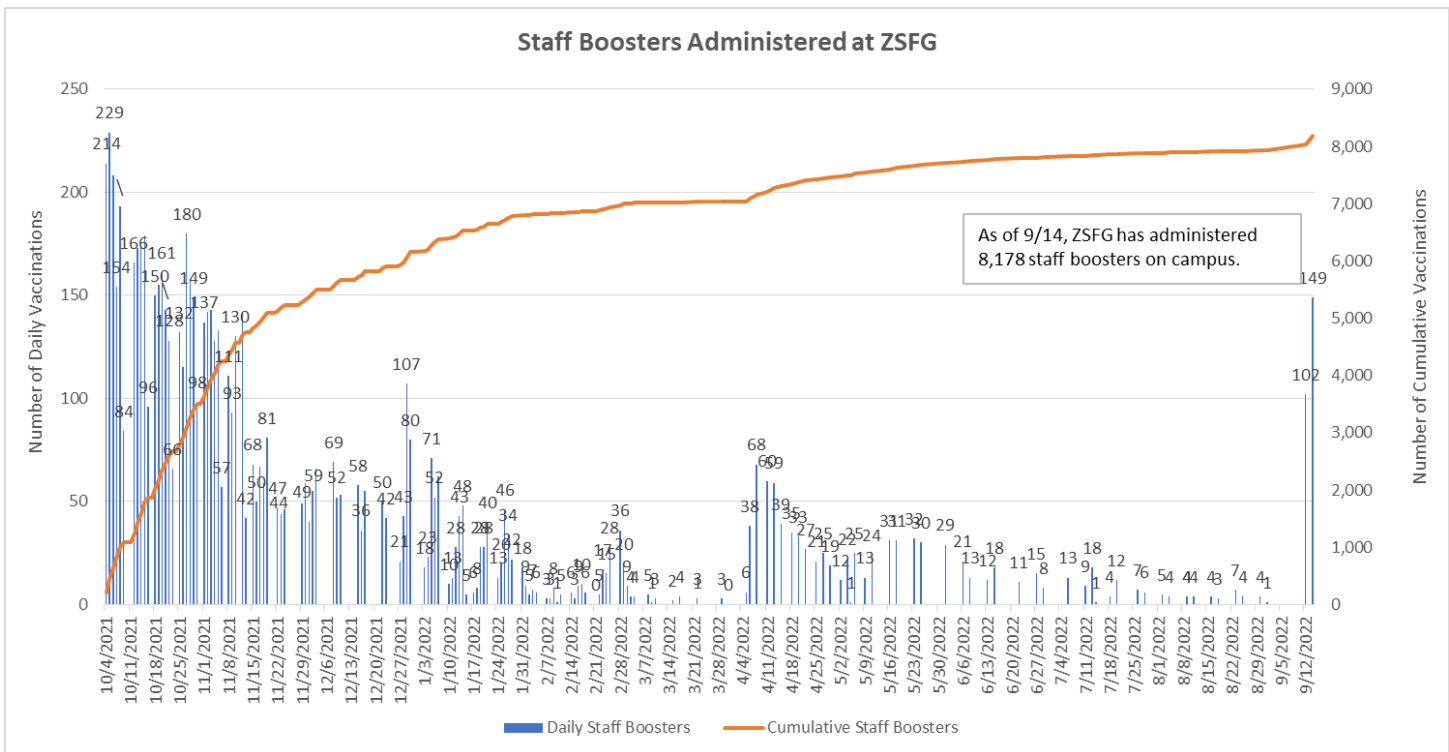


## SAFETY

## COVID-19 Vaccinations Administered at ZSFG



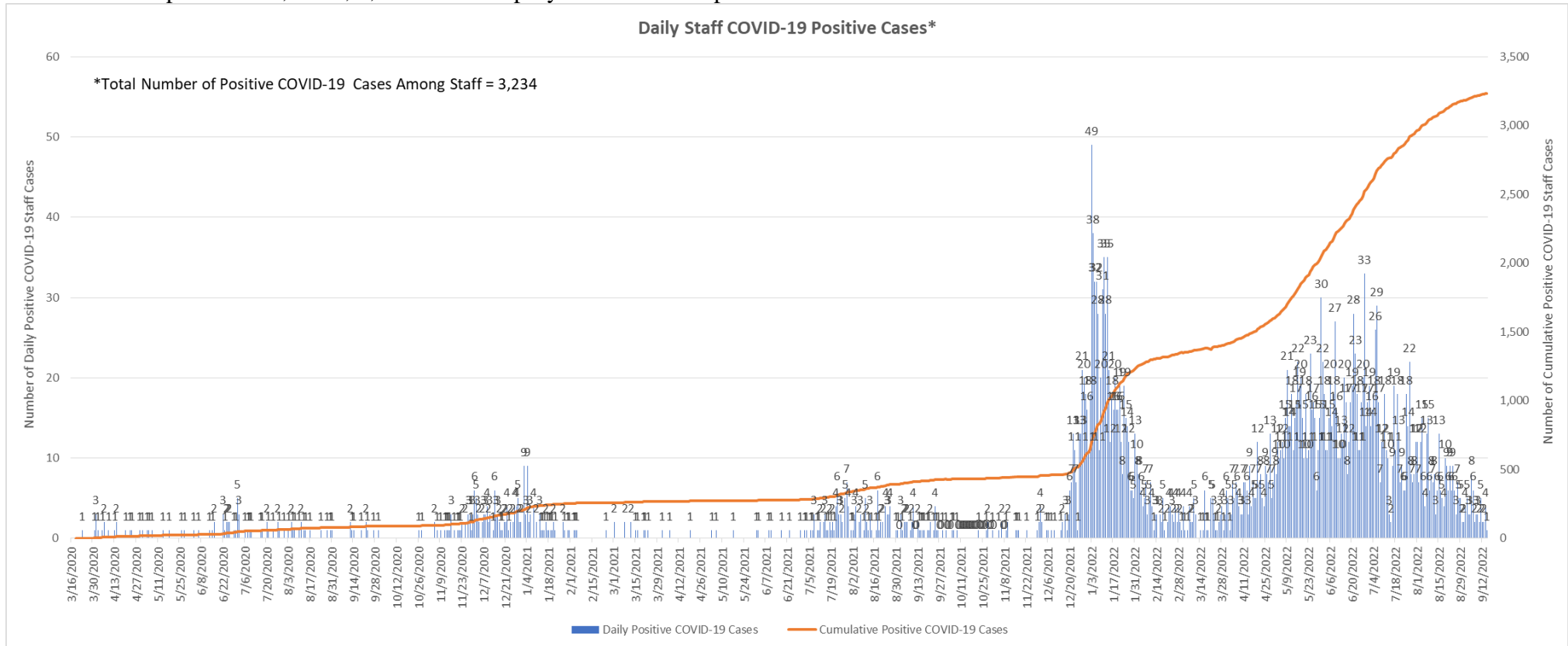
\*Patient vaccination data is currently unavailable for this past month.





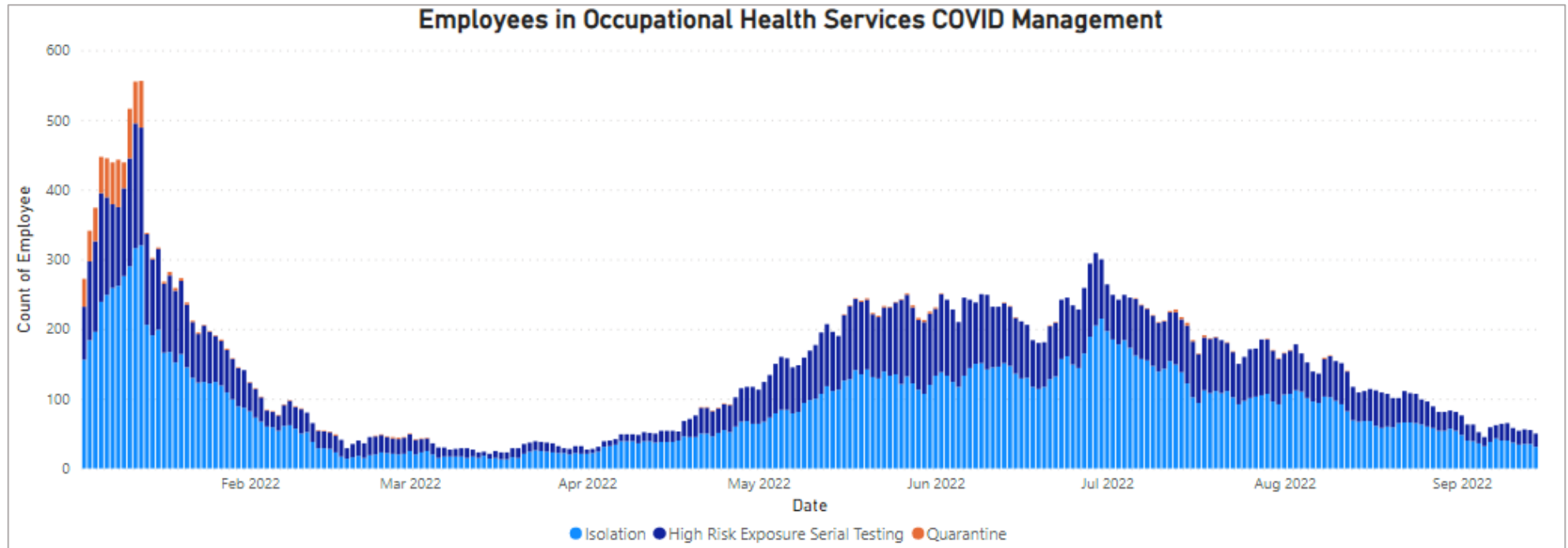
# SAFETY Occupational Health COVID+ Staff Cases

As of September 15, 2022, 3,234 ZSFG employees have tested positive for COVID-19.



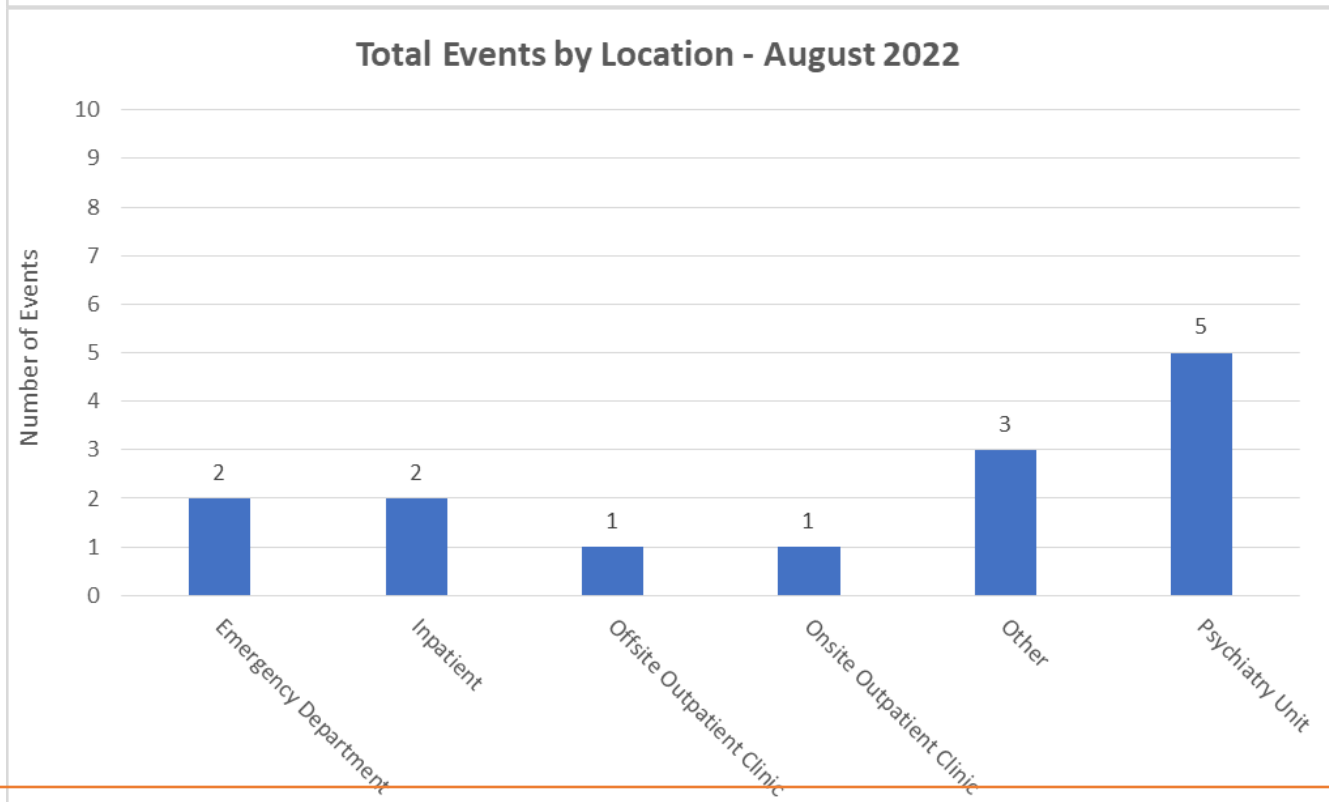
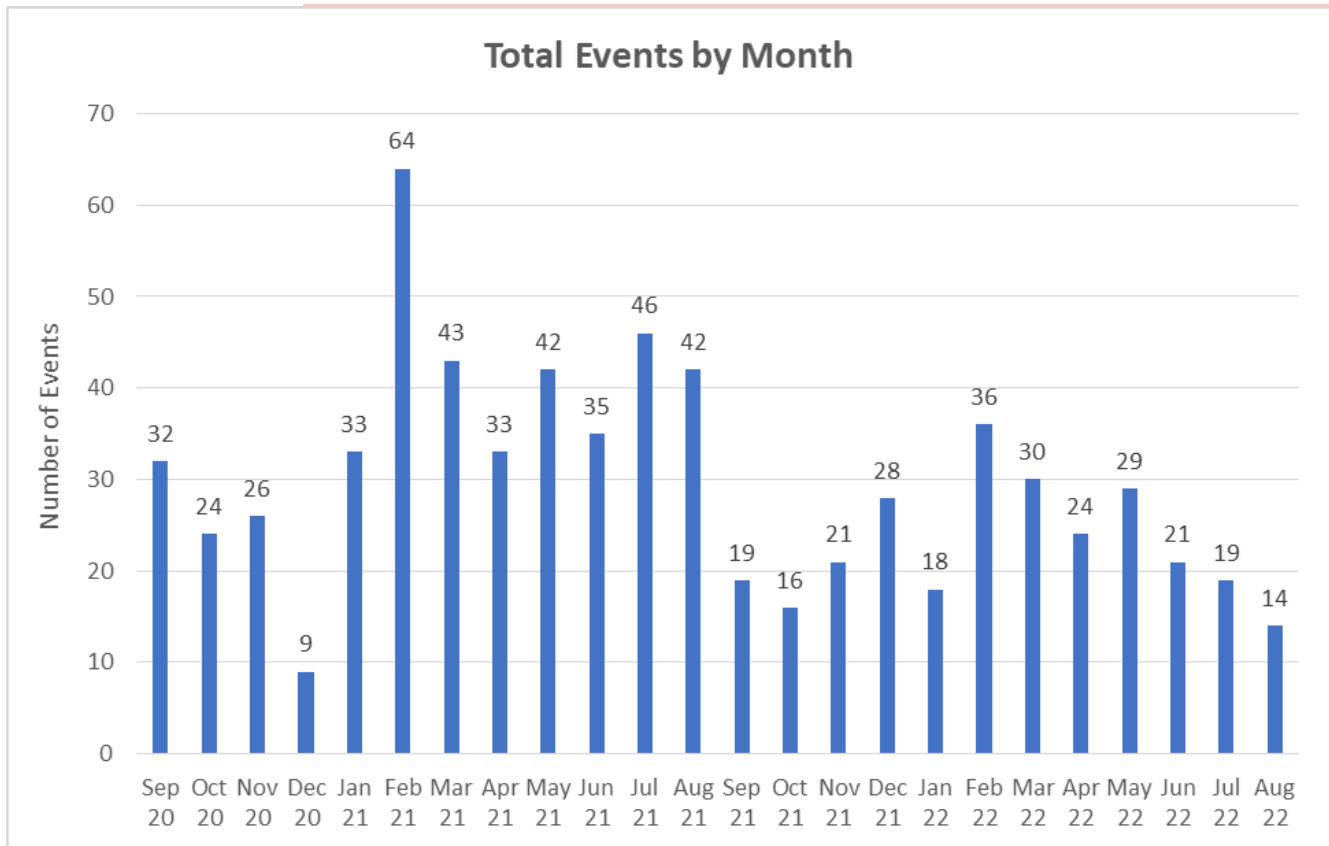
# SAFETY

## Occupational Health COVID-19 Staff Management



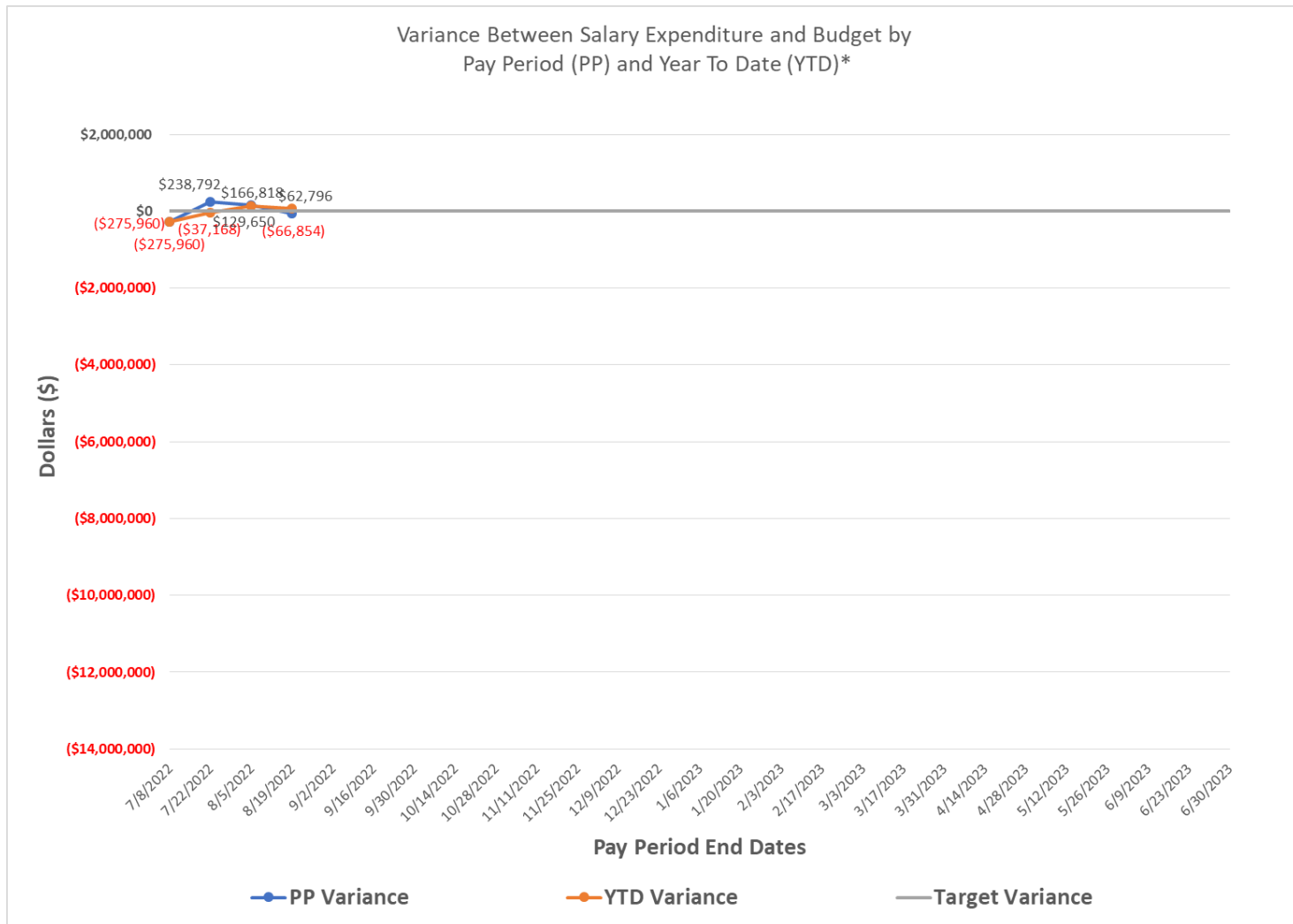
## SAFETY

### Workplace Violence Activity



## FINANCIAL STEWARDSHIP

### Salary Variance



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

Commissioner Comments:

Commissioner Chow noted the importance of celebrating the 150<sup>th</sup> anniversary and how the hospital and City have come since that time. The hospital did not provide services to Chinese people when it opened.

Commissioner Green noted that Psychiatric Emergency Services has a capacity of 42 beds and currently 38 are individuals with lower level of care needs. Dr. Ehrlich noted that ZSFG is working closely with BHS to buy many kinds of beds, which would also assist ZSFG patients. She noted that locked subacute beds and residential beds are some of the most challenging to find right now.

Commissioner Chow noted that if an Urgent Care patient is sent to the Emergency Department and would need to be triaged again. He asked if there is a way to change the triage process since this cohort had already been triaged at Urgent Care. Dr. Ehrlich stated that triage and bed availability are key in effective operation of the Emergency Department. If beds are open in the back then new patients can be assessed and moved to appropriate rooms. She noted that there is good communication between the Emergency Department and Urgent Care Clinic. Urgent Care accepts patients referred from the Emergency Department. ZSFG is currently conducting analysis of this cohort, which will be shared when completed.

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

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

### **Commissioner Comments:**

Commissioner Chow thanked Ms. Hill for her years of service with the DPH and wished her well in her new position at the Department of Public Works.

Commissioner Green asked if there were common reasons for applicants to decline job offers. Ms. Hill stated that per diem positions have always been used to fill in staffing gaps. ZSFG prioritizes benefited positions but for many, the flexibility of a per diem position is attractive. Gillian Otway, ZSFG Nurse Manager, stated that many nurses no longer wish to work full time and therefore, chooses per diem positions.

## **7) MEDICAL STAFF REPORT**

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

### **Commissioner Comments:**

Commissioner Chow asked if the ZSFG laboratory is moving. Dr. Winston stated that the lab is being redesigned and updated.

Commissioner Green stated that it is difficult to hire lab technicians and asked how lab vacancies are being filled. Dr. Winston stated that lab workers are UCSF staff. The lab has been successful in its teaching and recruiting programs.

Regarding the Revised CT Guided Spinal Steroid Injection Standard Procedures, Commissioner Green asked which type of staff would be determining if the patient qualifies for injection. Dr. Winston stated that a provider, a spine specialist, refers a patient based on an MRI of the spine. The NP reviews all the imaging with the neural radiologist. If a non-specialist refers a patient, the NP, neural radiologist carefully reviews the referral for appropriateness.

Commissioner Chow asked if the protocol includes authority for decision-making regarding whether the injection will be given. He noted the protocol reviews the procedure. Dr. Winston stated that appropriate medical standard practice is used as a decision-making guide.

**Action Taken:** The ZSFG JCC unanimously approved the following:

- Laboratory Medicine Rules and Regulations
- Revised CT Guided Spinal Steroid Injections and Influenza Vaccination RN Standard Procedures
- Revised Medicine Pulmonary Critical Care Privileges list
- Neurology Privileges 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*

Action Taken: The Health Commission voted to not disclosed discussions held in closed session.

**11) ADJOURNMENT**

The meeting was adjourned at 5:32pm.