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Vice President

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**HEALTH COMMISSION  
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FRANCISCO**

**London N. Breed Mayor  
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**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Tuesday, February 23, 2021 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.  
Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Lisa Winston MD, Claire Horton, MD, Dan Schwager, Terry Dentoni, Michael Gerchow  
Kim Nguyen, Karrie Johnson, Leslie Safier, Sue Carlise MD, Basil Price, Jennifer Boffi, Lukejohn Day MD,  
Andrea Turner, Adrian Smith

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

**2) APPROVAL OF THE MINUTES OF THE JANUARY 26, 2021 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Mr. Morewitz noted that Commissioner Christian requested the following edits, noted in red:

“Commissioner Christian asked if ZSFG explains services that are available or actually offers services to the victim. Mr. Smith stated that staff explain to the victim that rape treatment counseling is available, but it is not always accepted. Commissioner Christian encouraged ZSFG to be more proactive by not just explaining that rape treatment counseling (RTC) is available but for the counselor to come to the victim in person to offer services. She also noted that often, those who are victimized have a difficult time admitting to themselves that the incident was sexual assault; a counselor with expertise in this area may be effective in providing needed support. Mr. Smith stated that he would take this suggestion back to the psychiatric team for consideration.”

**Action Taken:** The Committee unanimously approved the January 26, 2021 meeting minutes, with the revisions noted above.

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

Adrian Smith, Director of Regulatory Affairs

#### Commissioner Comments:

Commissioner Chow asked if a representative from the Health Commission should be present for the Joint Commission reaccreditation survey. Mr. Smith stated that the Joint Commission survey will be a virtual meeting; he noted that the survey is always unscheduled so there is no way to plan when the surveyors will arrive. He added that he would forward the “ZSFG Survey Readiness Leadership Handbook” to the Commissioners through Mr. Morewitz.

### **4) ZSFG EMPLOYEE ENGAGEMENT SURVEY UPDATES**

Aiyana Johnson, MSW, MPH, Chief Experience Officer, presented the item.

#### Commissioner Comments:

Commissioner Green noted that per diem and full time nurses gave very similar responses to the survey. She added that the process to roll out the vaccine rollout may shift responses towards more positive scores. Ms. Johnson stated that the survey will be administered later this year.

Commissioner Green noted that the response of a supervisor to employee is very important, based on the survey scores. She asked if there is special training for supervisors. Ms. Johnson stated that there has been substantial effort to develop low effort, high yield staff recognition.

Commissioner Green asked if there are specific services that received highest satisfaction scores. Ms. Johnson stated that the Emergency Department was an area identified as having high need for improvements. Scores for non-clinical areas received higher scores.

Commissioner Chow stated he was surprised that the scores on wellness were relatively high, especially during the pandemic, which indicates the efforts of the administration in this area.

Commissioner Christian thanked Ms. Johnson for the work and offered the Health Commission’s support, noting the gratitude video the Commission developed for all DPH staff last year. She also asked for more information regarding how donations were collected for staff wellness and other activities. Ms. Johnson thanked the Commissioner for this offer of assistance and noted the effectiveness of the Health Commission gratitude video and the annual Health Commission ZSFG employee recognition awards. Jennifer Boffi, ZSFG Budget Director, stated that donations for staff appreciation came through the San Francisco General Hospital Foundation. Over 10,000 meals were provided to staff and \$5 million were raised through the foundation for staff and patient COVID-19 related activities.

### **5) ZSFG CHIEF EXECUTIVE OFFICER’S REPORT & EMERGENCY DEPARTMENT NEWSLETTER**

Susan Ehrlich, MD, Chief Executive Officer, presented the item.

## **SAFETY**

### **1. COVID Vaccine Update**

Over the past month, ZSFG has made incredible progress in providing COVID-19 vaccinations to staff and patients on campus. As of February 12th, over 17,000 vaccines have been administered to both ZSFG and SF Health Network staff, with only a 5.9% declination rate. The top reasons for declination are: (1) opting to receive the vaccine at a later time and (2) receiving the vaccine elsewhere. Since many ZSFG staff have already received both doses of the vaccine, the vaccine clinic downsized and relocated from 4E to the Wellness Center on Tuesday, February 16<sup>th</sup>. This transition has allowed for the expansion of ZSFG’s patient vaccine clinic – moving the secondary location from Carr Auditorium to 4E, in addition to our primary location at the Learning Center.

With this increased capacity for patient vaccinations, ZSFG began offering free COVID-19 vaccinations not only to eligible patients, but also to eligible members of the community. Regardless of the health insurance provider or status, residents

with zip codes 94134, 94124, 94110, 94112, and 94107, who are over the age of 65, can now receive a COVID-19 vaccine at ZSFG. These zip codes encompass San Francisco’s neighborhoods most impacted by the pandemic, including the Mission, Bayview, Excelsior, and Visitation Valley.

As of February 12, ZSFG has provided over 11,300 patient vaccinations. To also expand ZSFG’s vaccination efforts, 12 members of the National Guard were deployed on Friday, February 12, to support the patient vaccine clinics. Six of the team members provided clinical support and six provided administrative support. Moving forward, every Thursday, the National Guard leadership and ZSFG leadership plan to meet to re-evaluate the needs of the National Guard support.

Many thanks to Lukejohn Day, Chief Medical Officer, and the teams who have come together to make this possible in a short period of time. It is truly humbling to see all the tireless work, collegiality, and dedication of our staff during this time.

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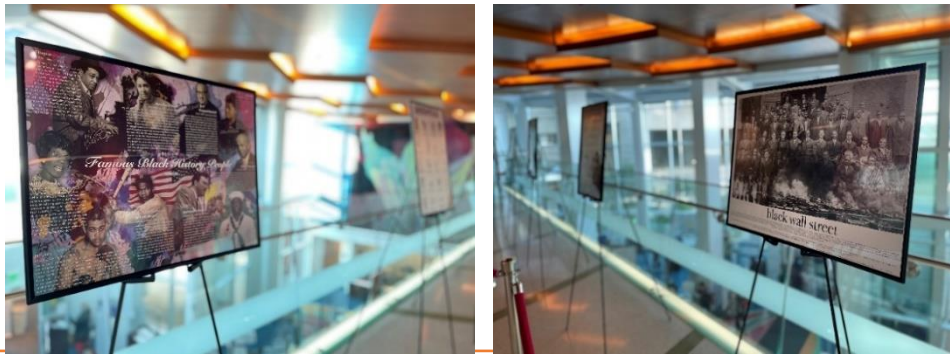
## **DEVELOPING OUR PEOPLE**      2. Black History Month Celebration

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Throughout the month of February, ZSFG celebrated Black History month through culinary experiences, art displays and staff giveaways. On February 1<sup>st</sup>, Care Experience created a display along the Building 25 mezzanine that commemorated and recognized the achievements made by African Americans throughout history. To ensure engagement, the team also created a weekly Black History Month Trivia. Every week, the first three staff who answer all five trivia questions correctly will receive a gift card.

On February 1<sup>st</sup>, 16<sup>th</sup> and 26<sup>th</sup>, Chef Mike and his team created a different menu, celebrating the “Taste of Low Country”, a “Mardi Gras Celebration” and the “Taste of the Caribbean” to honor the culinary experience.

Our deepest appreciation to the Care Experience and Food and Nutrition Services teams for putting together such wonderful celebrations for this important month!



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## **DEVELOPING OUR PEOPLE**      3. Lunar New Year Celebration

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On Friday, February 12<sup>th</sup>, the Care Experience department celebrated Lunar New Year by hosting an all-staff giveaway of fortune cookies. According to the Lunar calendar, 2021 is the year of the ox, which is known for diligence, strength and determination. Although this year’s celebration did not include the wonderful San Francisco Police Department Lion Dancing team, ZSFG still celebrated the holiday in a COVID-friendly way through staff giveaways. Additionally, Food and Nutrition Services created a wonderful menu by featuring items such as Mongolian beef, house made egg rolls, egg tarts and much more.

Many thanks to the Care Experience and Food and Nutrition Services teams for the celebration, while remaining COVID-safe!

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## **DEVELOPING OUR PEOPLE** 4. AWHONN Public Policy Committee's Newest Member: Norlissa Cooper, PhD, MSN, RN

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ZSFG is thrilled to celebrate the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) Public Policy Committee's newest appointed member, Norlissa Cooper, PhD, MSN, RN!

AWHONN is an organization focused on promoting the health of women and newborns. As a member of the Public Policy Committee, Cooper will help "guide the direction of the organization's advocacy efforts through identification, monitoring and evaluation of social, political and environmental trends, issues, risks and concerns."

Congratulations to our outstanding employee, Norlissa Cooper, for her incredible accomplishments here, at ZSFG, and beyond!

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## **DEVELOPING OUR PEOPLE** 5. Inaugural Quarterly Nursing Newsletter

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On December 24, 2020, the inaugural edition of the quarterly nursing newsletter, "The Stetho-Scoop" was sent to ZSFG Nursing staff. Led by Nurse Manager, Justin Dauterman, this quarterly newsletter aims to highlight and share important information with the Department of Nursing.

This first edition of the newsletter covered timely information about the COVID-19 vaccinations on campus and the SF COVID-19 statistics stratified by race. It also highlighted the work being done across different nursing units to address racism and health equity, such as the development of the Critical Care Diversity Council in the ICU and the creation of discharge kits to our patients who have been disproportionately impacted by COVID-19. Furthermore, staff and departments were celebrated, opportunities were shared, and much more.

Many thanks to our Nursing leadership for creating this new avenue of communication for nursing staff!

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## **DEVELOPING OUR PEOPLE** 6. 2021 Hearts in SF Event

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On Thursday, February 11<sup>th</sup>, the San Francisco General Hospital Foundation (SFGHF) hosted the first-ever virtual Hearts in SF event. This annual event is an important way for the Foundation to raise funds and support our hospital and patients. The Foundation also took this opportunity to honor ZSFG staff for their unwavering commitment to serving the community of San Francisco, by making the event free and open to all staff to attend.

The night was hosted by Renel Brooks-Moon, voice of the San Francisco Giants, and featured special messages of thanks and appreciation from Mayor London Breed and Governor Gavin Newsom. During the event, Kim Meredith, CEO of SFGHF, facilitated an informative conversation between Dr. Susan Ehrlich and Dr. Robert Rodriguez about the current state of COVID-19 and the vaccine. Dr. Robert Rodriguez is a ZSFG Emergency Department Doctor and part of President Biden's Coronavirus Advisory Transition Committee.

SFGHF also shared videos that highlighted ZSFG's Solid Start program and the Richard Fine People's Clinic. Finally, the evening ended with the showcasing of the 2021 Heart Sculptures and incredible performances and messages from the Kim Nalley Band, Bob Weir and Carlos Santana.

Many thanks to SFGHF for hosting this wonderful and impactful event, even amidst the global pandemic. ZSFG would not be able to care for our patients without their support!

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## QUALITY

### 7. California Department of Public Health 4A Skilled Nursing Facility COVID-19 Mitigation Survey

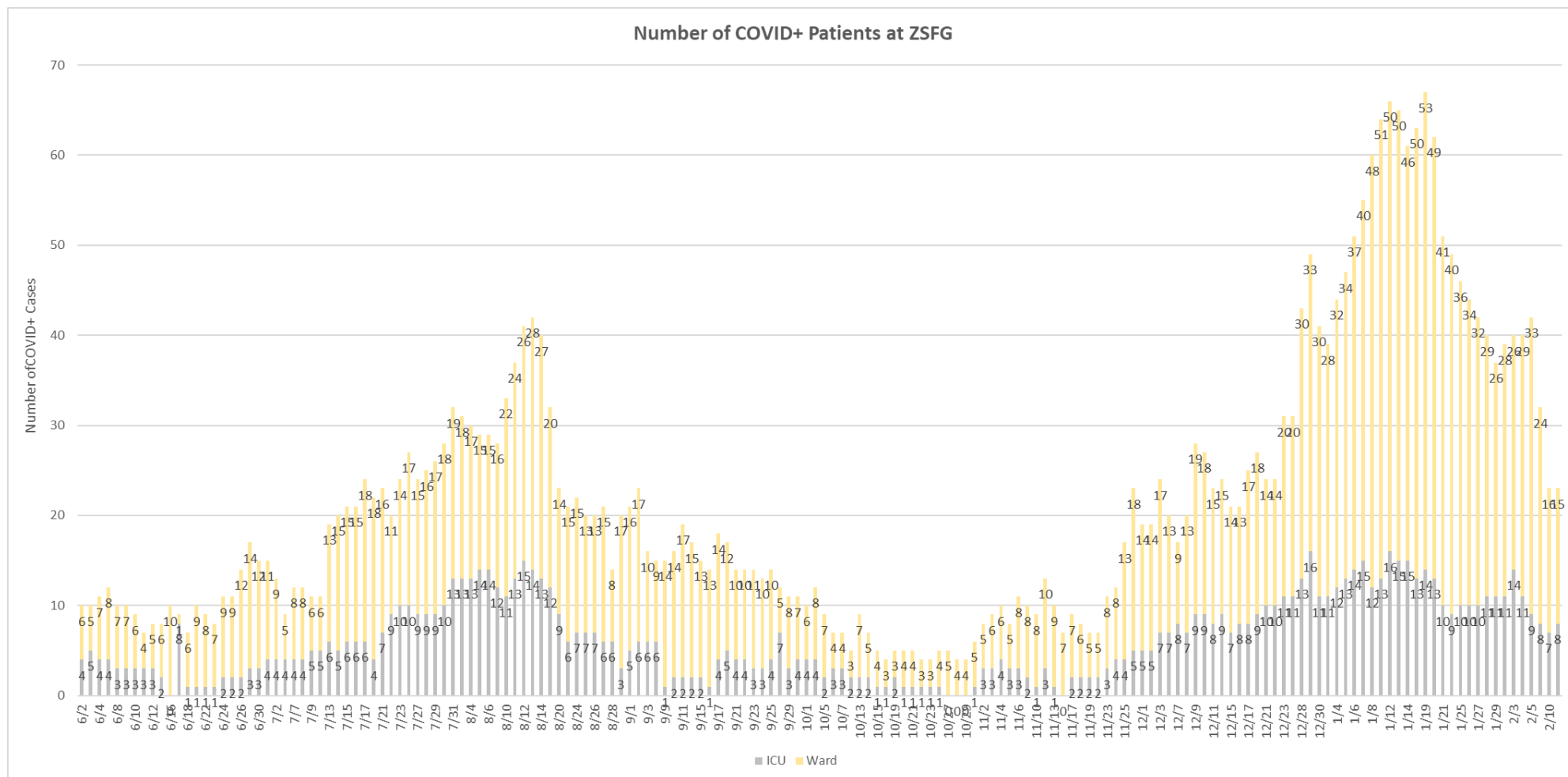
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On Thursday, January 28, two surveyors from the California Department of Public Health (CDPH) arrived at ZSFG to complete the COVID-19 mitigation survey for the Skilled Nursing Facility (SNF) 4A. The Regulatory Affairs team welcomed the surveyors and obtained their document requests. After the survey, a few outstanding document requests remained, but the surveyors reported that there were zero deficiencies.

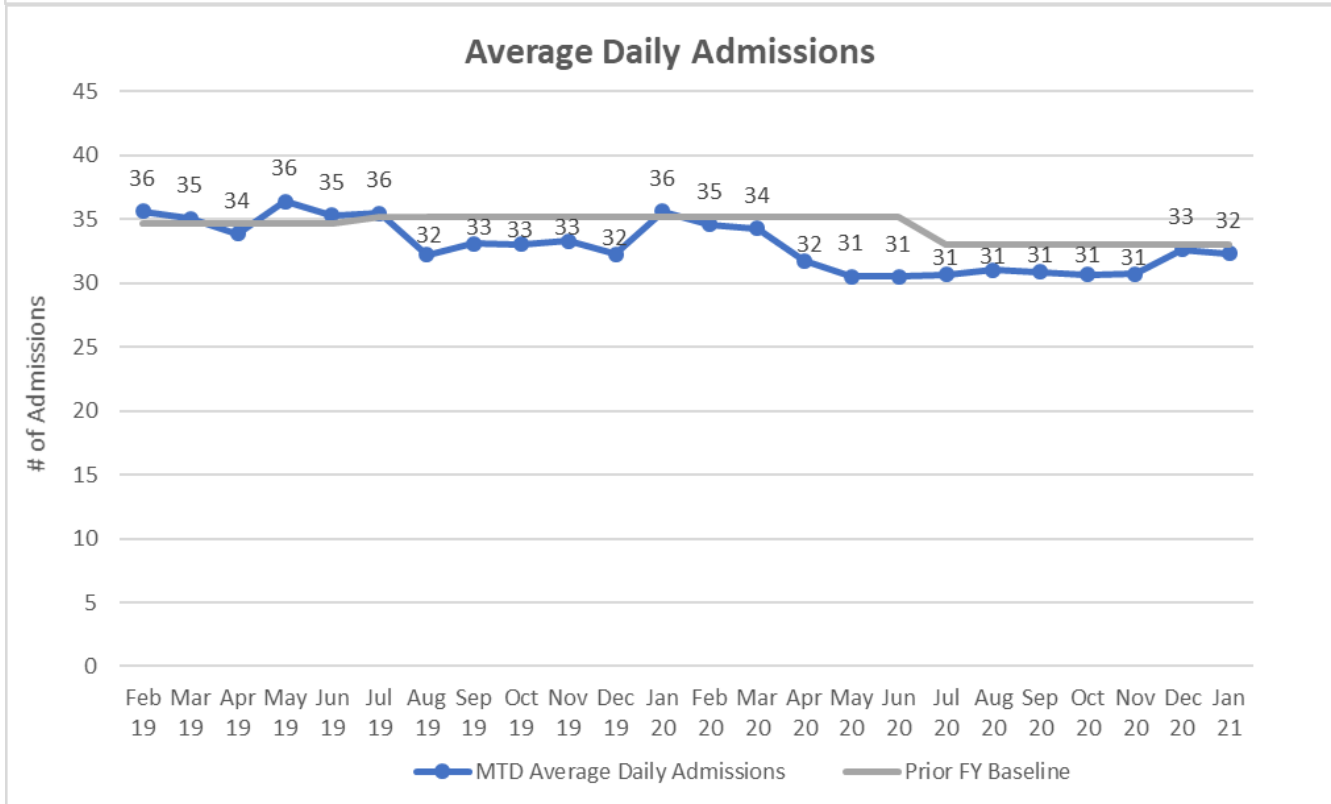
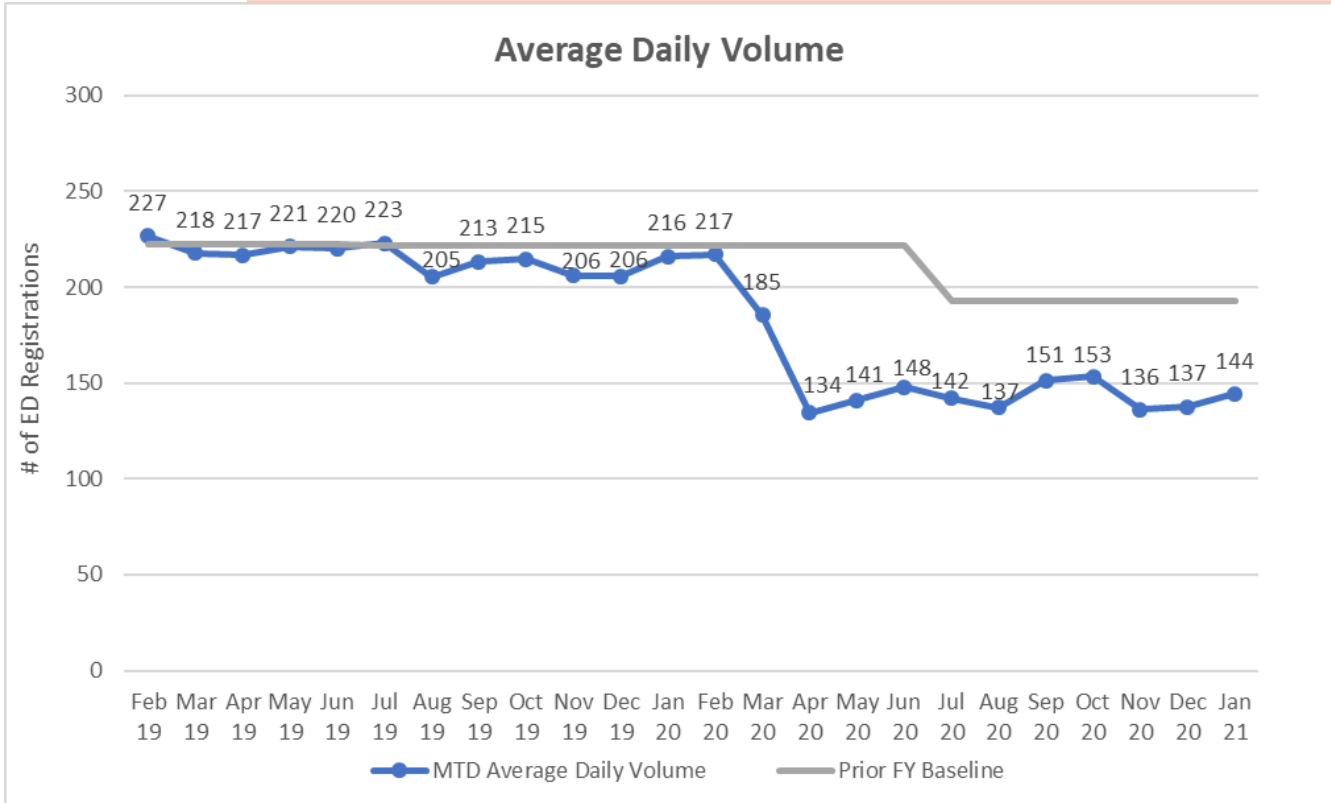
Our deepest appreciation to the SNF 4A staff for their diligence in the implementation of their mitigation plan and flexibility to adjust their plans when needed. Many thanks also to our Regulatory Affairs team for leading a successful survey.

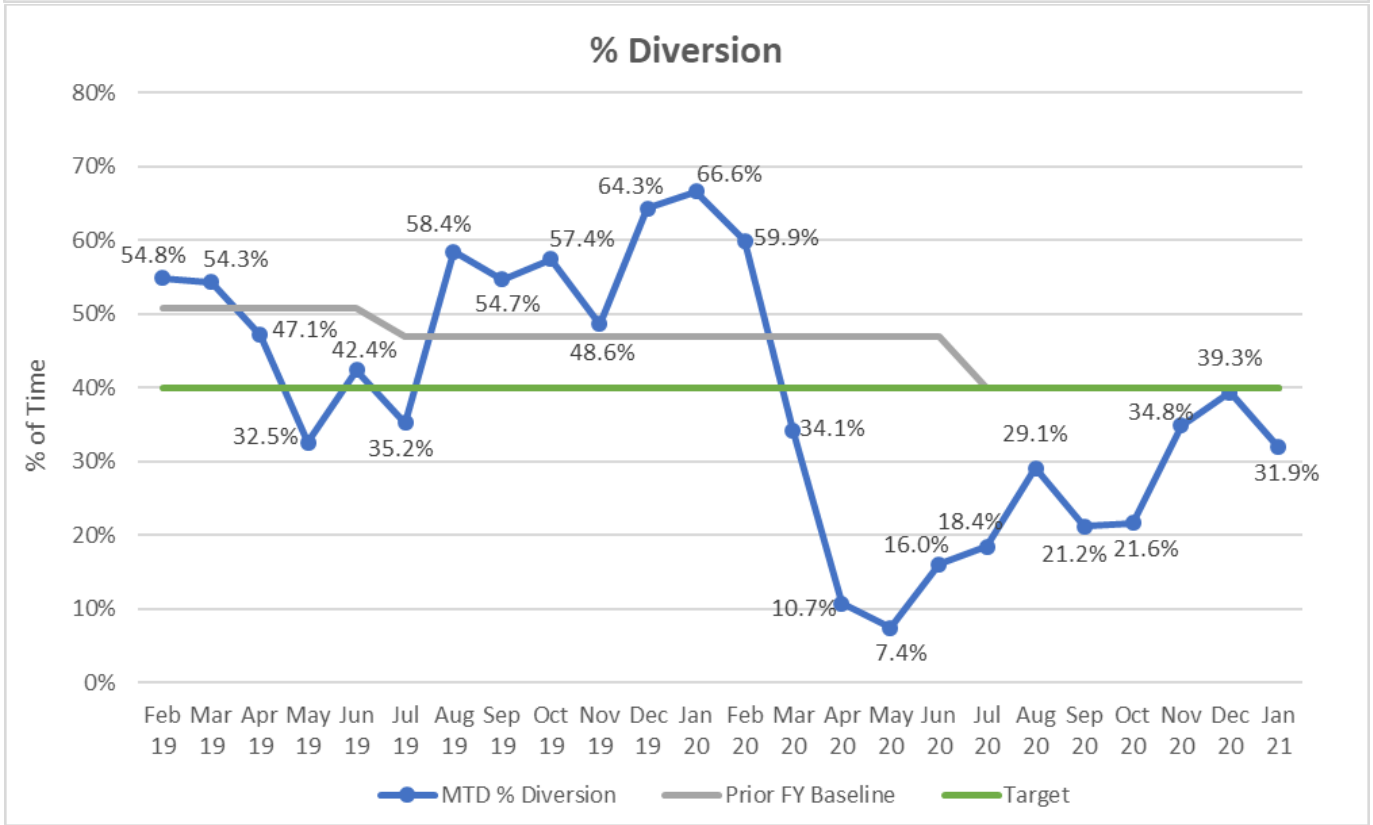
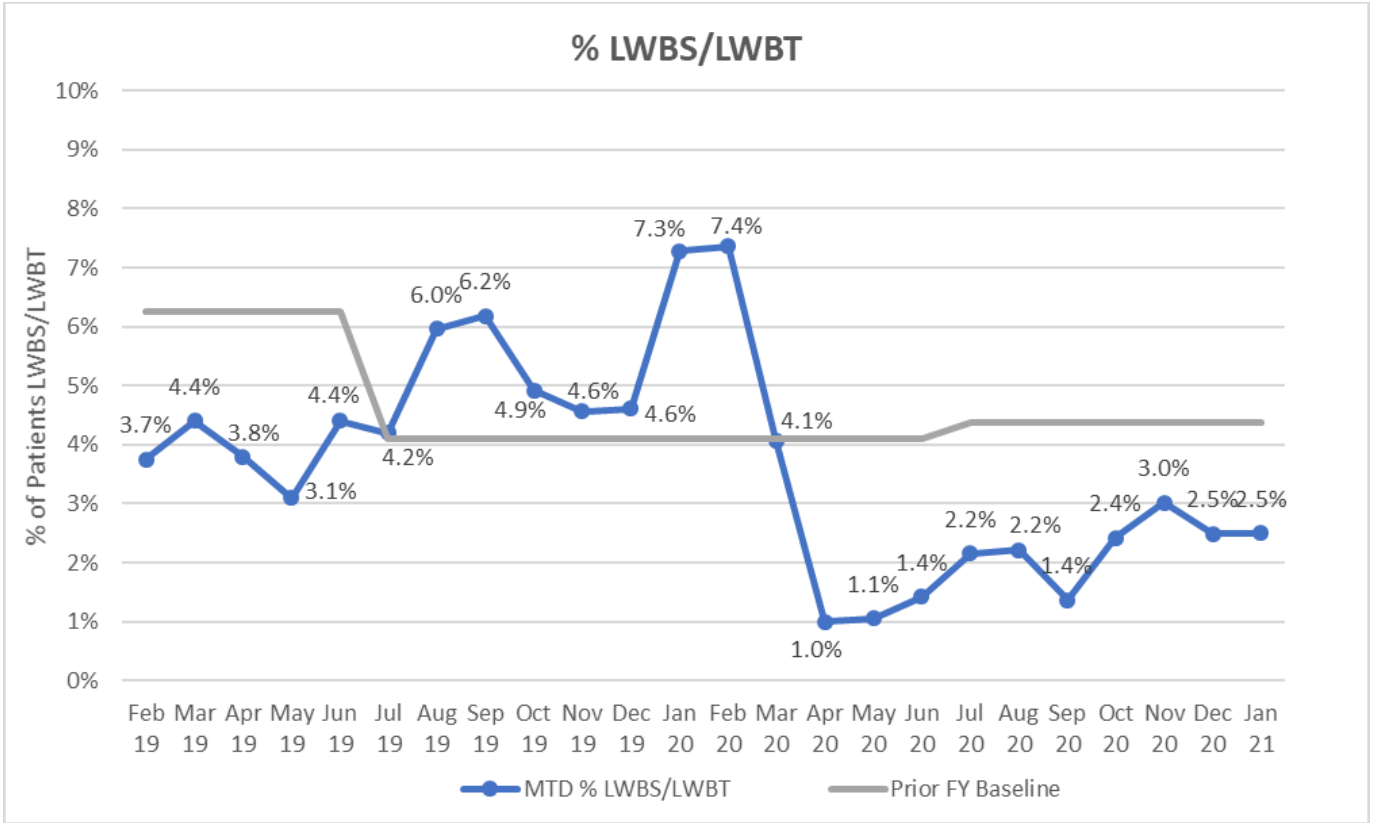
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# QUALITY ZSFG COVID+ Cases



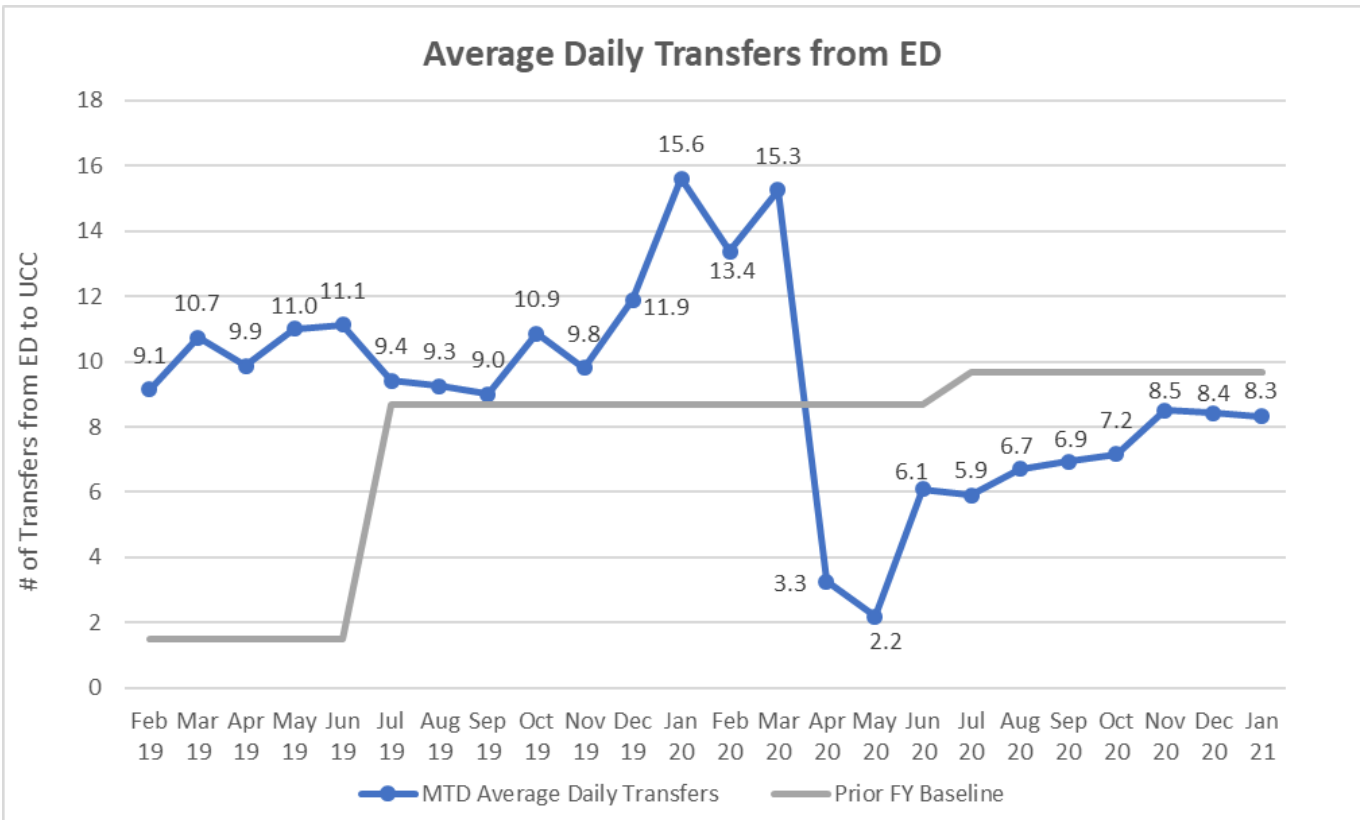
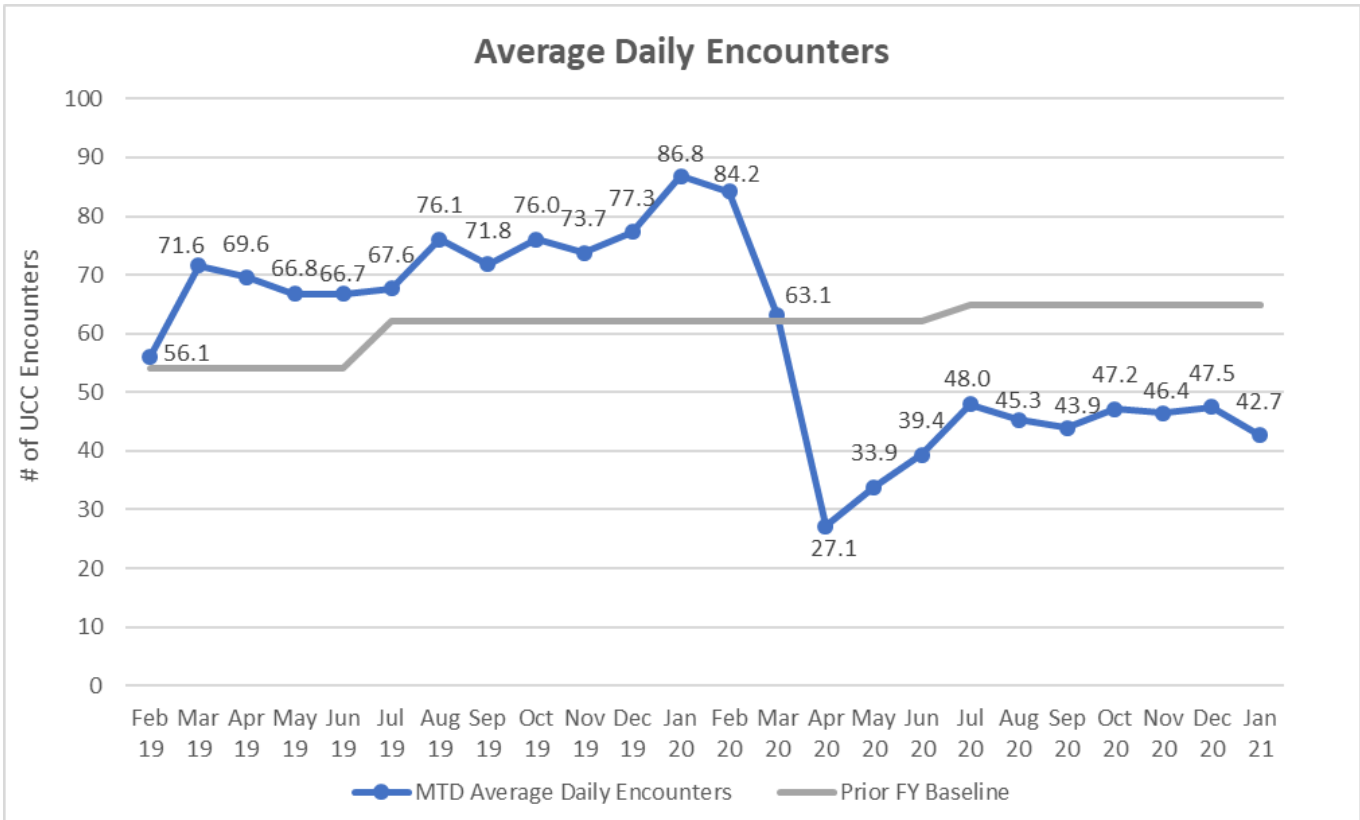
# QUALITY Emergency Department Activities

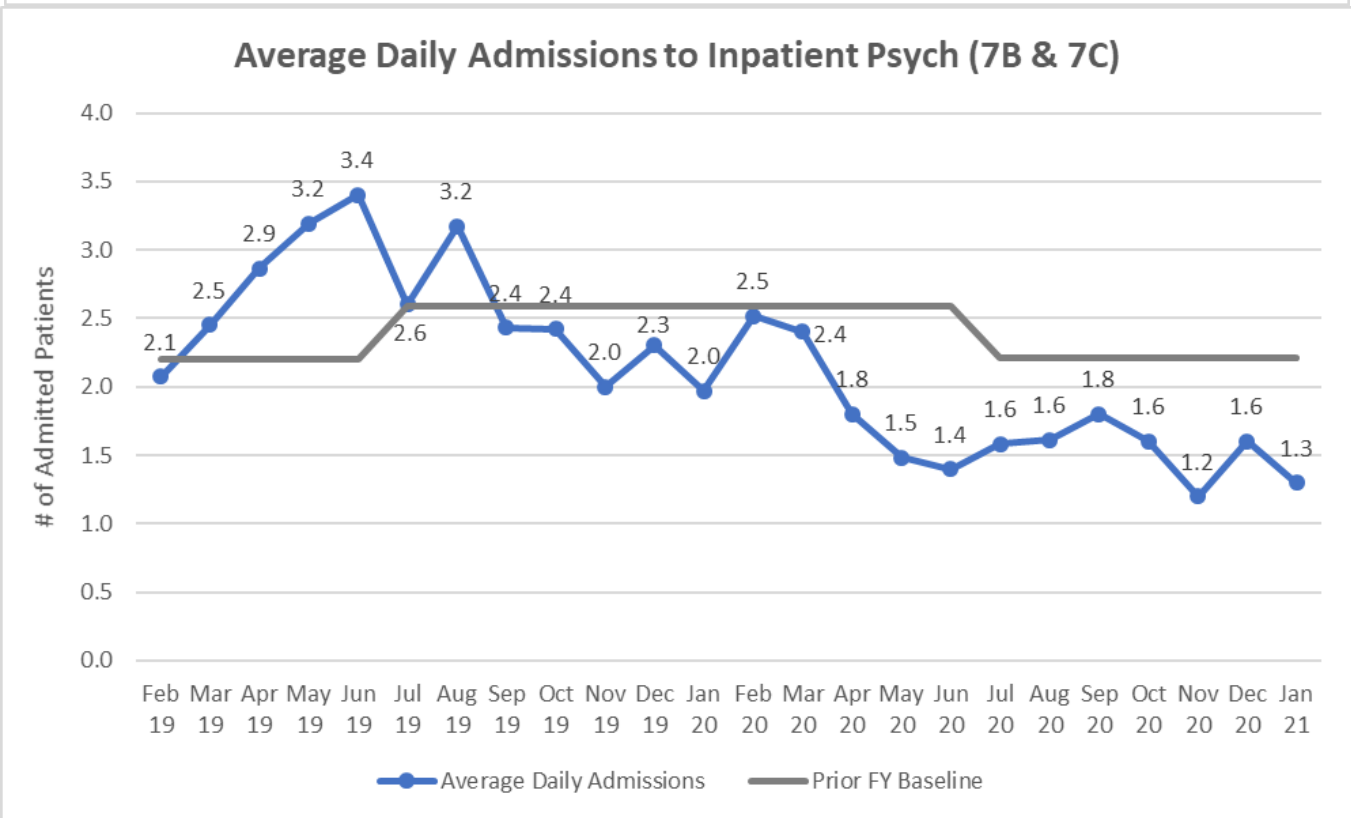
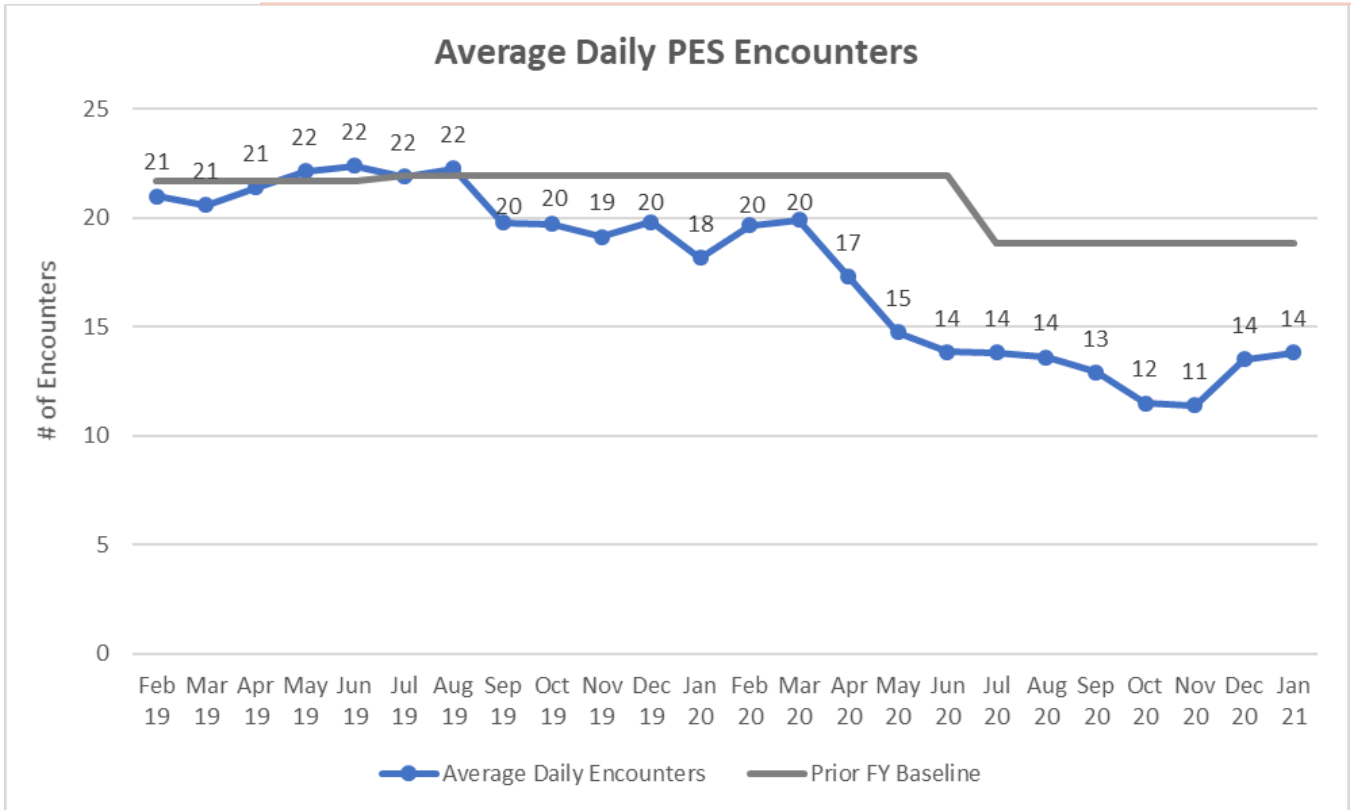


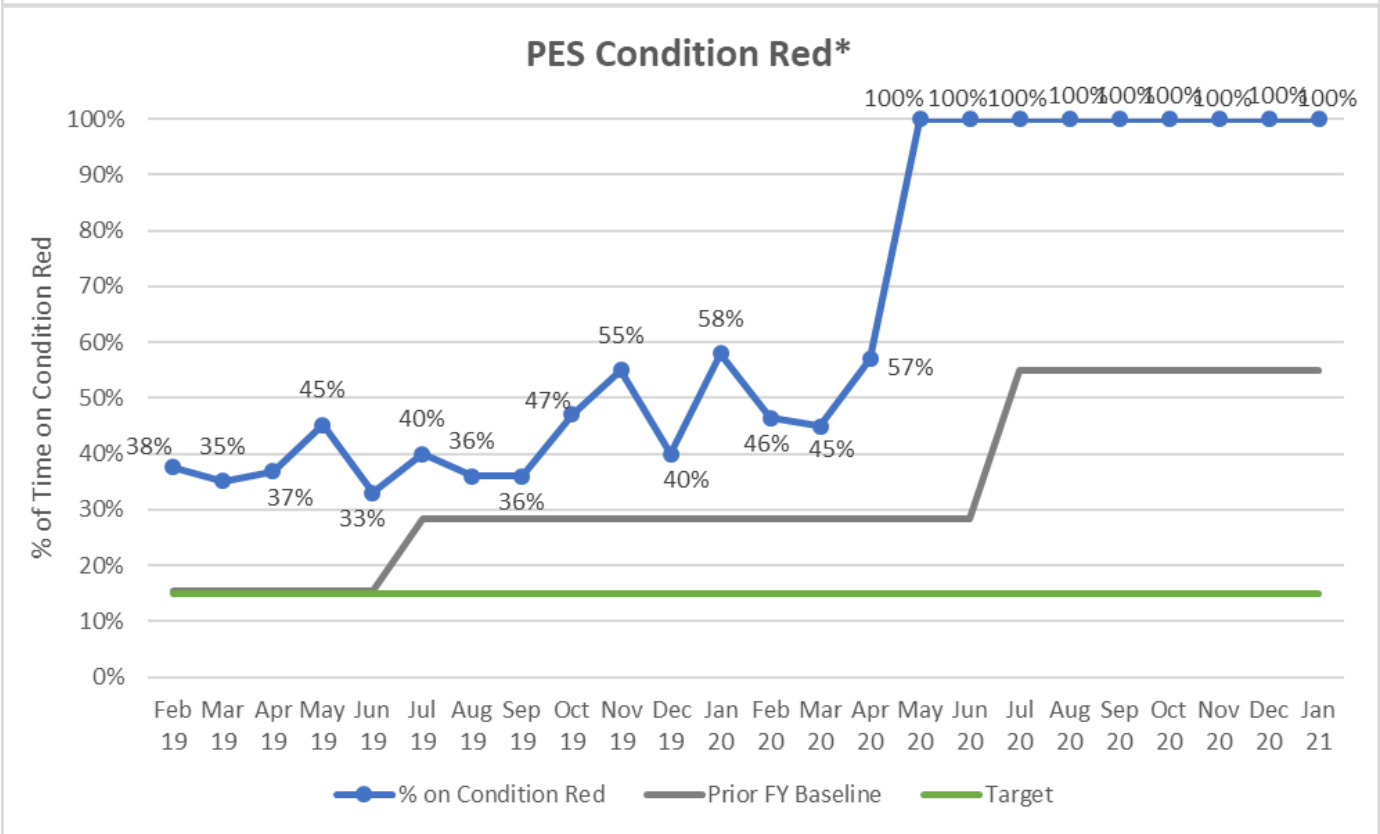
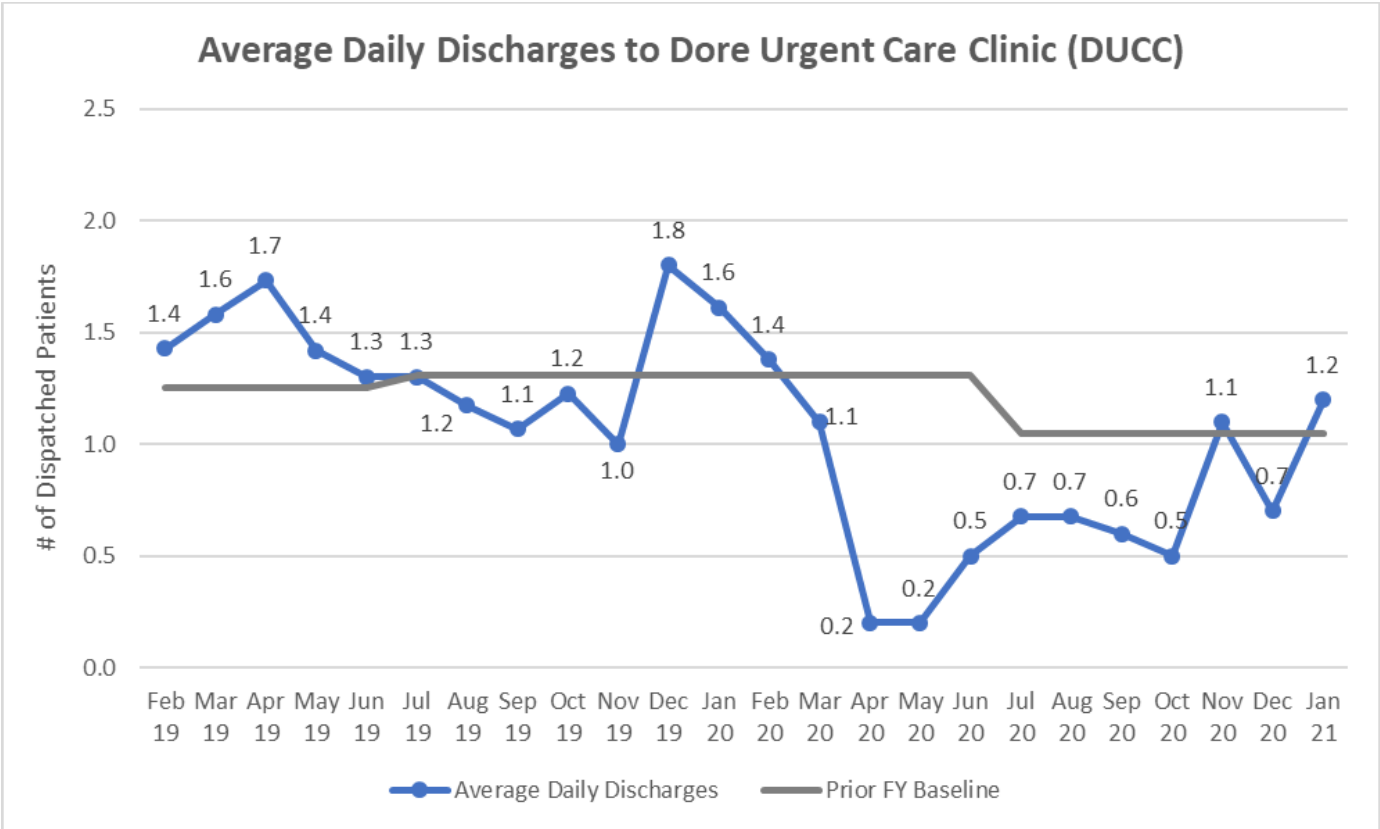




# QUALITY Urgent Care Clinic Activities







**\*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

## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 183.68 which is 117.74% of budgeted staffed beds and 102.61% of physical capacity. 15.57% of the Medical/Surgical days were lower level of care days: 5.21% administrative and 10.36% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 40.81 which is 145.74% of budgeted staffed beds and 70.36% of physical capacity of the hospital.

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

Average Daily Census of MCH was 21.16 which is 70.54% of budgeted staffed beds and 50.38% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

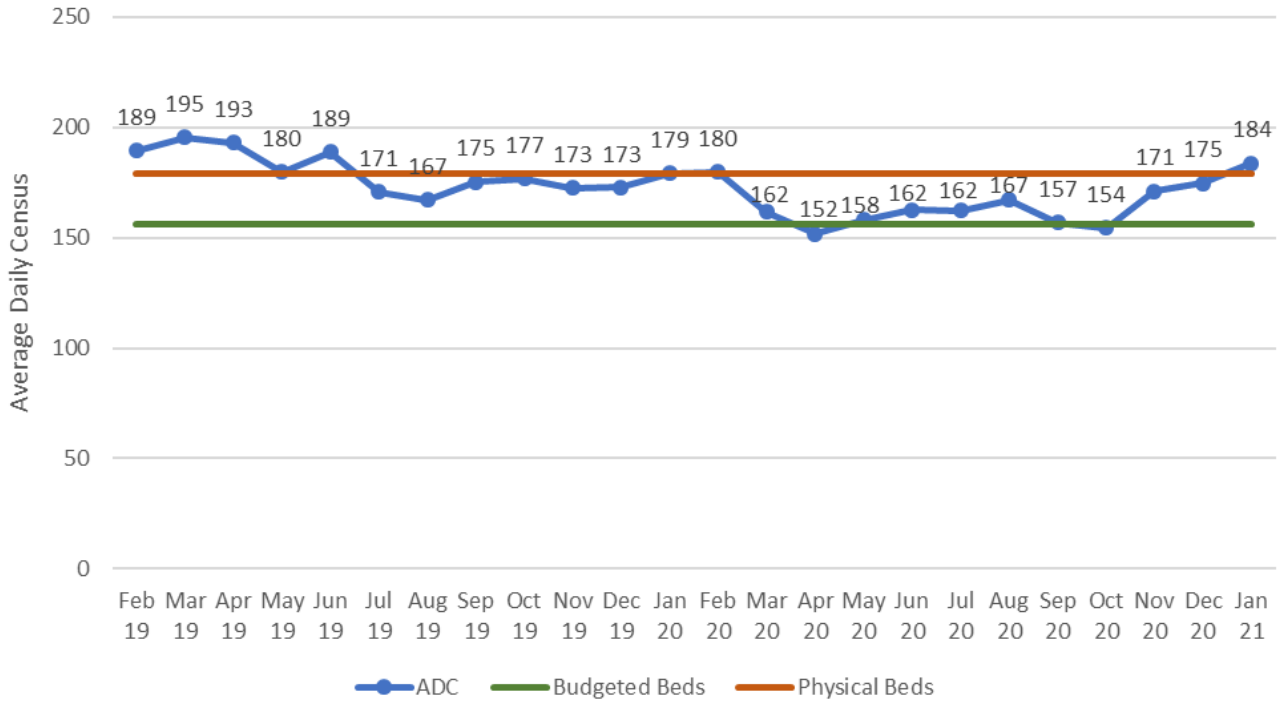
Average Daily Census for Psychiatry beds, excluding 7L, was 40.16, which is 91.28% of budgeted staffed beds and 59.94% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.81, which is 82.95% of budgeted staffed beds (n=7) and 48.39% of physical capacity (n=12). Utilization Review data shows 90.49% non-acute days (31.447% administrative and 59.06% non-reimbursed).

## **4A SKILLED NURSING UNIT**

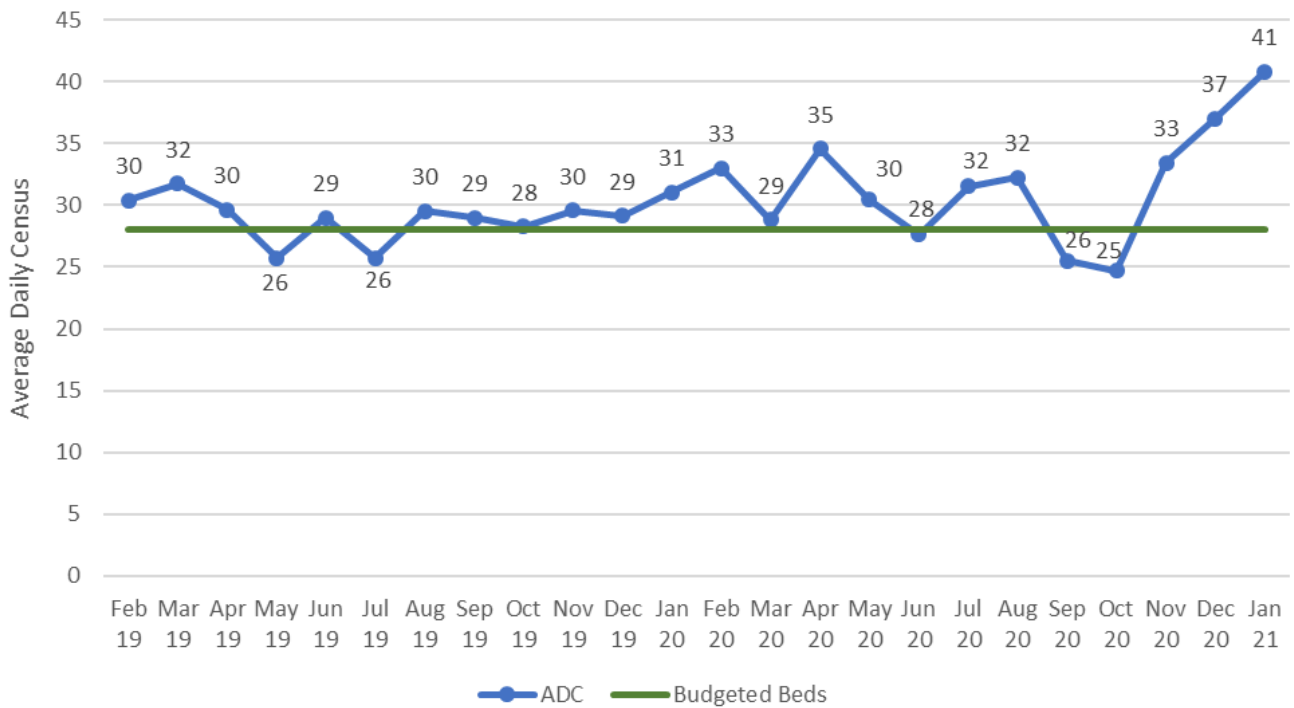
Average Daily Census for our skilled nursing unit was 15.39, which is 54.95% of our budgeted staffed beds and 51.29% of physical capacity.

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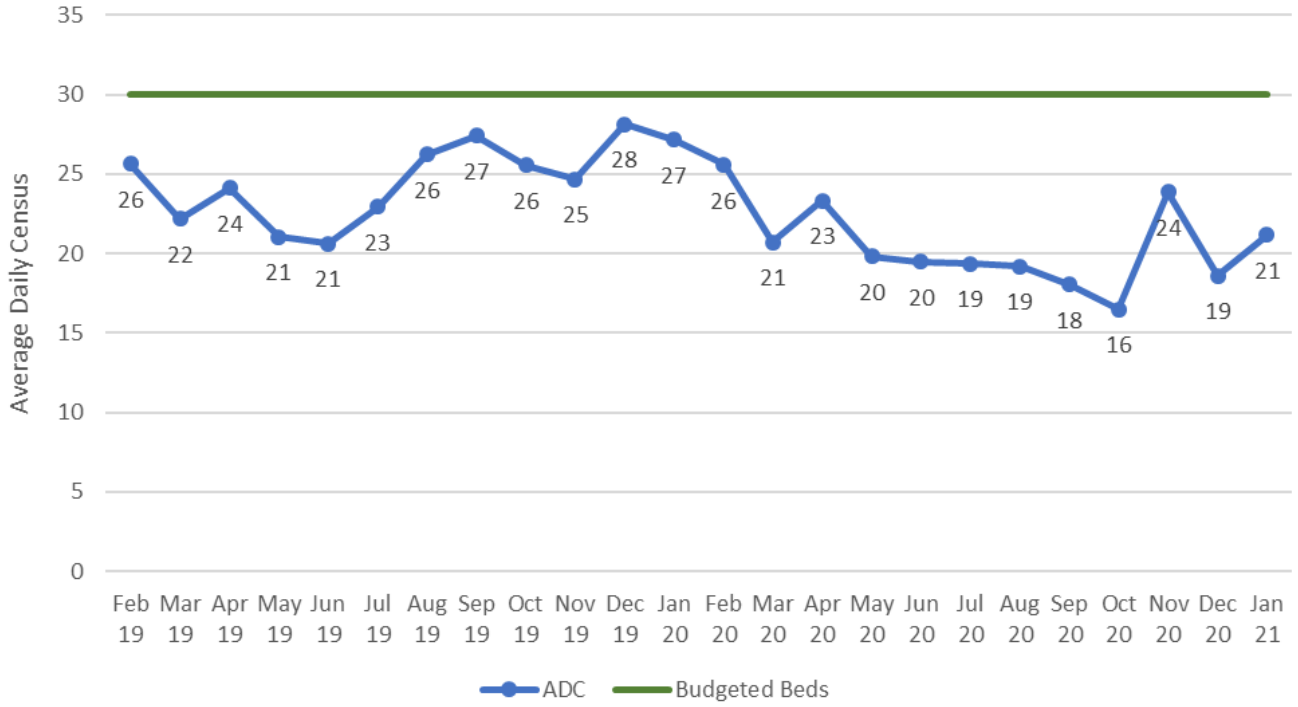
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



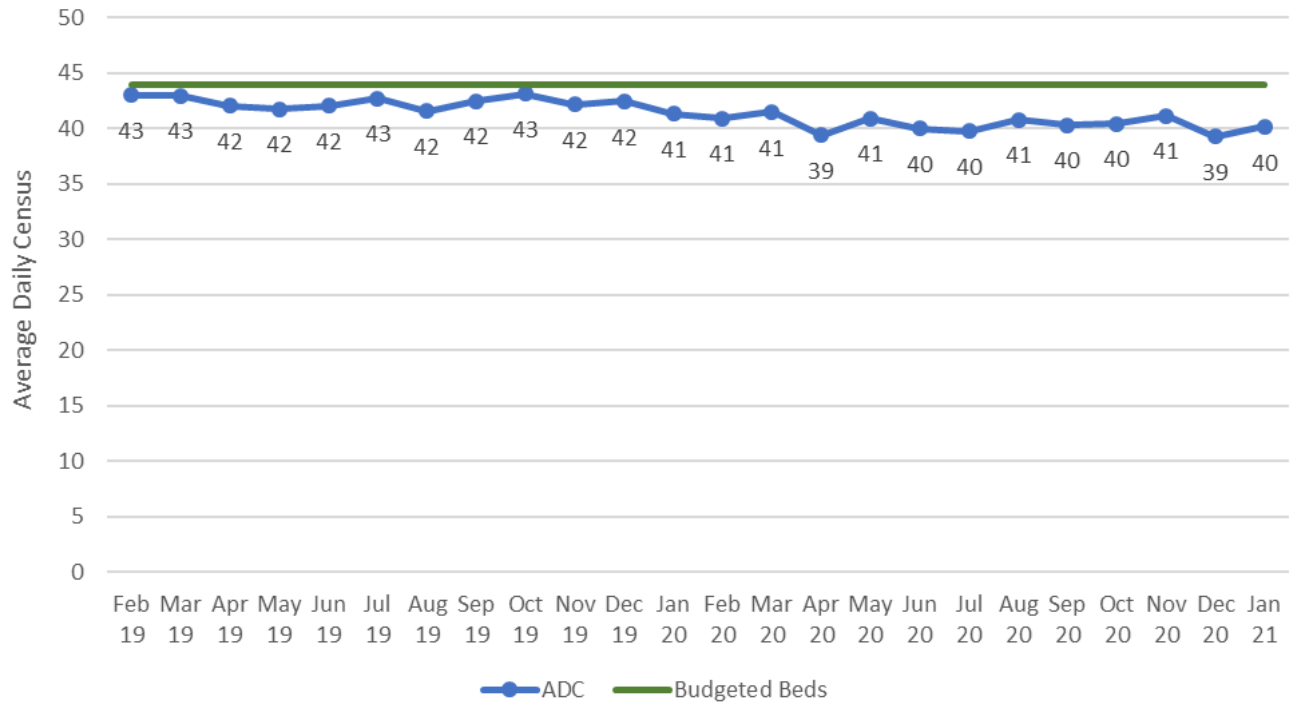
### Intensive Care Unit Average Daily Census



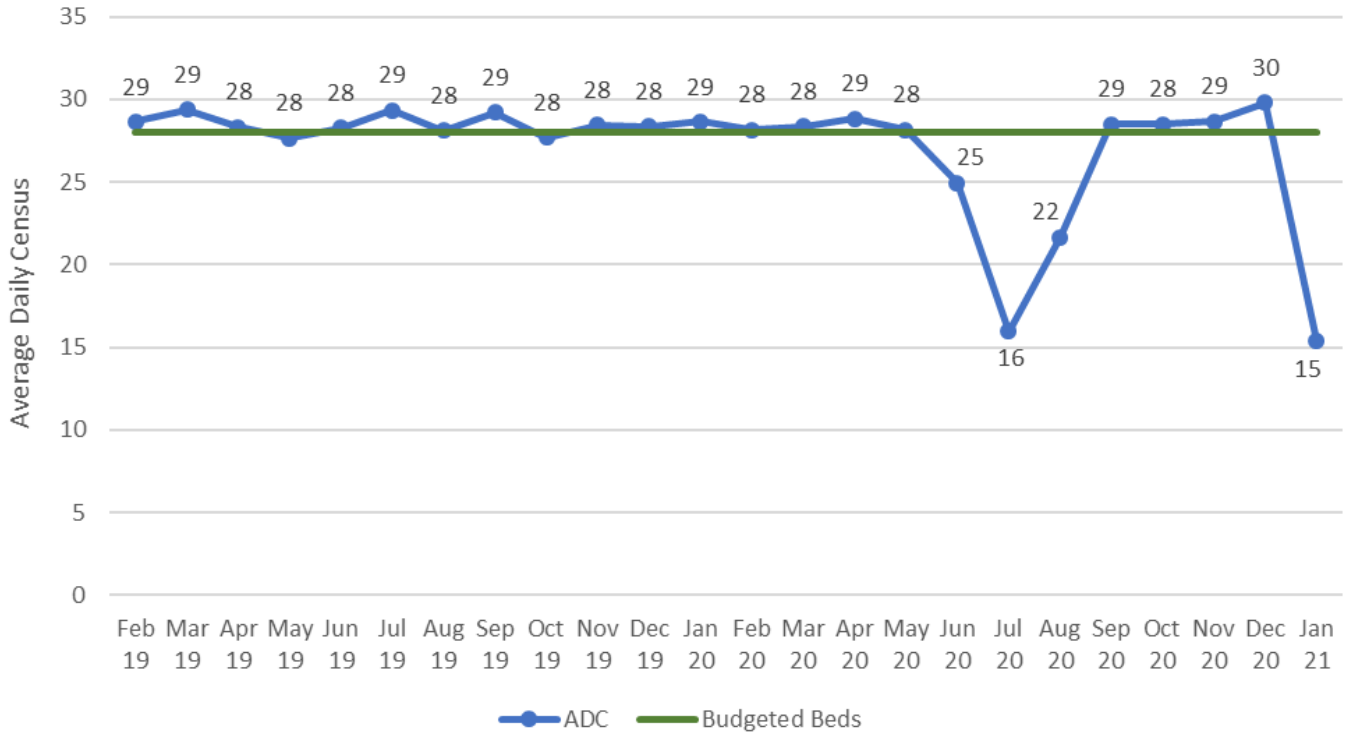
### Maternal Child Health Average Daily Census



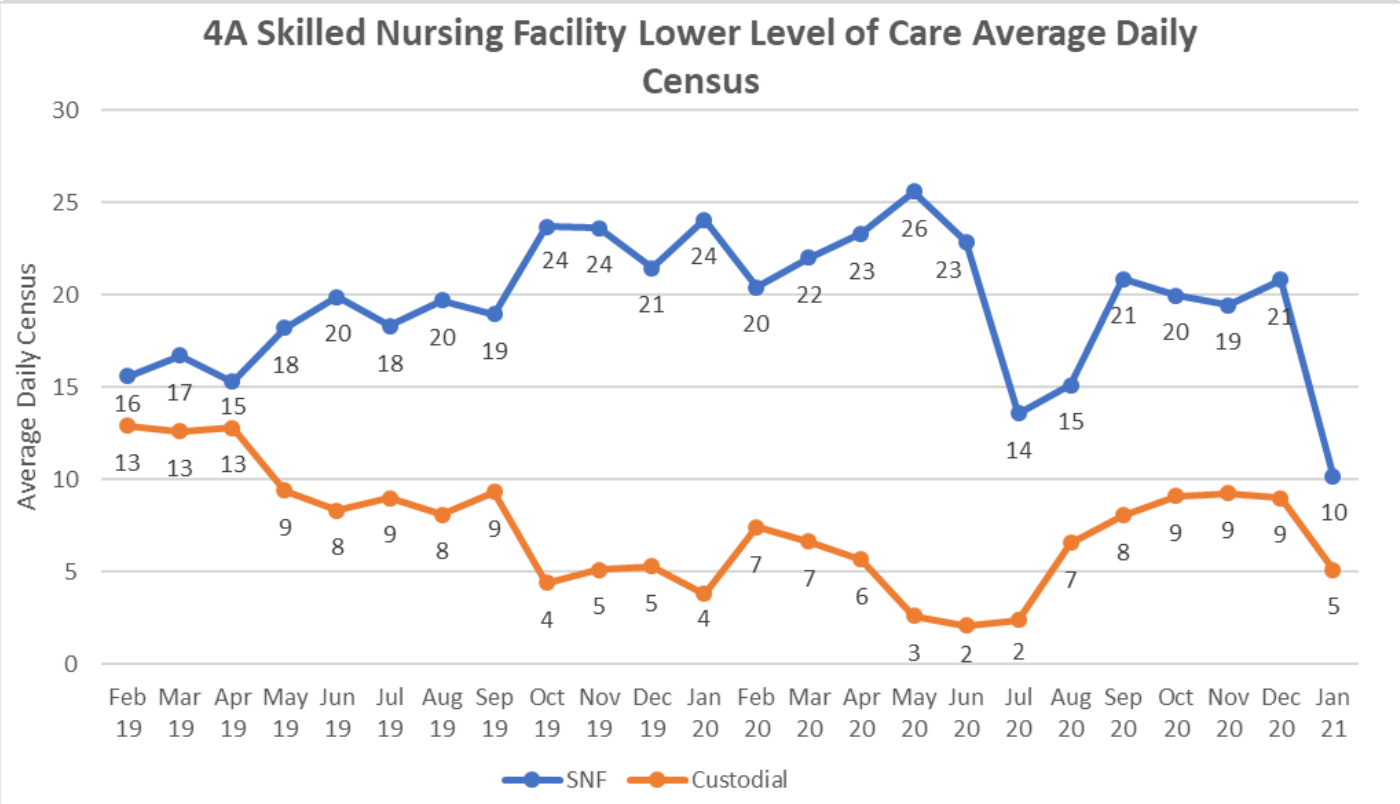
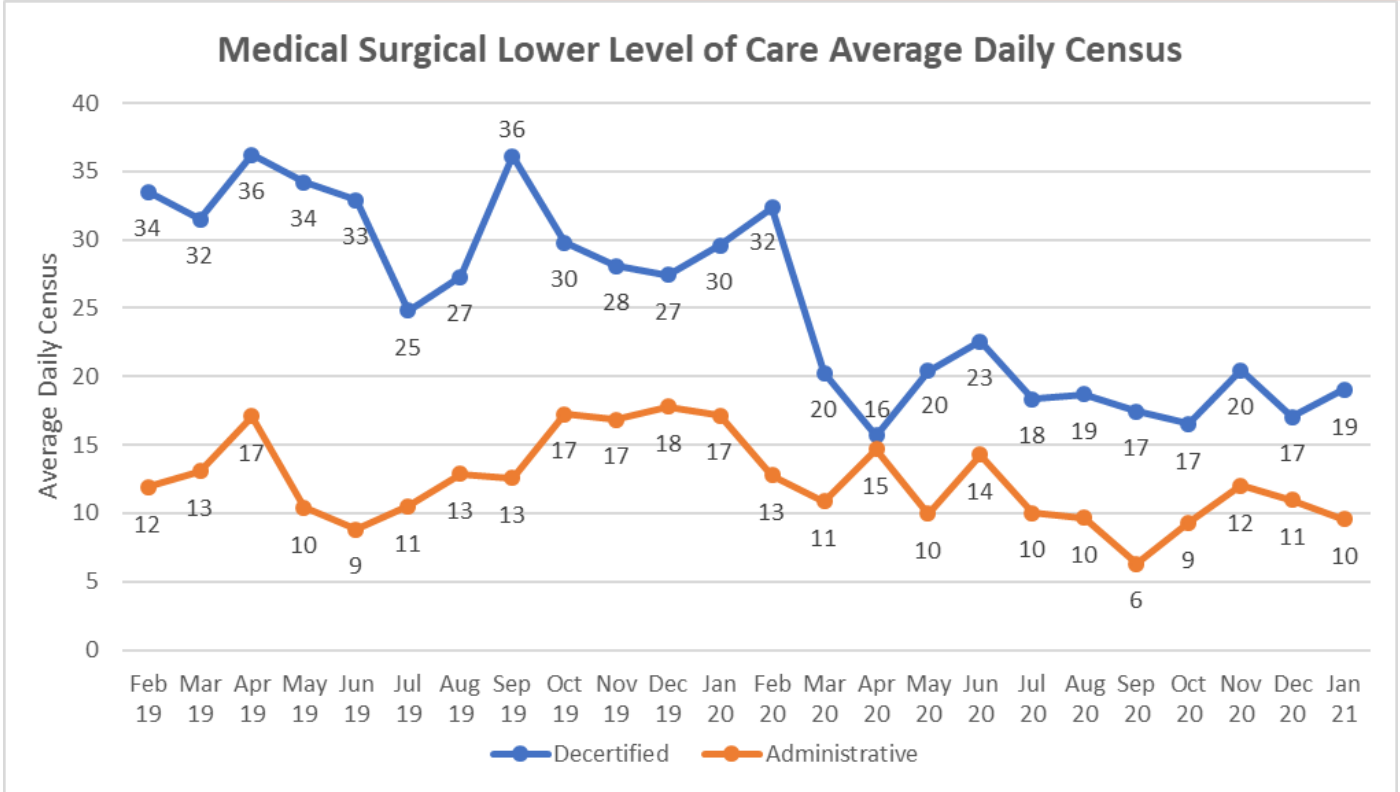
### Acute Psychiatry (7B & 7C) Average Daily Census



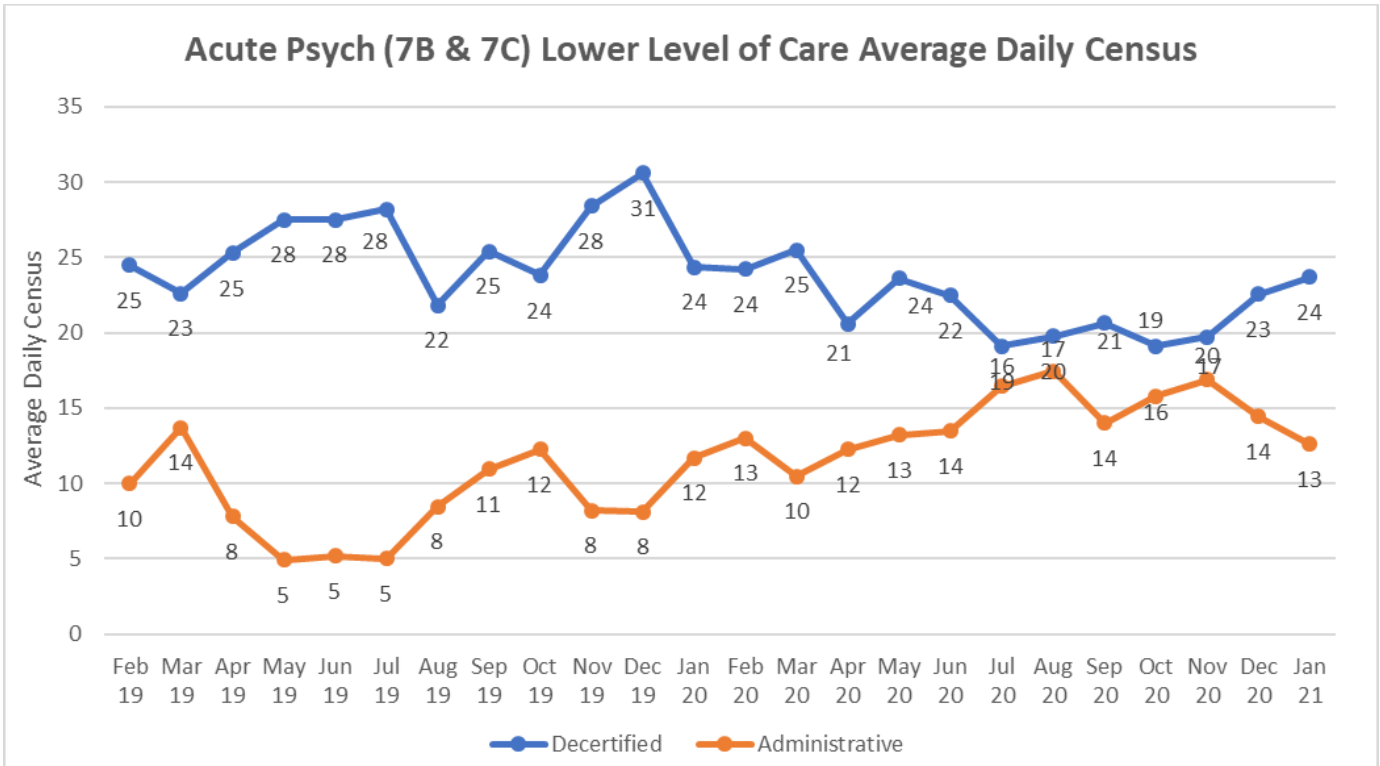
### 4A Skilled Nursing Facility Average Daily Census



# QUALITY Lower Level of Care Average Daily Census

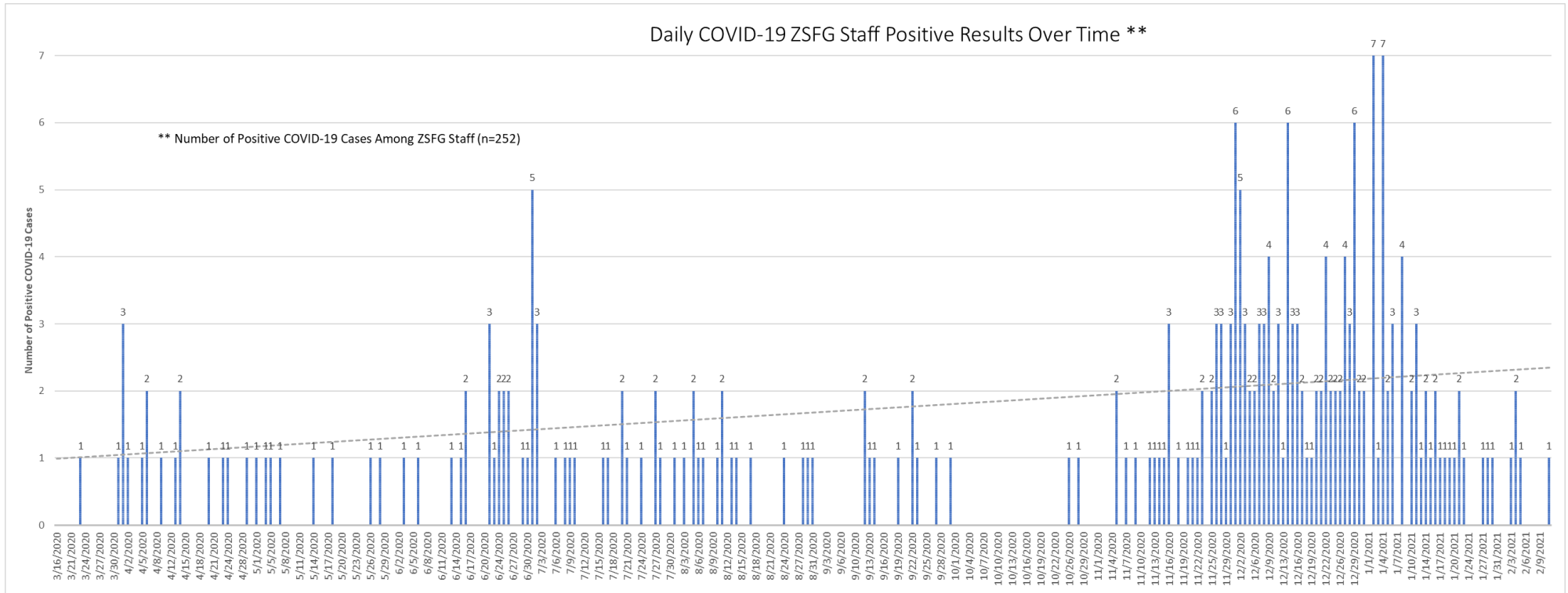






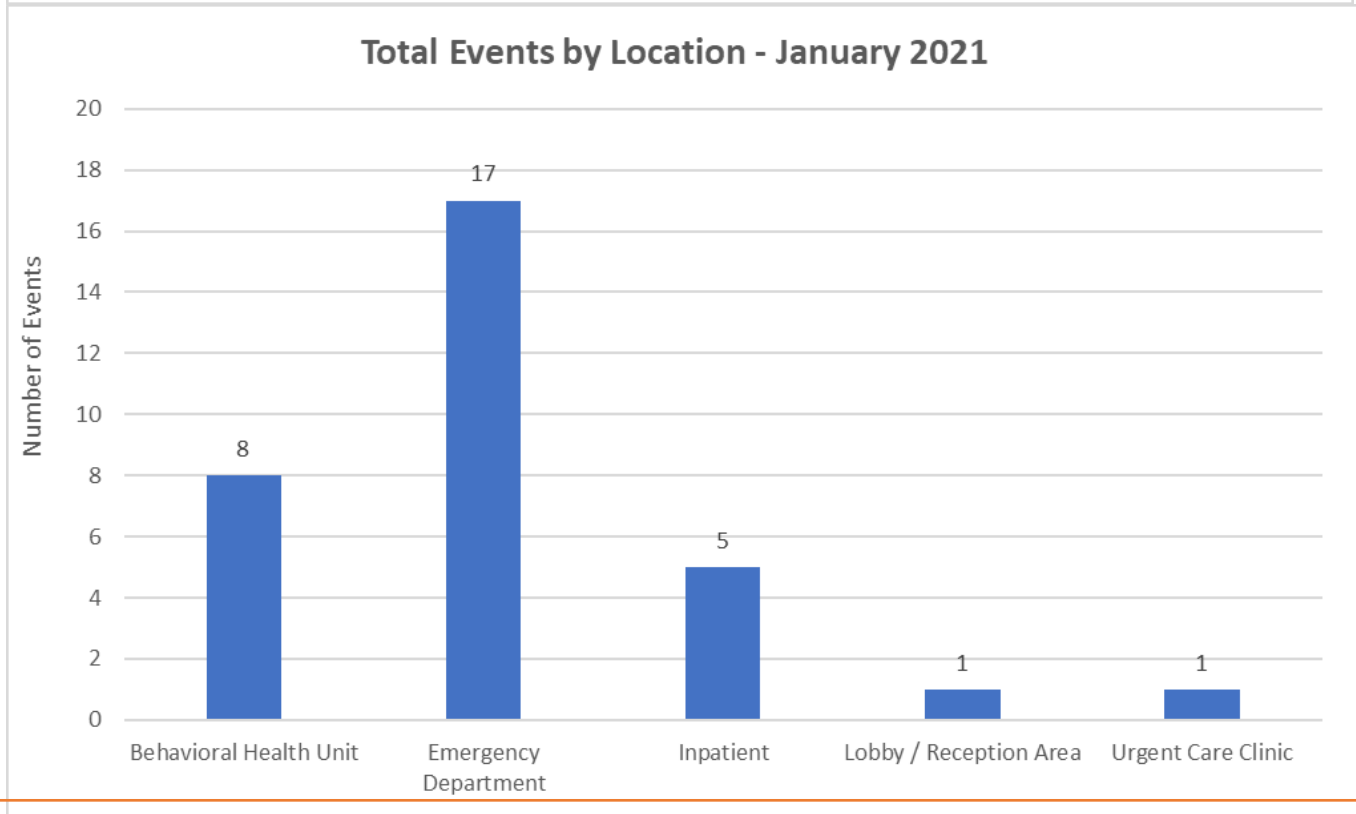
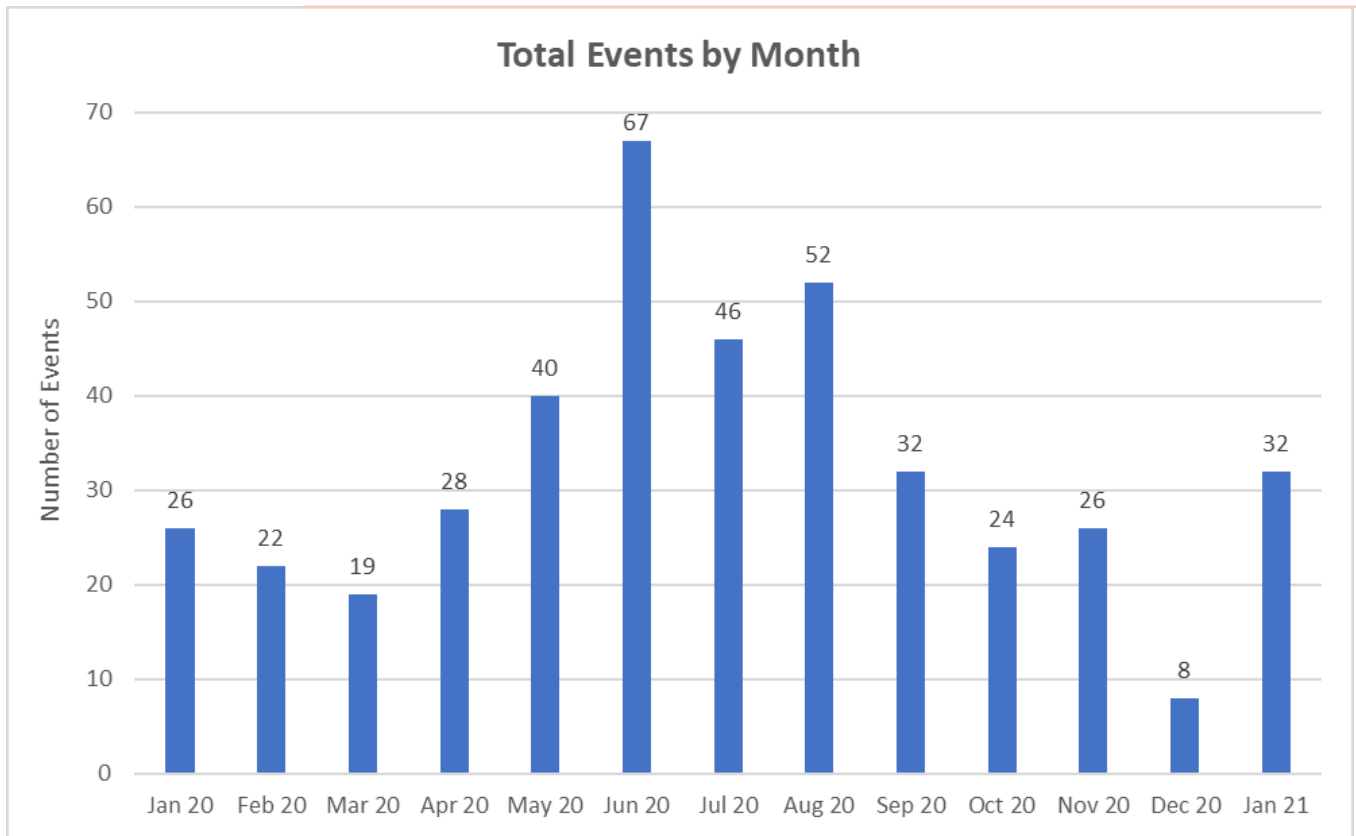
# SAFETY Occupational Health COVID Testing

As of February 12, 2021, 252 ZSFG employees have tested positive for COVID-19.



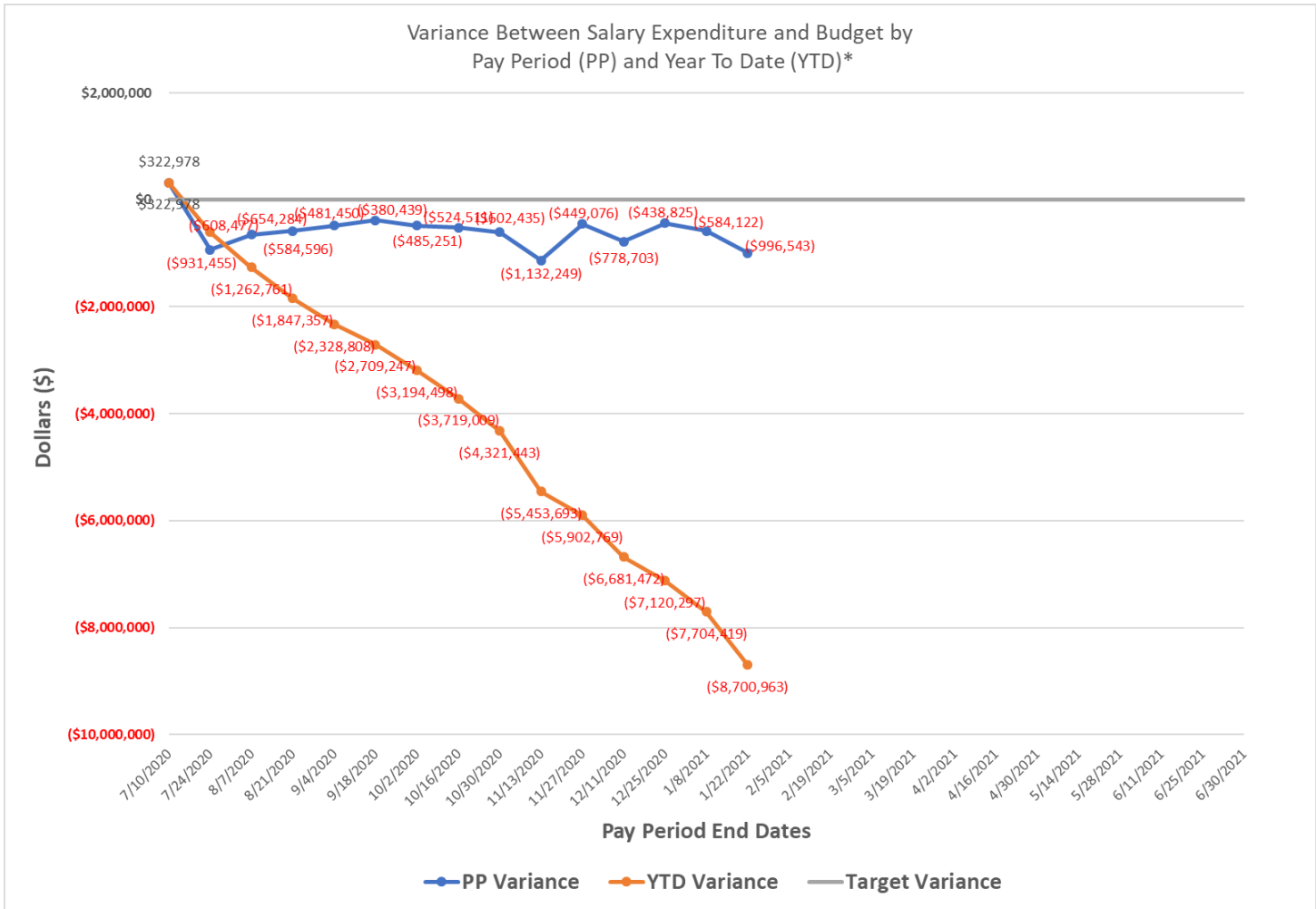
# SAFETY

## Workplace Violence Activity



# FINANCIAL STEWARDSHIP

## Salary Variance



\*Please note that the COVID-19-related 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.

COVID Temp Hires (unbudgeted)	\$2,400,000
H48 COVID Staffing	\$2,500,000
H52	\$350,000
H58 (Non-COVID Census Project)	\$1,000,000
<b>TOTAL</b>	<b>\$6,250,000</b>

Commissioner Comments:

Commissioner Chow requested a chart for the ZSFG vaccine data.

Commissioner Chow asked for more information regarding COVID-19 cases at ZSFG for those who have been vaccinated. Dr. Winston stated that the hospital is tracking this data closely.

Commissioner Green asked if there are efforts to identify the variants in San Francisco. Dr. Winston stated that anyone who tests positive after being vaccinated will have the virus sequenced to identify the strain. She noted that there has to be enough virus present to conduct this testing.

Commissioner Christian asked if viral load impacts symptoms. Dr. Winston stated there is not a correlation between symptoms and how much virus is present. When people first acquire the virus, their viral load is very

high for several days, regardless of symptoms. She added that those who are vaccinated and testing positive seem to have lower levels of virus.

Commissioner Christian asked if it is known whether there are differences in the immune response for those who have high viral load, but no symptoms. Dr. Winston stated that viral loads are usually not collected for those who are asymptomatic. She noted that some studies have shown that those who are sicker tend to produce more antibodies than those who are asymptomatic.

Commissioner Christian asked if the Dore outpatient clinic is the only step-down service from Psychiatric Emergency Services that is available. Dr. Ehrlich stated that for ZSFG medical patients may be discharged to a Shelter in Place hotel or skilled nursing facility, even though during the pandemic these options have been limited. ZSFG Psychiatry patients have less discharge options and the wait for a placement can be as long as several years. She added that Prop. C funded mental health funds should assist with expanding options but it will take time to develop these new and expanded programs.

Commissioner Christian wondered whether housing providers will feel prudent about placing individuals in congregant housing settings after the pandemic. Dr. Ehrlicc stated that there is a focused effort to move individuals placed in shelter-in-place hotels into permanent housing. She added that housing is one of the most important ways to support an individual's health.

Commissioner Green stated that she is impressed with the work done on the lower-level-of-care placements.

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

Karrie Johnson, Departmental Personnel Officer, DPH, presented this item.

##### Commissioner Comments:

Commissioner Green asked about the status of nursing training programs, which were placed on hold early in the pandemic. Ms. Johnson stated that next month there may be an announcement regarding the reopening of some of the nursing training programs.

Commissioner Christian stated that the charts showing historical data with current data are very helpful.

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

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

##### Commissioner Comments:

Commissioner Green thanked Dr. Winston for the thorough list of ZSFG personal medicine services which demonstrate the breadth of skill, talent, and resources offered at the hospital.

Commissioner Chow stated that he appreciated the malpractice form.

##### Action Taken:

The Committee unanimously approved the following:

- NP/PA Standardized Procedures in the Emergency Department and Clinical Decision Unit
- Revised Medical Malpractice Review Form

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

This item was not discussed.

#### **9) PUBLIC COMMENT**

There was no public comment.

**10) CLOSED SESSION**

- A) Public comments on All Matters Pertaining to the Closed Session
- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)
- C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and 1157.6; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1.

**CONSIDERATION OF CREDENTIALING MATTERS****CONSIDERATION OF PERFORMANCE IMPROVEMENT  
AND PATIENT SAFETY REPORTS AND PEER REVIEWS****RECONVENE IN OPEN SESSION**

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)2 and San Francisco Administrative Code Section 67.12(b)(2).)
2. *Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)*

Action Taken: The Committee approved February 2021 Credentialing Report and Performance Improvement and Patient Safety Report. The Committee voted not to disclose other discussions held in closed session.

**11) ADJOURNMENT**

The meeting was adjourned at 5:37pm.