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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, March 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.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Lisa Winston MD, Claire Horton, MD, Dan Schwager, Terry Dentoni, Michael Gerchow, Leslie Safier, Sue Carlise MD, Jennifer Boffi, Lukejohn Day MD, Andrea Turner, Adrian Smith, Aiyanna Johnson, Brent Andrew, Christopher Ross, Dave Woods, Karen Hill, Susan Brajkovic, Troy Williams, William Huen, MD

The meeting was called to order at 3:00pm.

2) APPROVAL OF THE MINUTES OF THE FEBRUARY 23, 2021 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the February 23, 2021 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Chow asked if there is evidence that the Joint Commission surveyor team is in the region. Ms. Smith stated that the Joint Commission is committed to reaching out to the hospitals for preliminary data. ZSFG let them know that it would be ready after March 1st. It was expected that within 2 weeks, the surveyors would arrive. However, the Joint Commission has returned to an unannounced visit schedule.

4) TRUE NORTH SCORECARD & HOSHIN UPDATE

William Huen, M.D. and Chris Ross, MPH, presented the item.

Commissioner Comments:

Commissioner Chow noted that ZSFG has reduced the number of metrics and asked if other comparable hospitals have had a similar process. Dr. Ehrlich stated that the Hoshin process is designed to focus on issues that are the most important. The experience of the pandemic helped ZSFG staff understand why focusing on a smaller amount of issues that are deemed the most important, is the correct path to take at this time.

Commissioner Green asked how successes are communicated with staff. Dr. Ehrlich stated that ZSFG has a well-defined structure for engaging teams in improvement work, including the daily huddle and status sheet process. The daily huddles include celebrations in addition to asking for improvement ideas from staff.

5) QUALITY CORE MEASURES UPDATE

Leslie Safier, MPH, Interim Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked for more information on the increased use of physical restraint and seclusion. Dr. Mark Leary, Deputy Chief of ZSFG Psychiatry, stated that during the pandemic there has been a cohort of patients with more severe mental health issues including dementia and cognitive issues, that impair impulse control. These patients often intrude into other patients' rooms and personal space, which put all the patients at risk. The safest action staff could take at times was to use physical restraint or seclusion.

Commissioner Green congratulated the GYN team for meeting their metric goals, which was very difficult to achieve.

Commissioner Chow asked for information regarding future quality reporting to the committee. Ms. Safier stated that the next update to the committee will be the value based purchasing program; she also noted that the committee will be updated on pay-for-performance items on an ongoing basis.

6) UCSF AFFILIATION AGREEMENT

Sue Carlisle, PhD, MD, Vice Dean, UCSF School of Medicine, presented the item.

Commissioner Comments:

Commissioner Chow asked if there an analysis that shows a breakdown of spending for both ZSFG and UCSF in regard to the complex budget related to the Affiliation Agreement. Dr. Carlisle stated that an analysis has been conducted several times, with 2003 being the most recent that she recalls. At that time, the contribution of UCSF was \$6M, but she explained that the total enterprise was much smaller than it is now. She noted that there is currently \$194M in the Affiliation Agreement, \$160M in the CPG Clinical Practice Group, and approximately \$2M each year in research grants. She added that there is approximately \$11-12M in DPH contracts that do not go into the Affiliation Agreement. There is an additional \$5-6M in various contracted services. Approximately 1,000 FTEs are supported through the Affiliation Agreement although there are 3,000 FTEs at ZSFG.

Commissioner Chow asked if productivity is being assessed. Dr. Carlisle stated that both UCSF and ZSFG continuously look at productivity and ensure there are metrics in place to appropriately measure work being conducted through the Affiliation Agreement.

Commissioner Green thanked Dr. Carlisle for the extensive update.

7) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT, EMERGENCY DEPARTMENT & NURSING NEWSLETTER

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

SAFETY

1. One-Year Anniversary of COVID-19

February 25, 2021 marked the one-year anniversary of Mayor London Breed's declaration of a State of Emergency in San Francisco due to the imminent threat of COVID-19. On this day in 2020, no COVID cases had yet been diagnosed in San Francisco and all three patients who had been hospitalized with COVID, had been transferred from outside the city. 57 cases had been diagnosed in the U.S., and a total of 80,000 people in the world had been diagnosed with COVID, almost all of whom were from the city of Wuhan in Hubei Province, China.

Compare that to where we are today: 118 million cases diagnosed in the world and more than 29 million cases and 500,000 deaths in the U.S. All of that illness and death and the resulting complete upset of our world, due to one new disease, in one year.

Mayor Breed was one of the first leaders in the country to declare a local state of emergency, prioritizing preparation and equity. This declaration would allow the city to obtain more resources and prioritize the community's safety. Equity and the possible stigma against the Asian American, specifically the Chinese American, community, loomed large at that time. These two things, it turns out, have been key organizing principles for the city as it has faced down the pandemic. From that day in February last year, San Francisco has been as prepared as any locality in the country, using science to guide our decision making and resulting in one of the lowest case rates and THE lowest death rate of any urban area in the country. Equity and the fight against disparities have also guided our work as the pandemic has had an outsized impact on our LatinX and Black communities and hate crimes have persisted against Asian Americans across the Bay Area. Clearly, addressing structural racism, health care disparities and xenophobia must continue to be our focus going forward.

This past year has been deeply sobering and also incredibly inspirational with the amazing work our team has done to care for this community. To honor the sacrifices and commitment our staff have made in service of this city, our Care Experience team put out a call for anniversary photos that captured moments throughout the past year. These photos submitted by all staff were then exhibited in an issue of *A Moment to Pause* and displayed in the Cafeteria, Building 80/90 and on the Building 25 Mezzanine.

Many thanks to our staff for their endless dedication to providing care for our patients every single day.



SAFETY

2. COVID Vaccine Update

This past month, ZSFG has made great strides in providing COVID-19 vaccinations to our staff and the community of San Francisco. Because the majority of our staff at ZSFG and across the SF Health Network have already received their vaccines, on February 22nd, the staff vaccination clinic at the Wellness Center decreased its days of operation to Tuesdays and Thursdays. As of March 12th, over 18,500 staff vaccines have been administered.

Concurrently, the patient and community vaccination clinics have increased their capacity, operating both in 4E and the Learning Center. With each clinic vaccinating approximately 500 people per day, ZSFG has been consistently administering over 1,000 vaccines, daily, to anyone ages 65 and older who live in five surrounding zip codes: 94134, 94124, 94110, 94112, and 94107.

In addition to these folks, over the past month, ZSFG has been authorized to administer vaccines to SF residents outside of these criteria. From February 19-23, ZSFG opened our vaccine clinics to any San Francisco resident, ages 65 years and older, regardless of their zip code or insurance status and provider. These community members were able to drop in to the Learning Center from 9:00am-3:00pm to receive their free COVID-19 vaccine during that timeframe.

Furthermore, from March 8-15, ZSFG offered free COVID-19 vaccines to anyone ages 65 and older, or to members of tiers 1a and 1b who are residents of the eight surrounding zip codes: 94124, 94134, 94110, 94112, 94107, 94102, 94103 and 94130. Tiers 1a and 1b include those who work in healthcare, childcare and education, restaurants and other food service, transit and emergency services. As of March 12, over 40,000 vaccines have been administered to ZSFG patients and the community.

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.

DEVELOPING OUR PEOPLE

3. Celebrating the ZSFG Occupational Health and Safety COVID-19 Team

The first week of March marked the anniversary of the first COVID patient admitted to ZSFG. At that time, the Occupational Health and Safety (OHS) COVID team didn't even exist and was created to address the pandemic. More than most, this team has very much been on the bleeding edge of change. To be most effective, its team and workflows have shifted and changed over time, "like building sandcastles on a beach," as one of its members described. The structure of the team currently includes triage/intake, providers, case investigation/contact tracing, and vaccination and testing teams. The scope of what this relatively small team does is enormous, all in the service of keeping staff safe from COVID-19. Because of their efforts and the individual efforts of our employees, ZSFG had a total of 258 cases diagnosed among staff on campus. That's about 3.2% of the total population working here. Comparing that percentage to 3.9% of S.F., 8.8% of California, and 8.7% of the U.S. population who have tested positive, means that staff coming to work at ZSFG have been relatively safe from becoming infected with COVID.



What the OHS team does to help keep those case numbers low is staggering. Among other things, they respond to as many as 130 calls per day to the OHS COVID and vaccine hotlines, schedule up to 39 COVID tests per day, and complete as many as 7 case investigations a day, each with multiple contacts to be traced. They are also responsible for the 4A Skilled Nursing Facility and Behavioral Health Center staff surveillance testing that happens on a weekly or monthly basis. Part of what has supported the team's rapid changes and effectiveness has been their devotion to engaging and empowering staff through the ZSFG Way and the Daily Management System. During their daily huddles, they review new improvement ideas, standard work, small tests of change they've implemented, data, barriers and celebrations.

Our sincerest appreciation for the OHS team – an essential part of keeping all ZSFG staff safe on campus!

DEVELOPING OUR PEOPLE 4. Patient Safety Hero Award Winner, John Ikeda

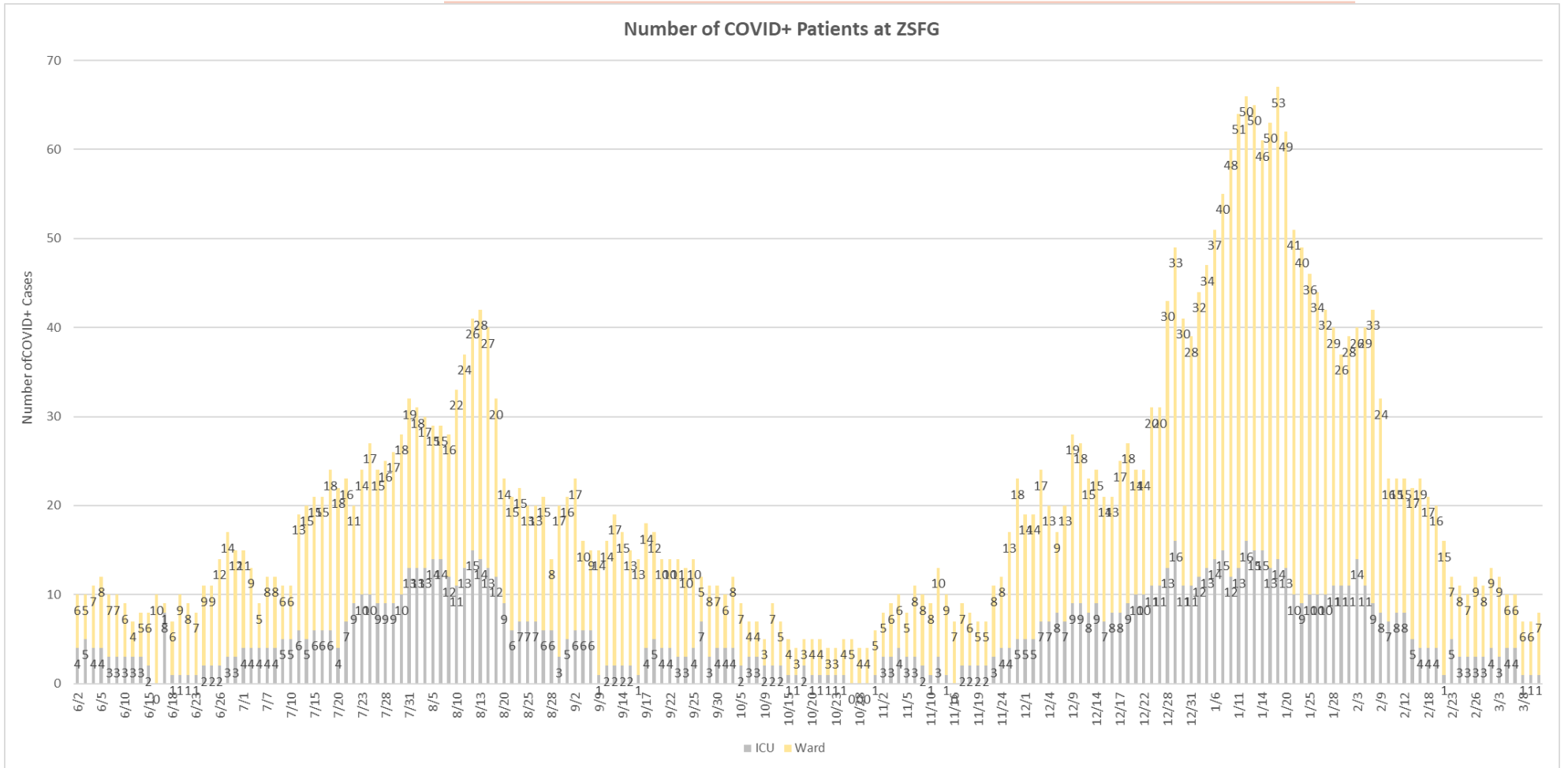


Nursing is proud to announce the March Patient Safety Hero Award winner, John Ikeda! John has worked in the ZSFG Emergency Department (ED) as a Medical Evaluation Assistant for the past 8 years. On February 17th, John was watching the CBS Nightly News report that highlighted counterfeit 3M N95 masks in the US supply chain. He recalled noticing that the quality of the N95 masks he wears, daily, had recently changed compared to previous 3M N95 masks he had worn.

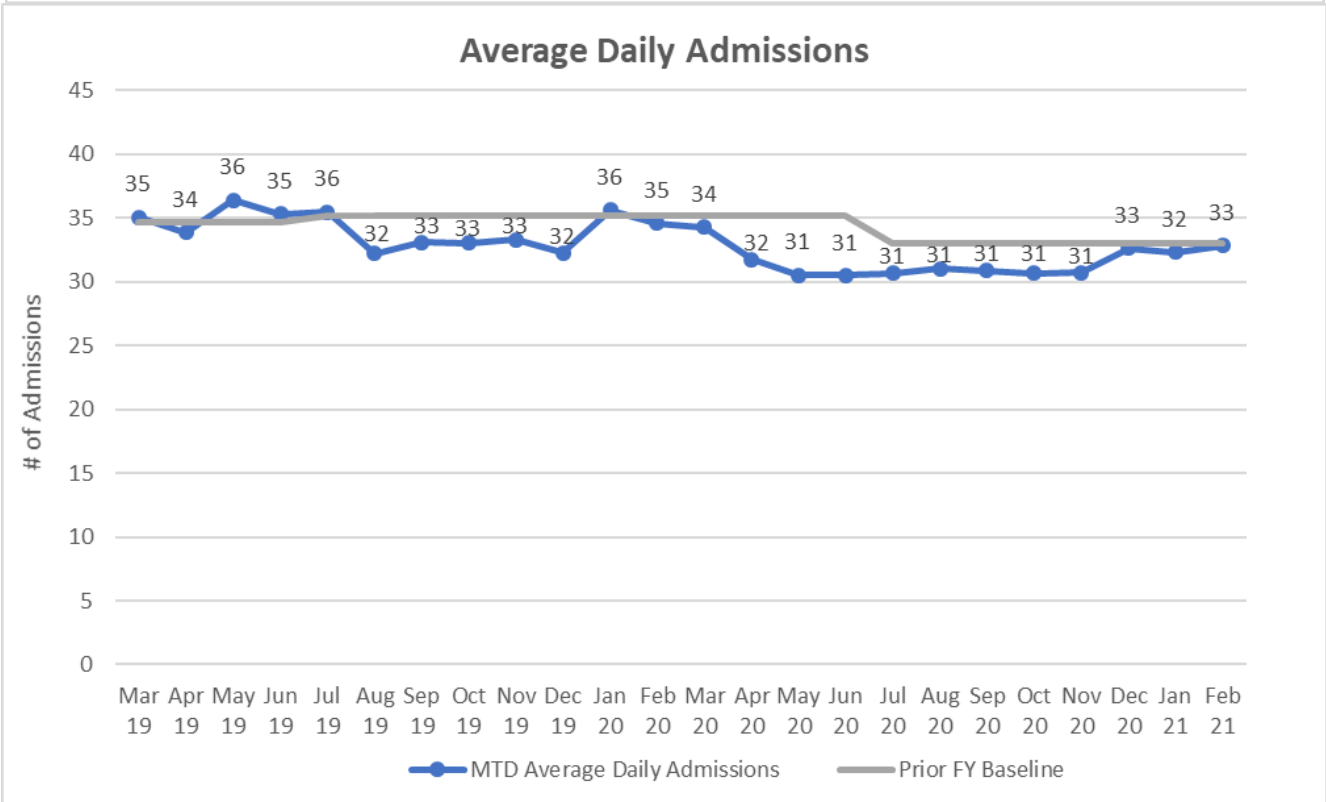
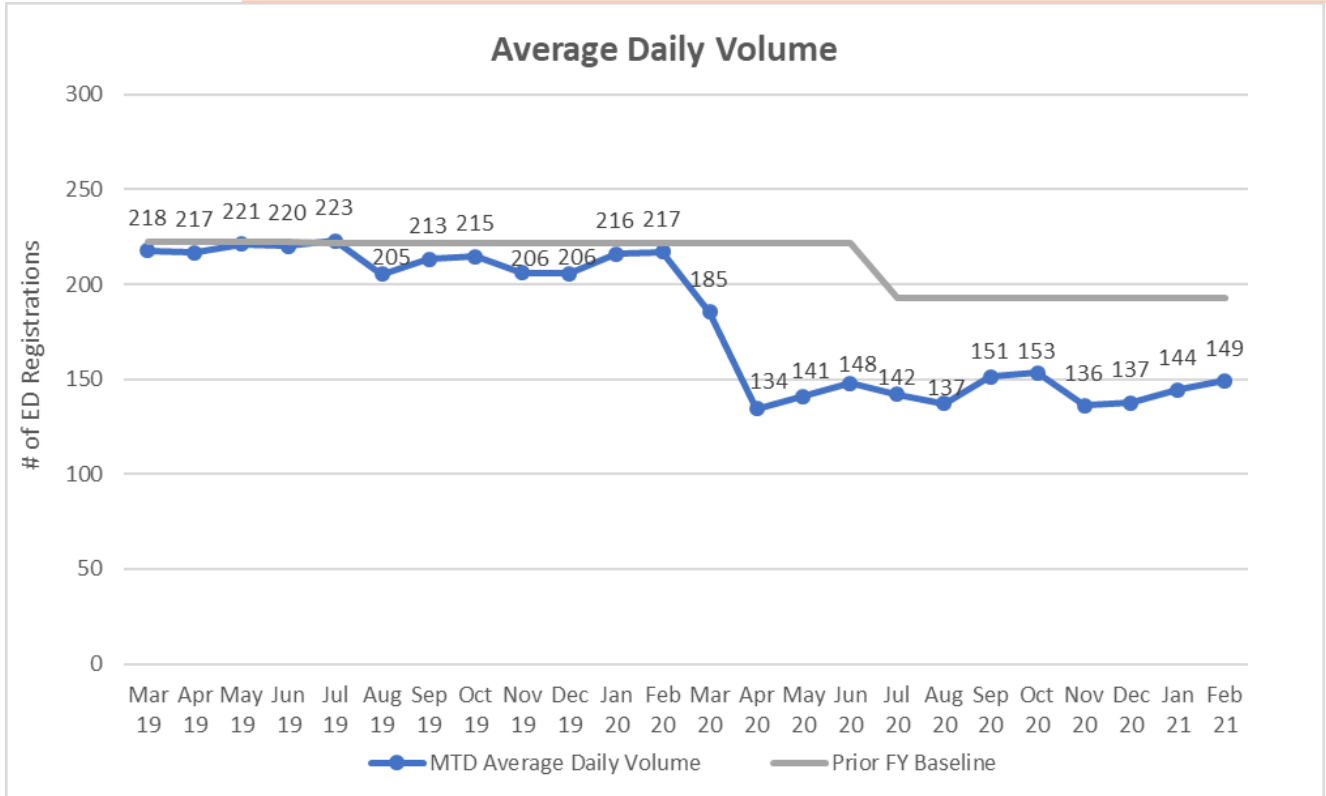
The next day, he inspected the ED supply cart's N95 masks and recorded their serial numbers. When John compared them to the listed counterfeit serial numbers, he found that they matched, and immediately notified ED Leadership. The entire ED supply of N95 masks were assessed and all counterfeits were promptly removed. Subsequently, the Material Management Central Purchasing Department conducted a sweep of all ZSFG PPE supply to remove counterfeit 3M N95 masks.

John Ikeda is a shining example of the incredible staff who work at ZSFG. Many thanks to John for his attention to detail and initiative in advocating for patient and staff safety.

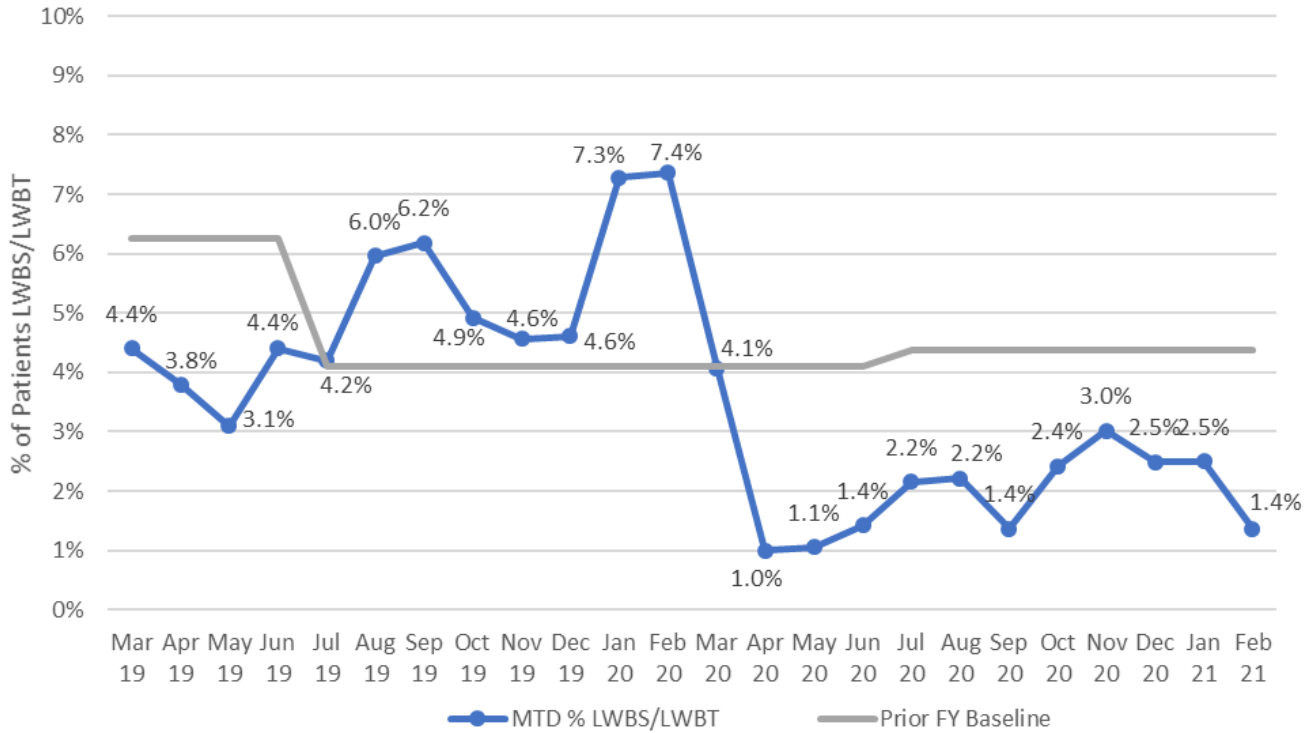
QUALITY ZSFG COVID+ Patients



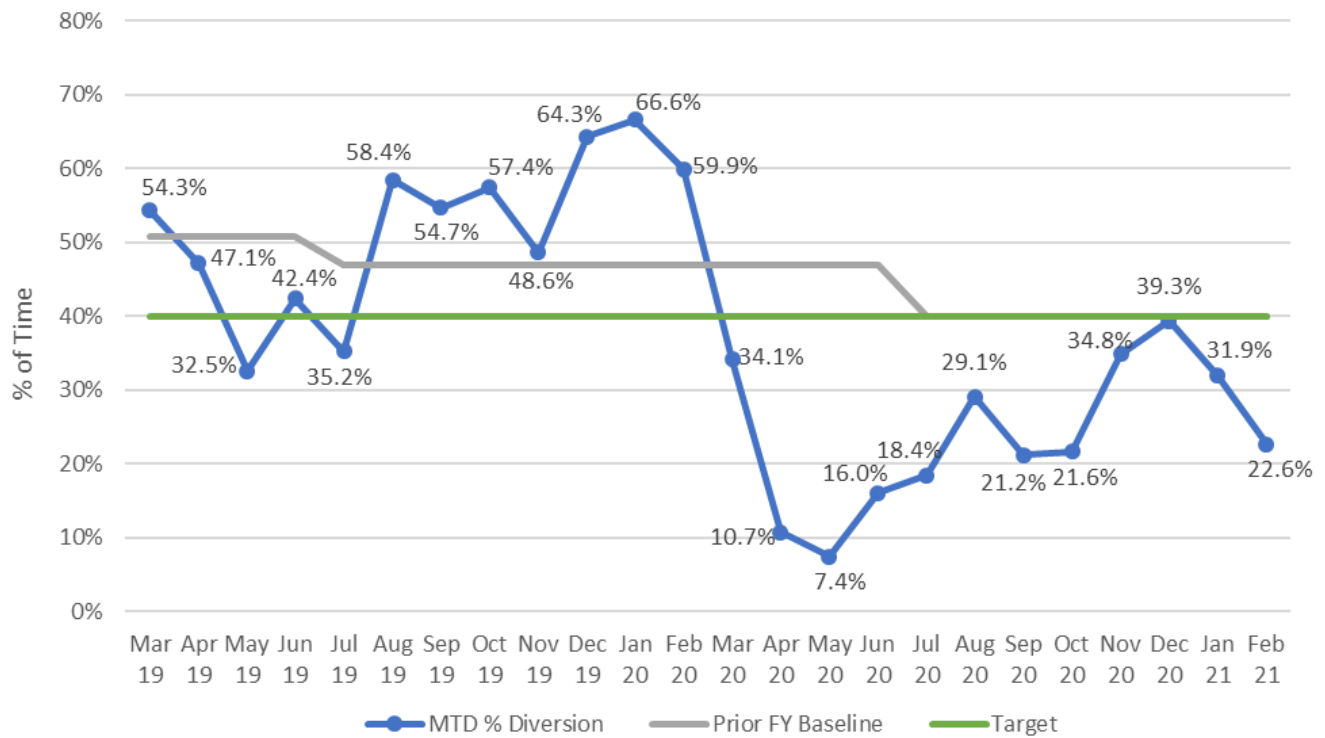
QUALITY Emergency Department Activities



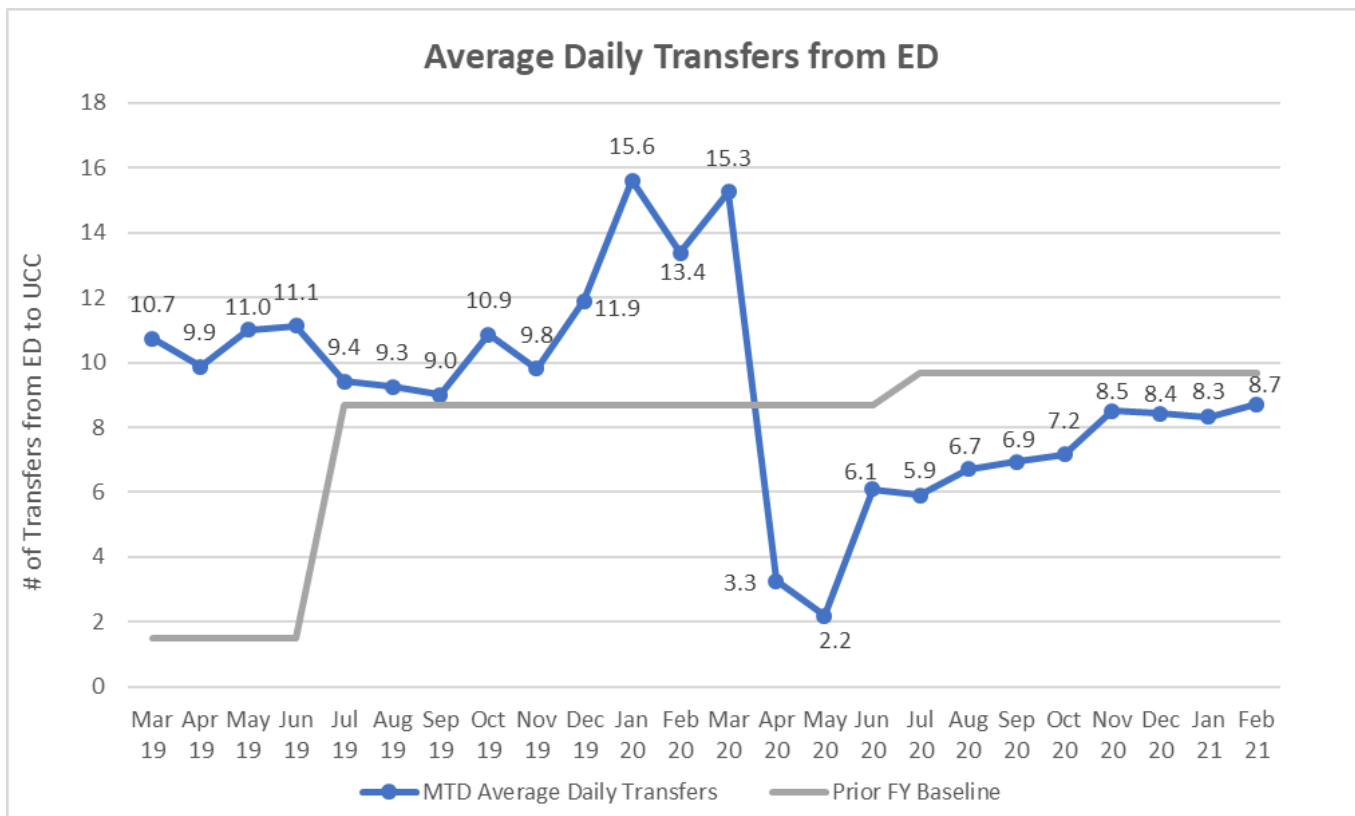
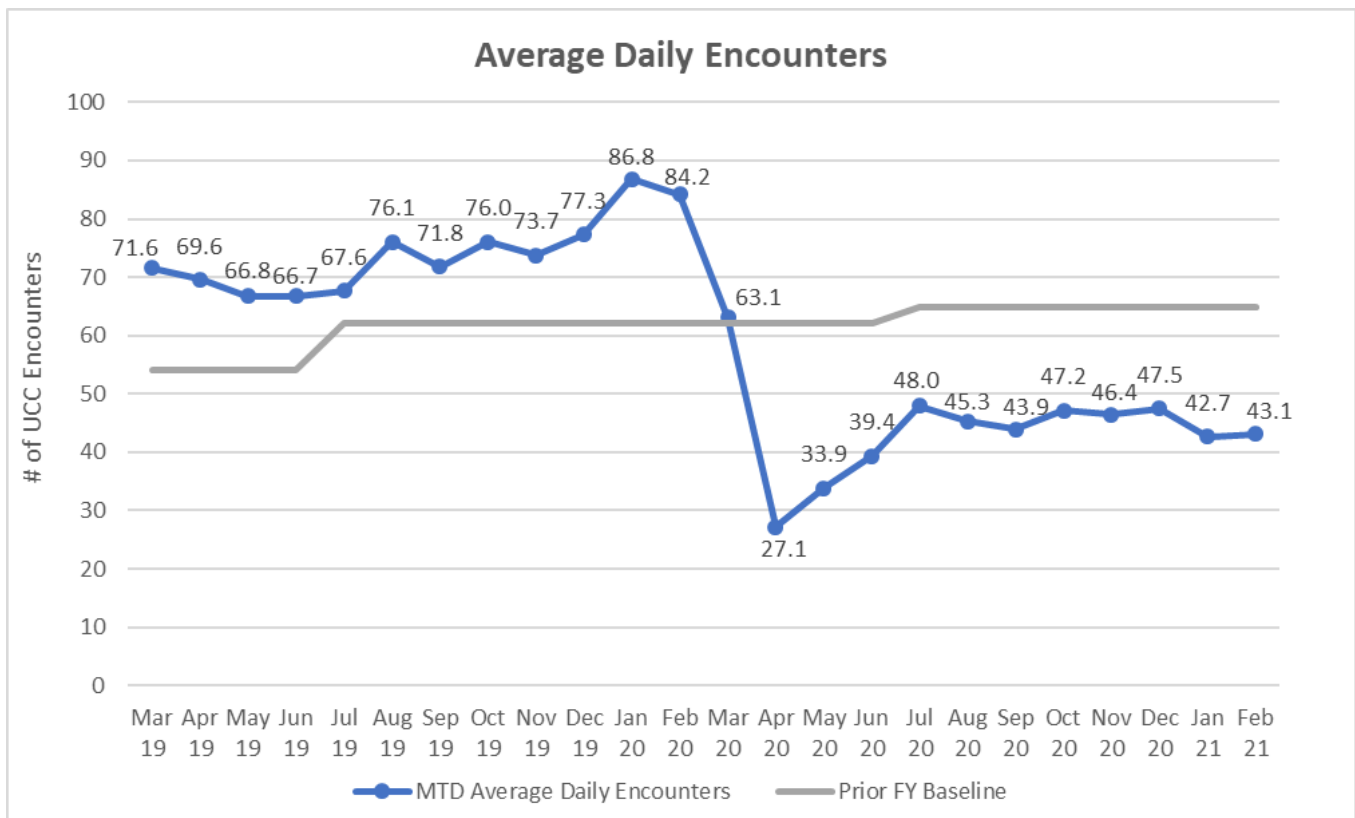
% LWBS/LWBT



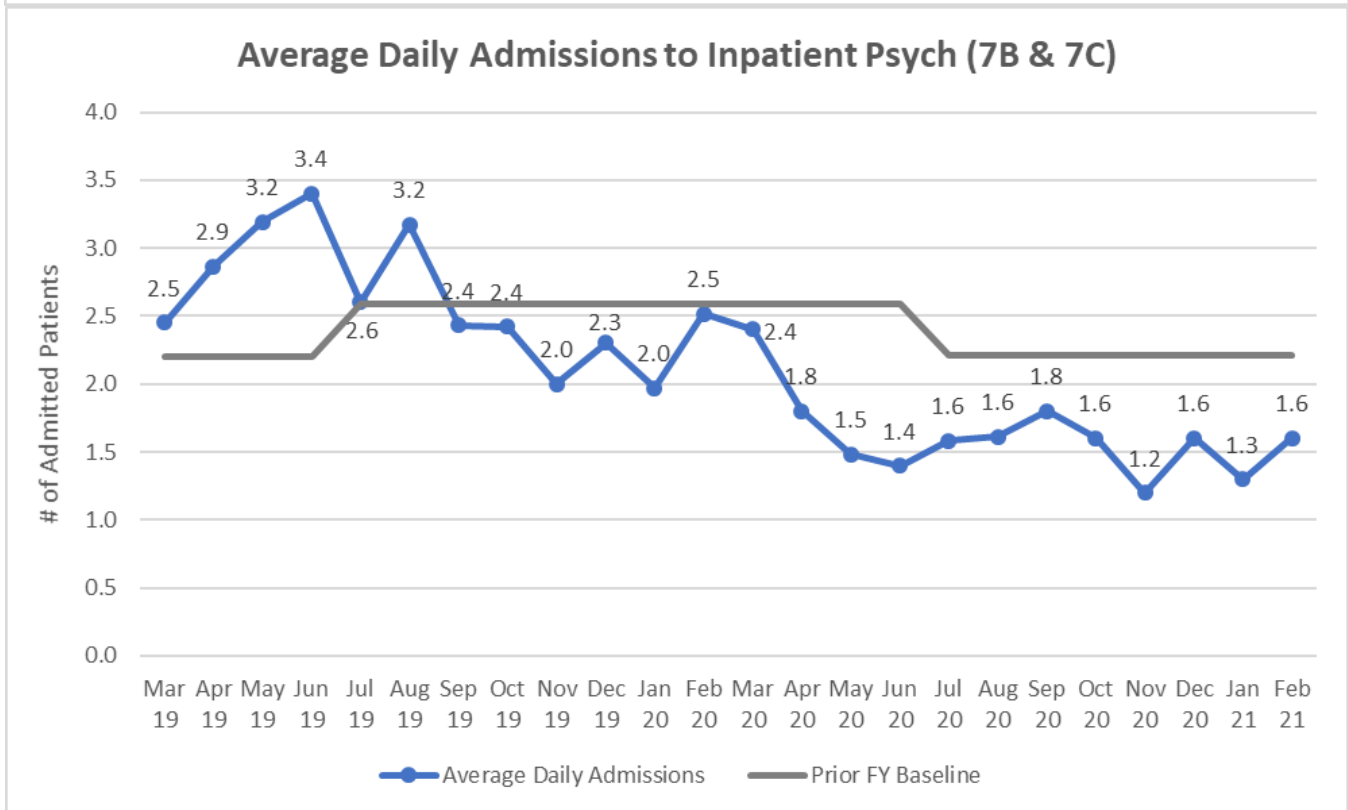
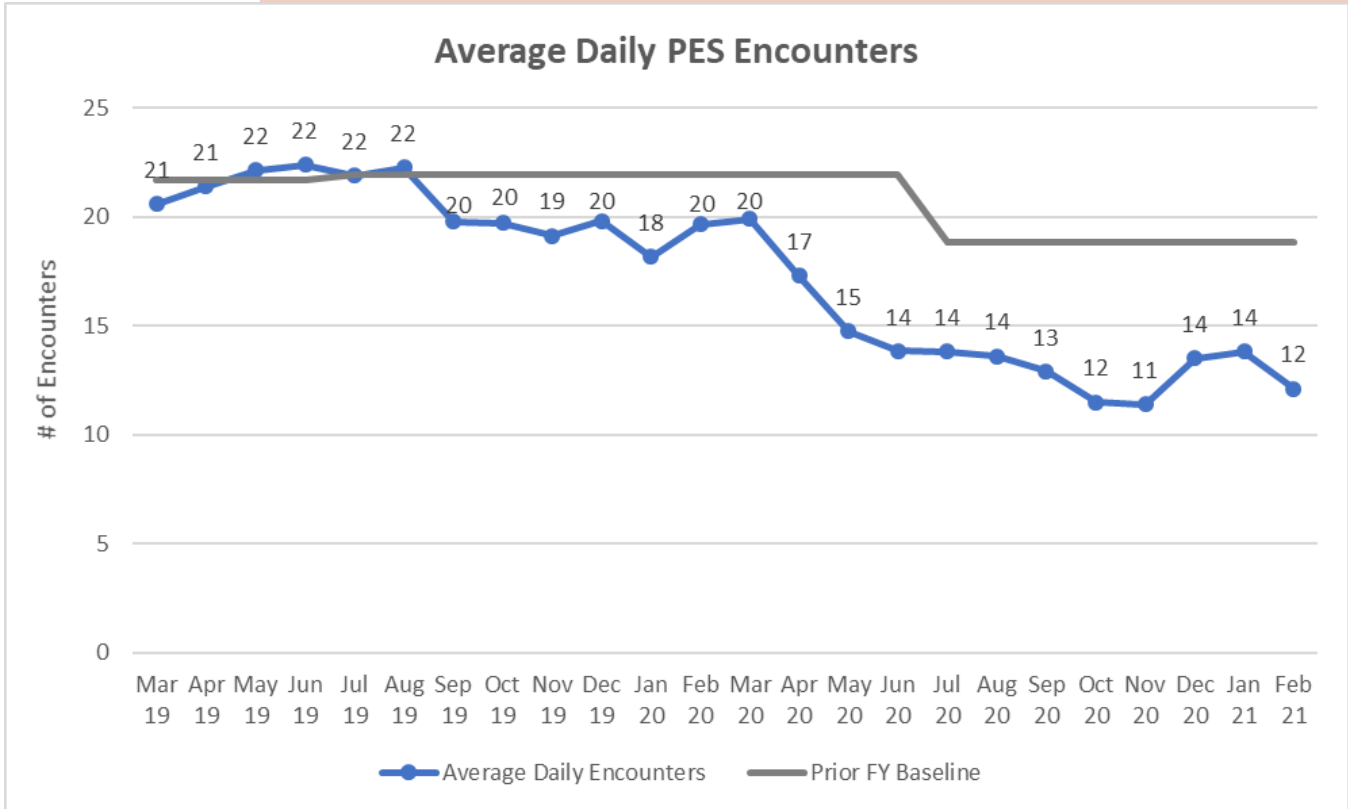
% Diversion



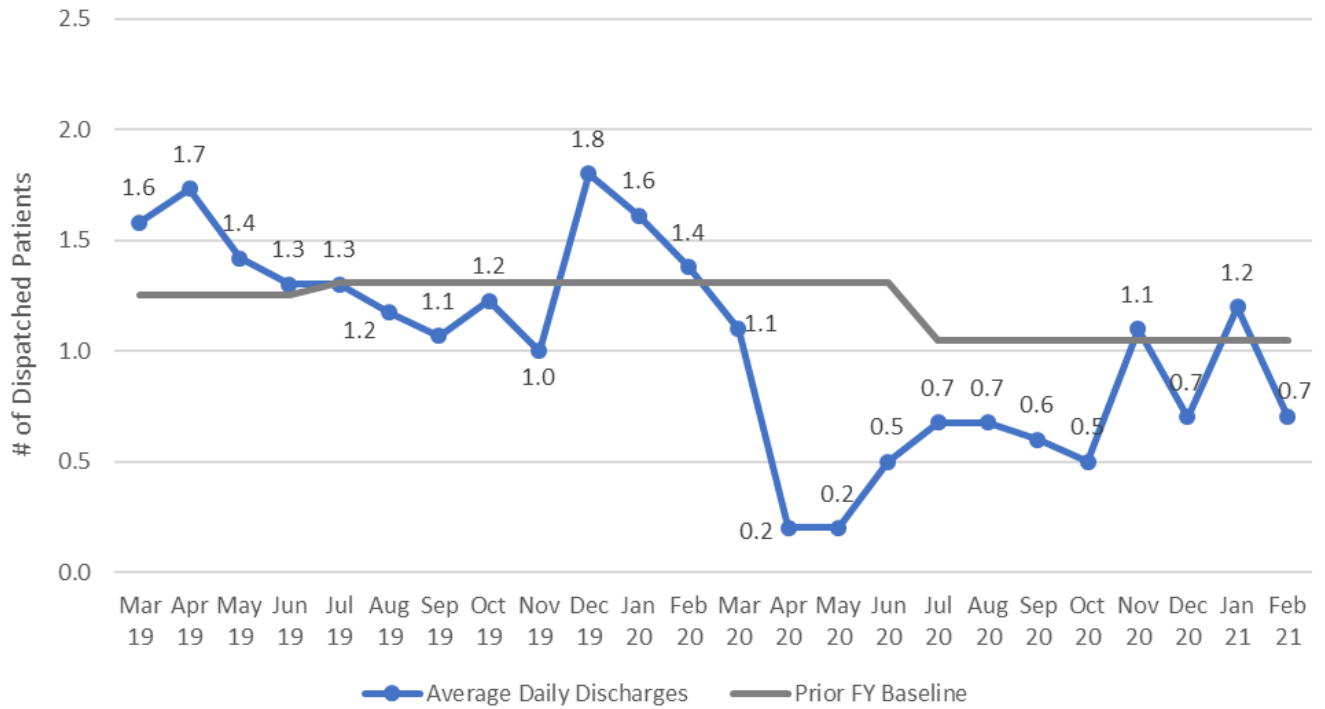
QUALITY Urgent Care Clinic Activities



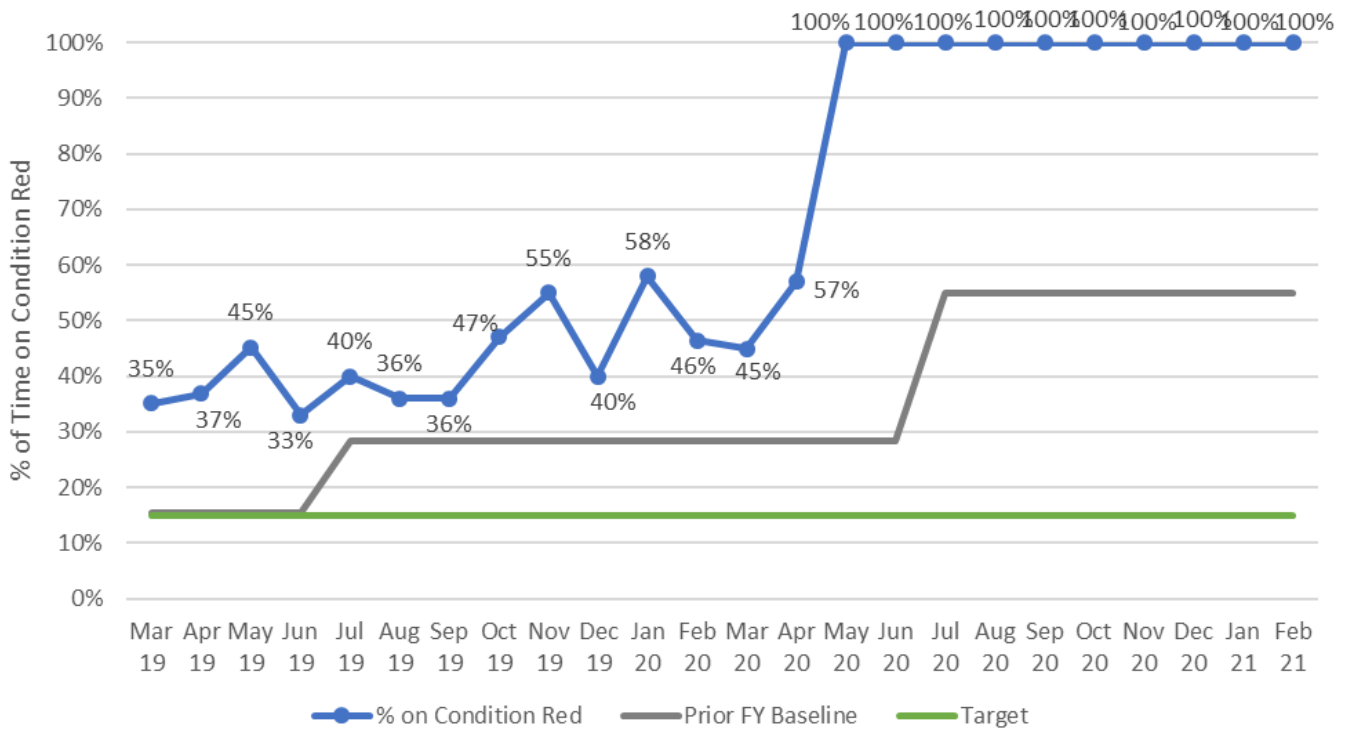
QUALITY Psychiatric Emergency Services Activities



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



PES Condition Red*



***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 175.11 which is 112.25% of budgeted staffed beds and 97.83% of physical capacity. 13.03% of the Medical/Surgical days were lower level of care days: 4.61% administrative and 8.42% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 34.43 which is 122.96% of budgeted staffed beds and 59.36% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 18.82 which is 62.74% of budgeted staffed beds and 44.81% of physical capacity of the hospital.

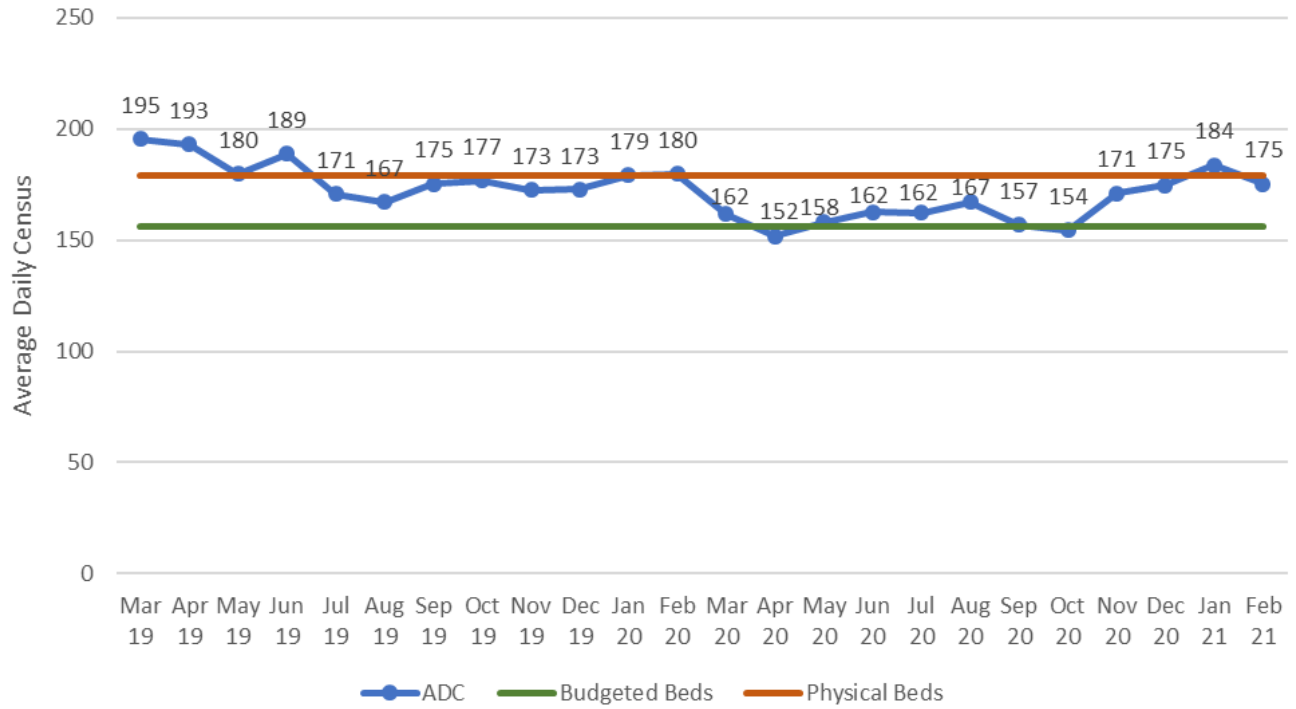
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.36, which is 91.72% of budgeted staffed beds and 60.23% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.86, which is 83.67% of budgeted staffed beds (n=7) and 48.81% of physical capacity (n=12). Utilization Review data shows 86.55% non-acute days (30.27% administrative and 56.28% non-reimbursed).

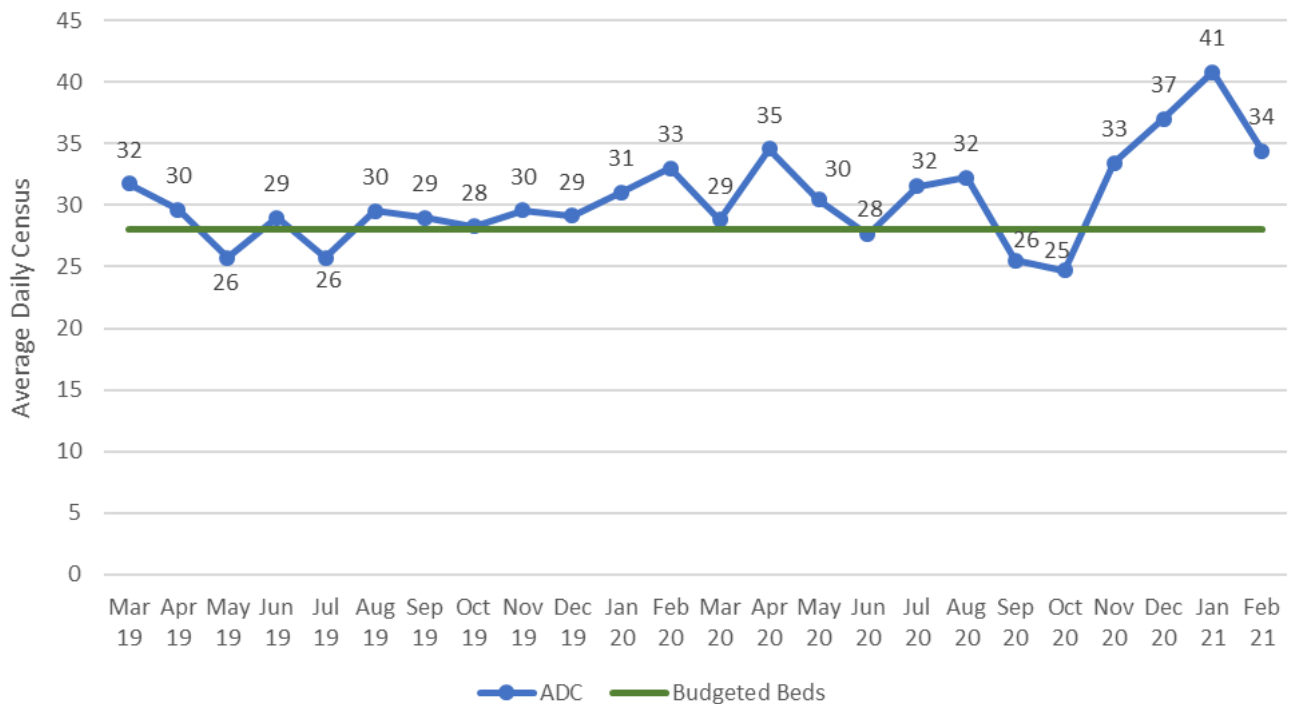
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 27.57, which is 98.47% of our budgeted staffed beds and 91.90% of physical capacity.

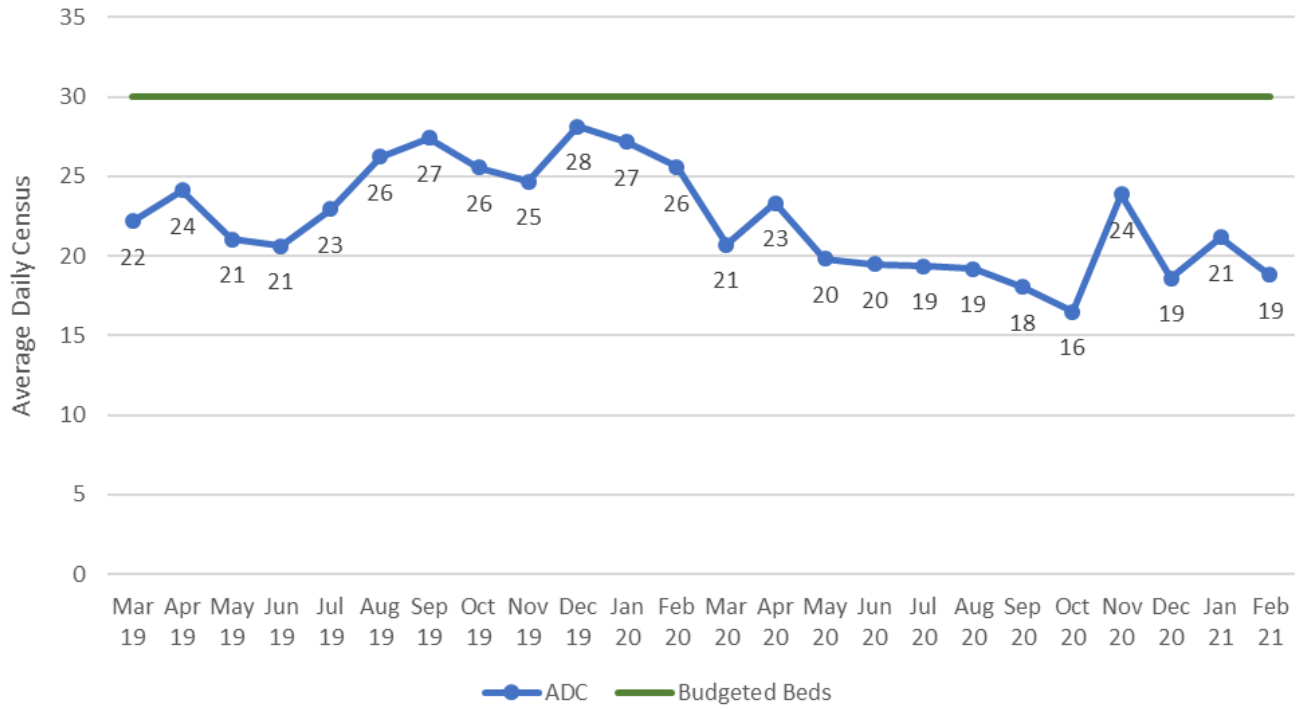
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



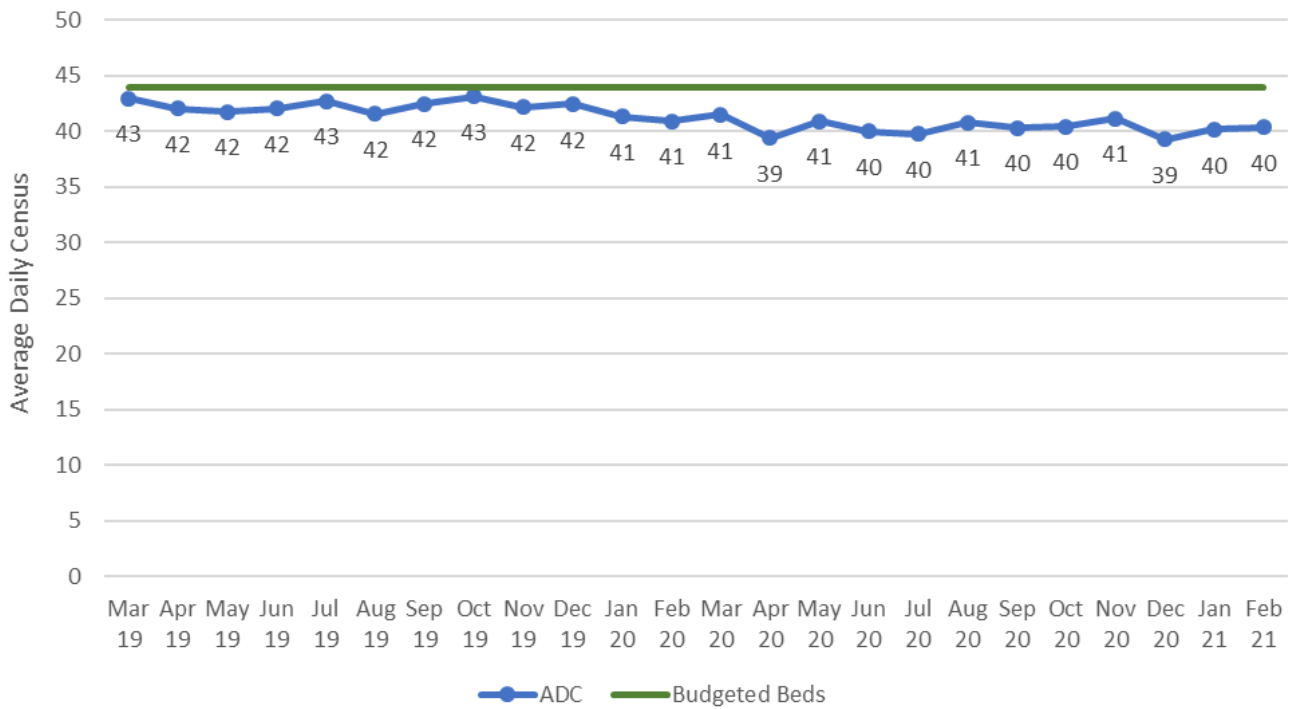
Intensive Care Unit Average Daily Census



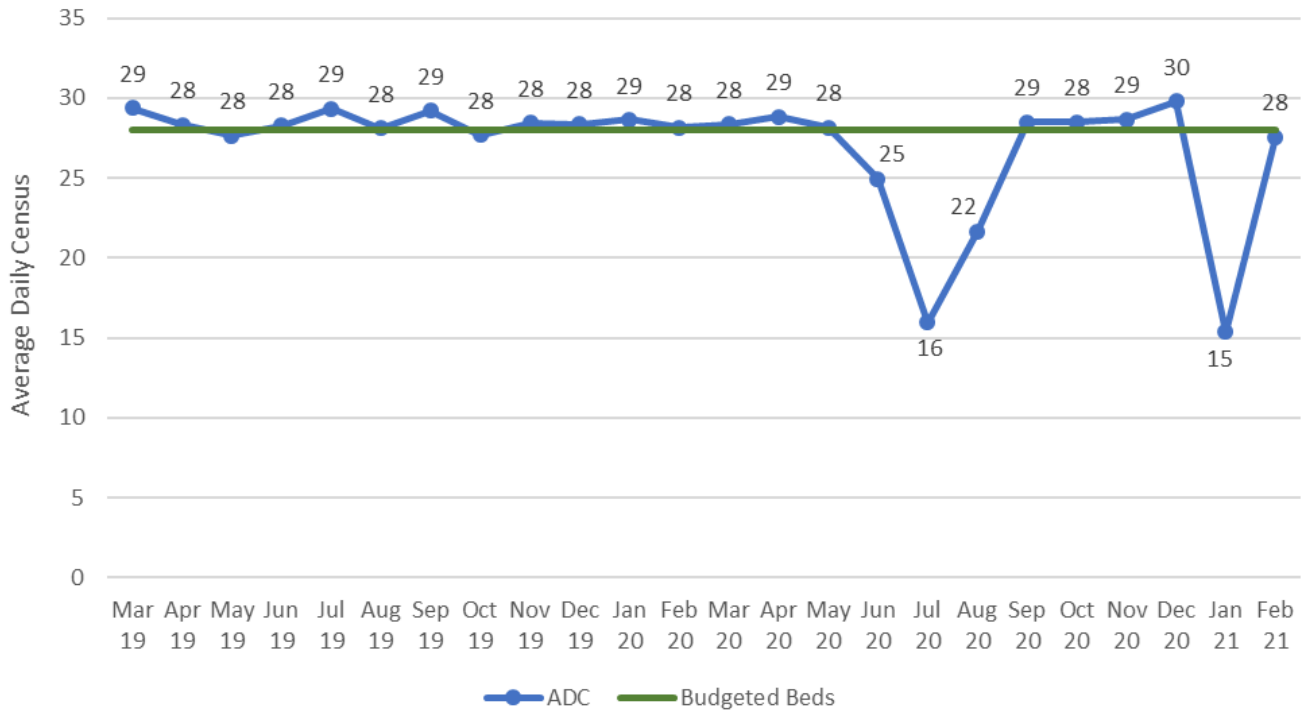
Maternal Child Health Average Daily Census



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

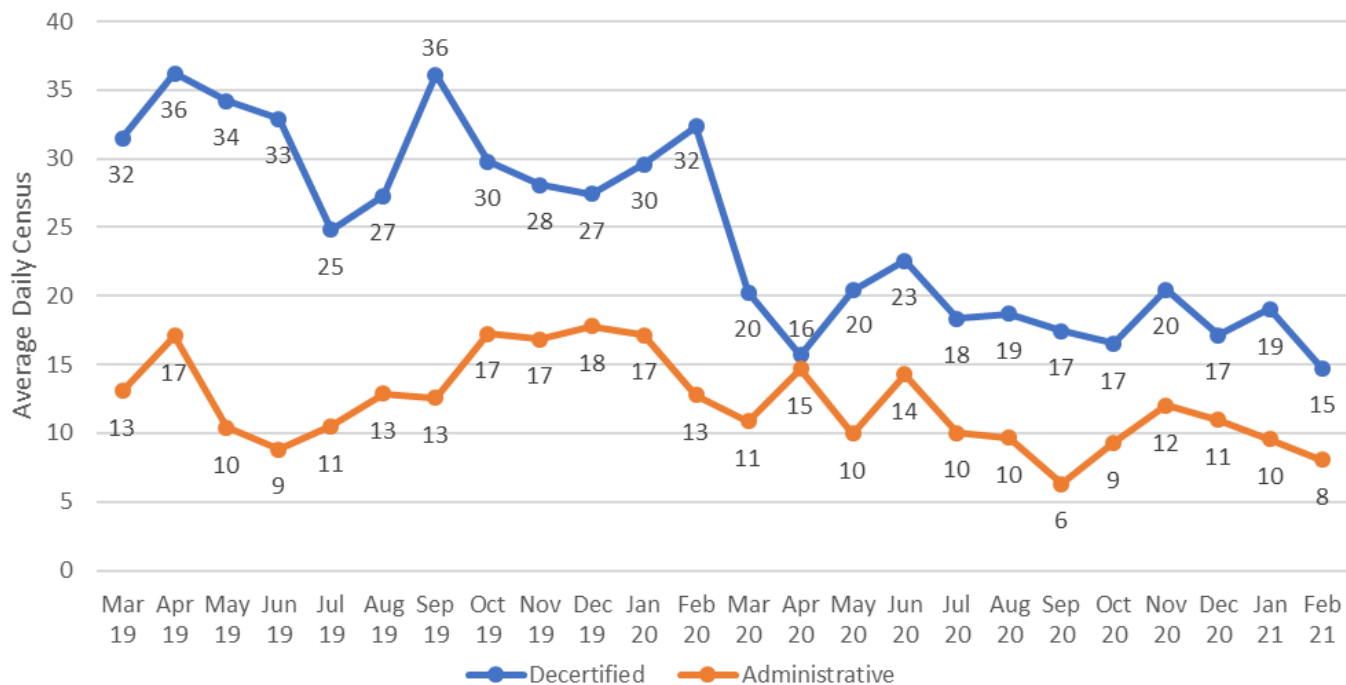


4A Skilled Nursing Facility Average Daily Census

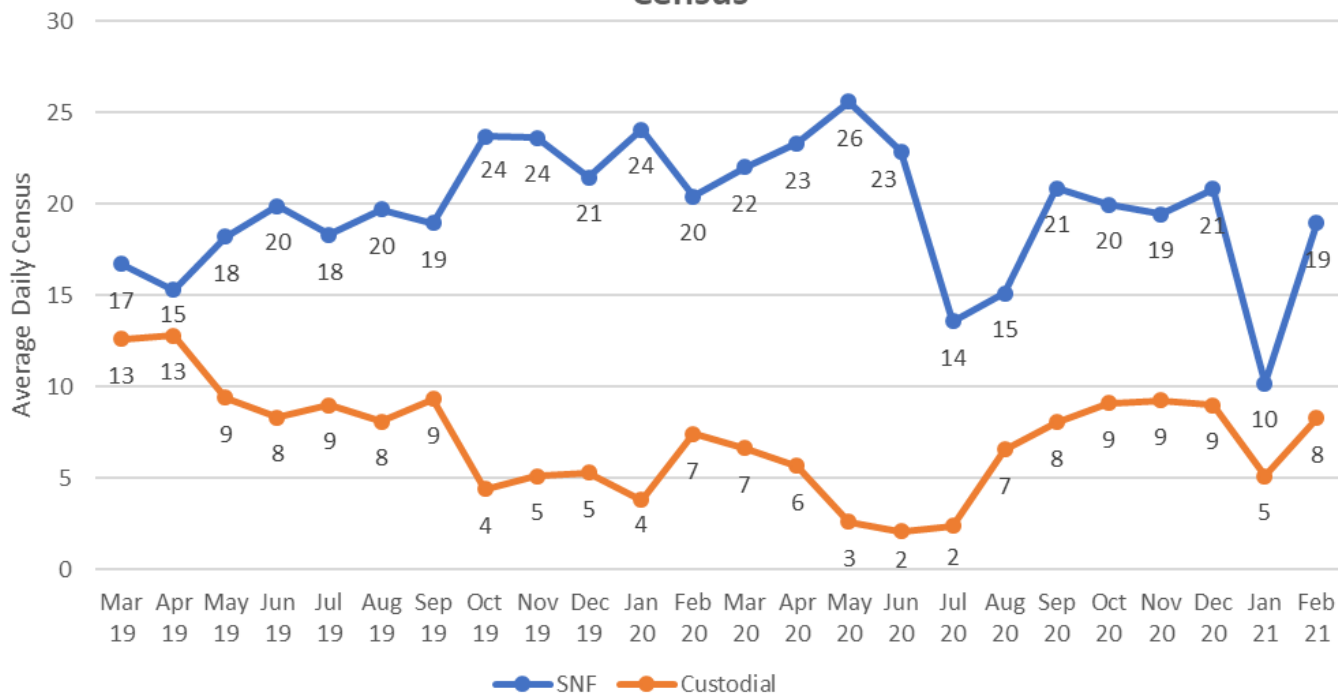


QUALITY Lower Level of Care Average Daily Census

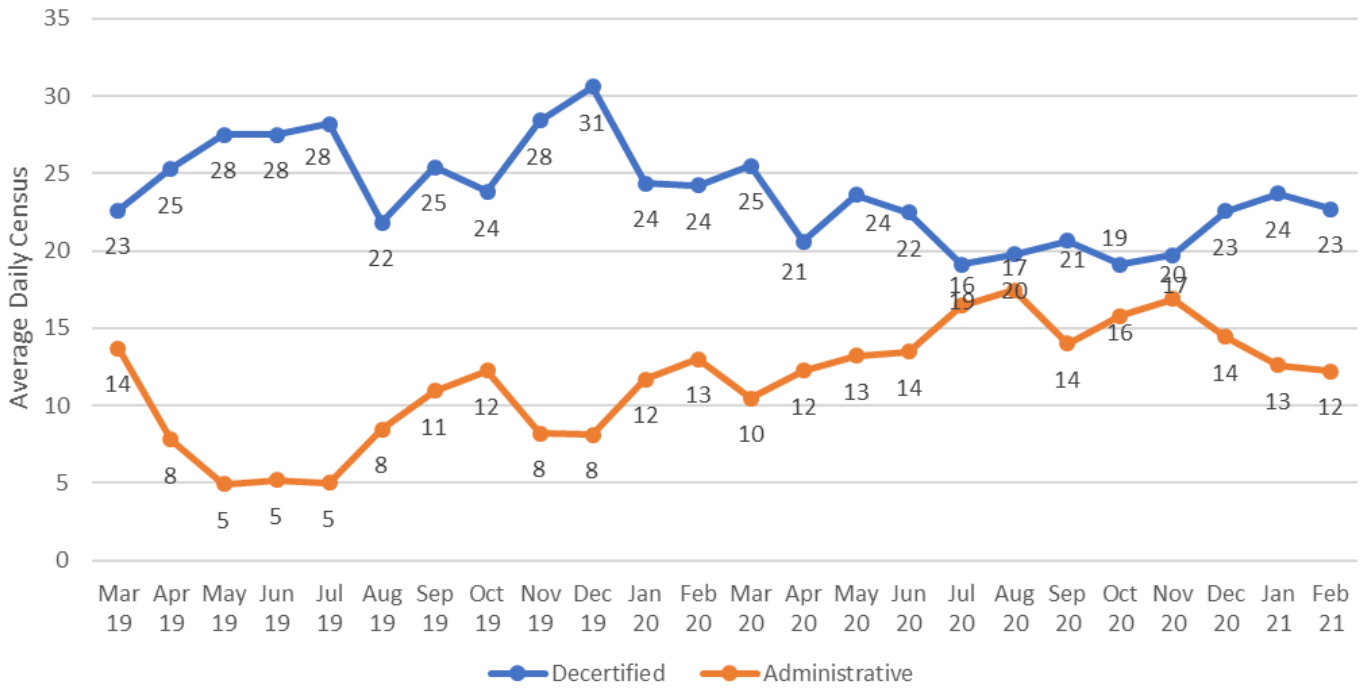
Medical Surgical Lower Level of Care Average Daily Census



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

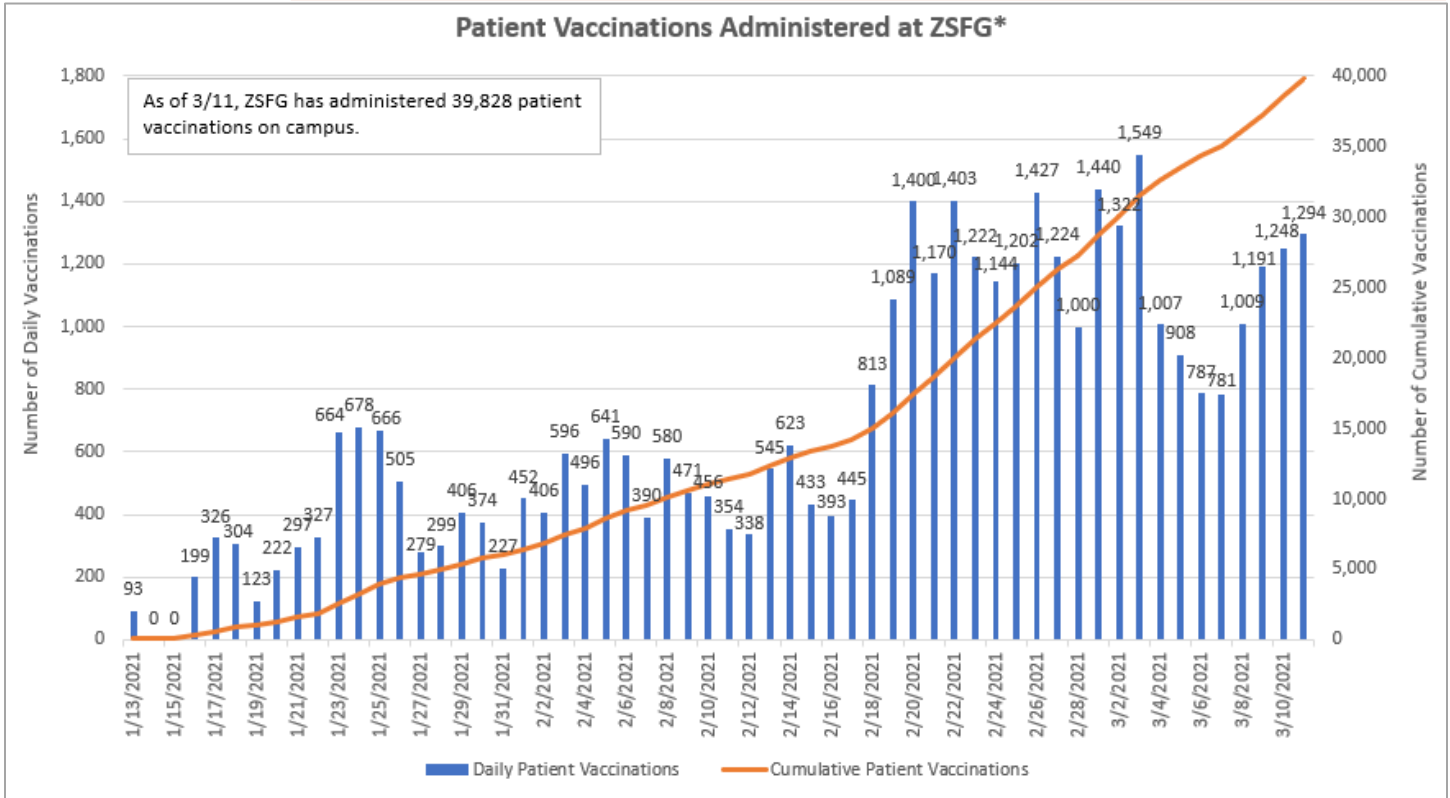


Acute Psych (7B & 7C) Lower Level of Care Average Daily Census

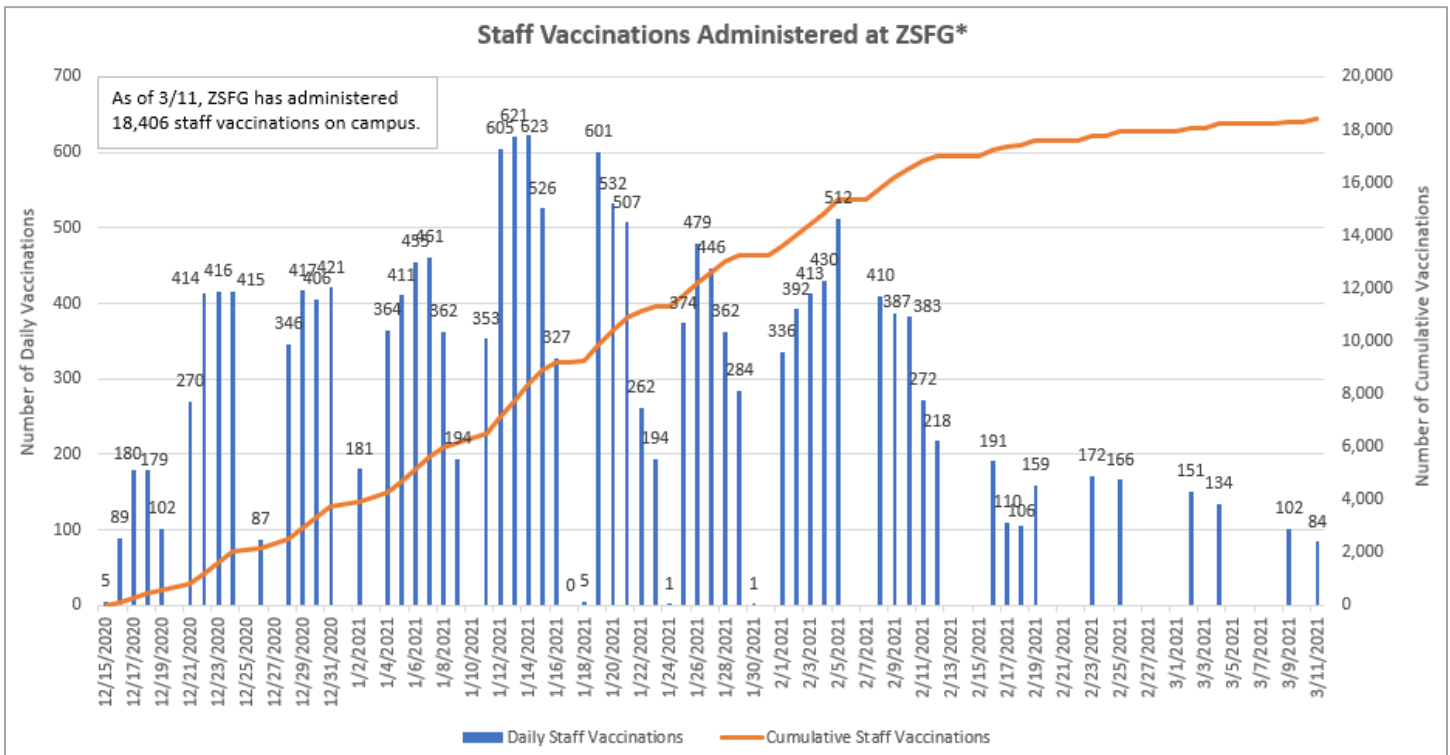


SAFETY

COVID-19 Vaccinations Administered at ZSFG



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



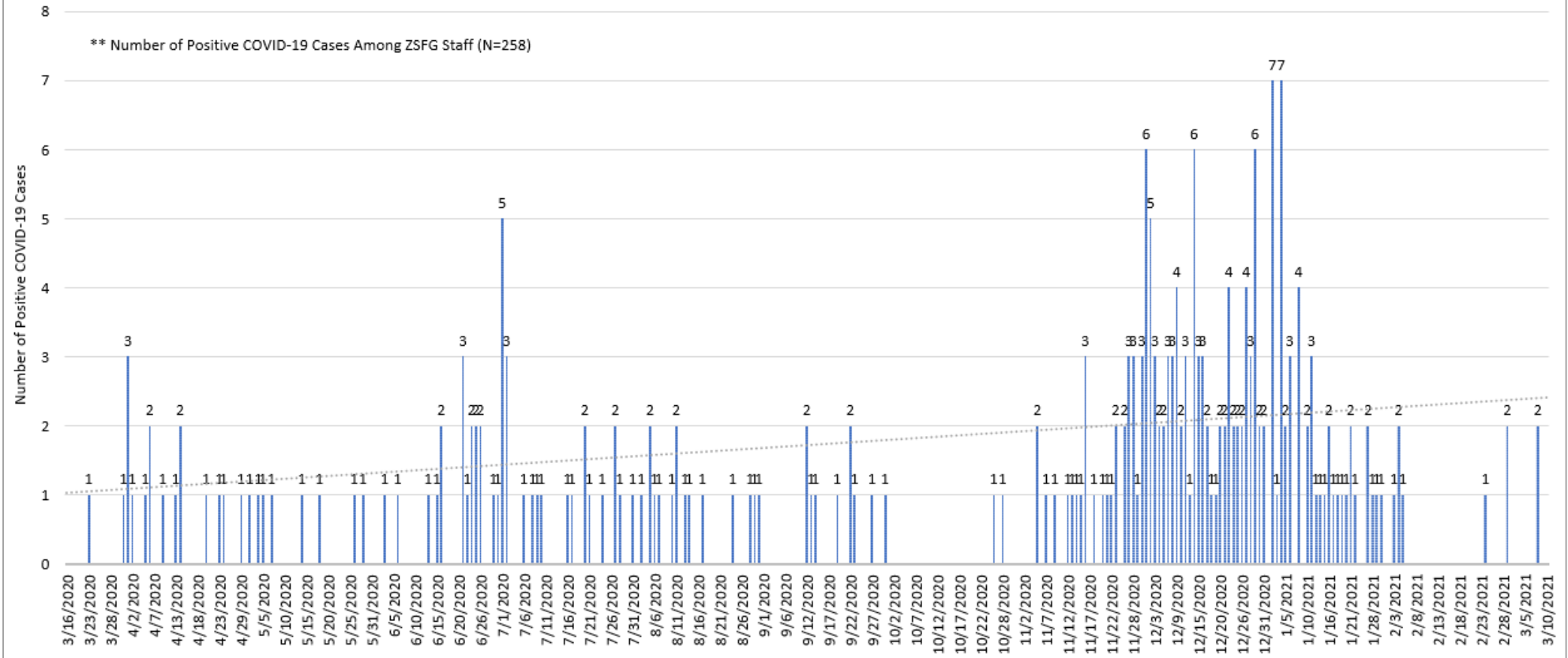
*Includes network-wide staff.

SAFETY

Occupational Health COVID+ Staff Cases

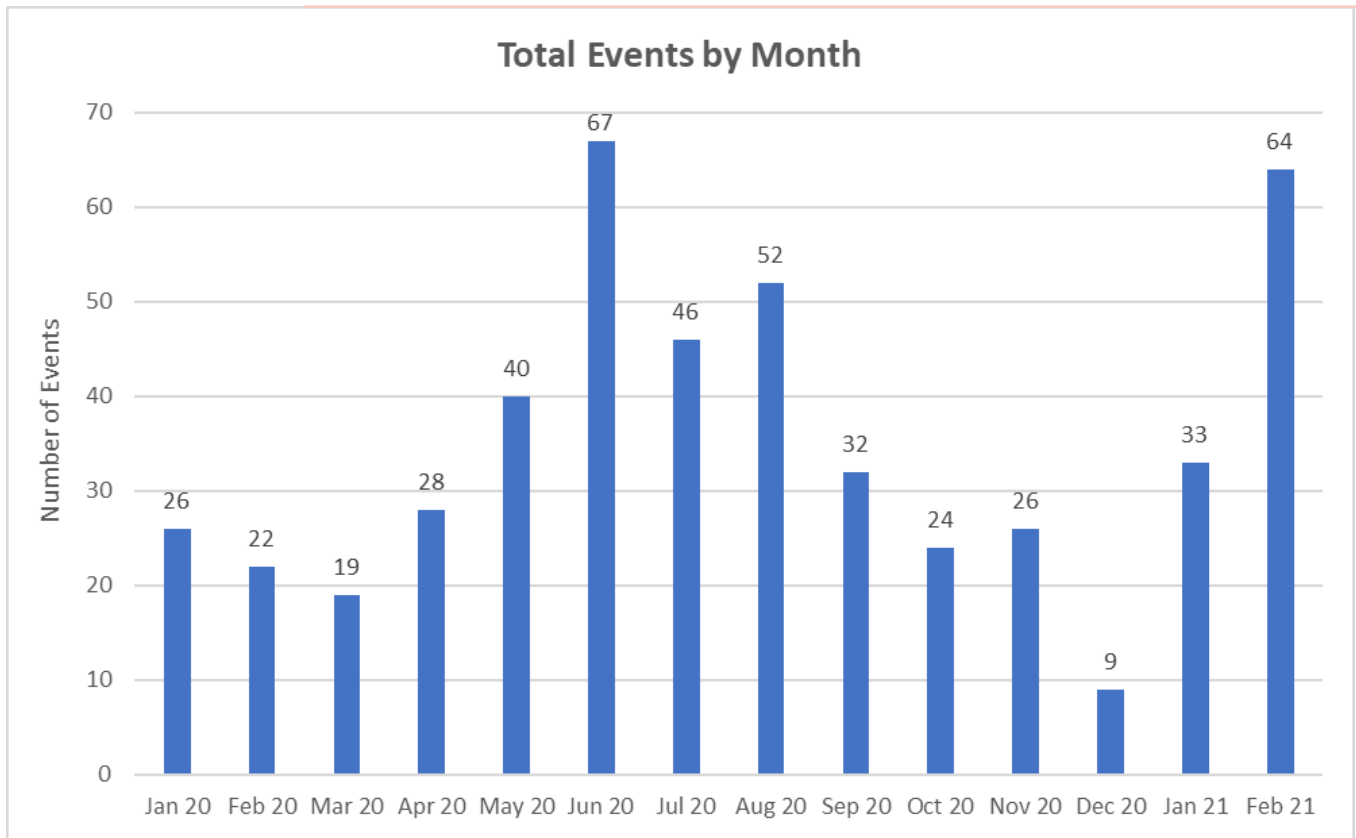
As of March 12, 2021, 258 ZSFG employees have tested positive for COVID-19.

DAILY COVID-19 ZSFG STAFF POSITIVE RESULTS OVER TIME **

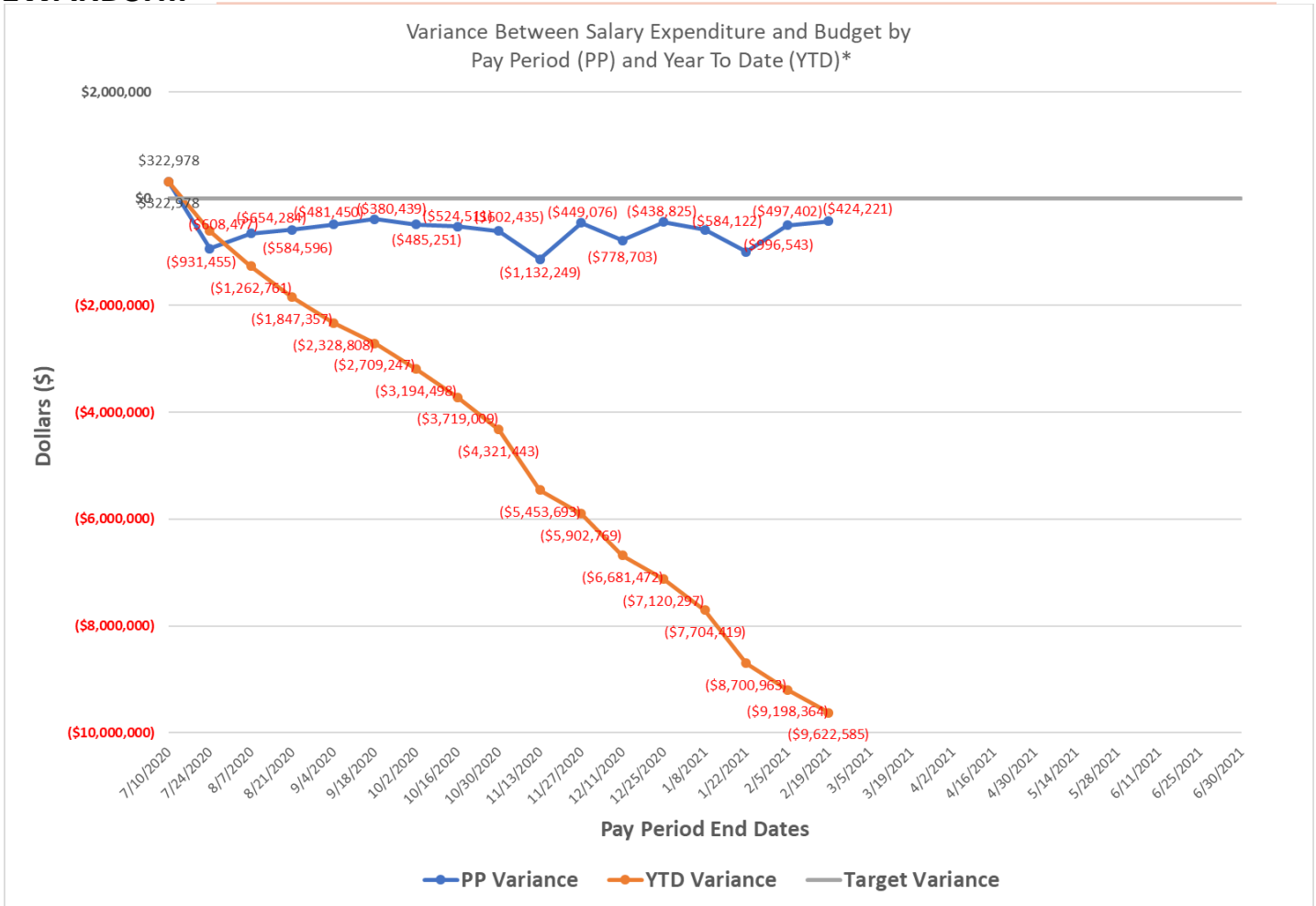


SAFETY

Workplace Violence Activity



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
COVID Sick Time	\$6,000,000
TOTAL	\$12,250,000

Commissioner Comments:

Commissioner Chow asked if other hospitals are reporting similar usage of hospital services. Dr. Day stated that most local hospital chief medical officers have reported that general patient volume is reduced but non-COVID-19 patient volume is increasing.

Commissioner Chow stated that workplace violence is increasing. Dr. Ehrlich stated that the Workplace Violence committee has noted that staff are reporting incidents more consistently; this increased reporting

changes the data. She added that ZSFG is reinstating its de-escalation staff training and focusing on Psychiatric Emergency Services and the Emergency Department staff.

8) ZSFG HIRING AND VACANCY REPORT

Karen Hill, DPH Personnel Unit Director, presented the item.

Commissioner Comments:

Commissioner Green asked if those who enter training programs commit to working for ZSFG. Ms. Hill stated that most of the participants in current training programs are current ZSFG Staff who want to shift to a new specialty. She added that new graduates will likely not be included in the next training. She also stated that internal candidates are prioritized, then per diem and external candidates.

Commissioner Chow asked for information regarding plans to diversity hiring of new staff. Ms. Hill stated that the DPH Racial Equity Action Plan has specific goals regarding hiring diverse staff throughout the department.

9) MEDICAL STAFF REPORT

Claire Horton, M.D., Chief Medical Officer and Deputy Director of the San Francisco Health Network, presented the item.

Commissioner Comments:

Commissioner Green asked for more information regarding training and observation of Physician's Assistants (PA) and Nurse Practitioners (NP) working with sexual assault survivors. Dr. Horton stated that emphasis is placed on empathetic skills and the ability to support patients dealing with sexual assault. Dr. Leary stated that practitioners receive written feedback on every case to ensure there is close supervision of this work.

Commissioner Green asked which type of staff conduct evidence collection with these patients. Dr. Leary stated that the NP/PA staff conduct evidence collection. He added that these staff receive special training to do this sensitive work.

Action Taken:

The Committee unanimously approved the following:

- Anatomic Pathology Rules and Regulations
- Ophthalmology Rules and Regulations
- Standardized Procedure for the NP/PA in the Rape Treatment Center/Trauma Recovery Center, and Child Adolescent Support, Advocacy and Resource Center ZSFG Department of Psychiatry

10) OTHER BUSINESS

This item was not discussed.

11) PUBLIC COMMENT

There was no public comment.

12) 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 March 2021 Credentialing Report and Performance Improvement and Patient Safety Report. The Committee voted not to disclose other discussions held in closed session.

13) ADJOURNMENT

The meeting was adjourned at 5:56pm.