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**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

**London N. Breed Mayor
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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, April 27, 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, Claire Horton, MD, Adrian Smith, Aiyana Johnson, Andrea Turner, Basil Price, Jennifer Boffi, Karrie Johnson, Lisa Winston, Luenna Kim, Lukejohn Day, MD, Michael Gerchow, Sue Carlisle, MD, Terry Dentoni, Troy Williams, Dave Woods, Basil Price, Andrea Turner, Casie Aniya, Dan Schwager

The meeting was called to order at 3:05pm.

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

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

3) REGULATORY AFFAIRS REPORT

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

Commissioner Comments:

Commissioner Chow thanked Mr. Smith for the report and asked if the state has been able to close any of the ZSFG cases. Mr. Smith stated that ZSFG has continued to work with the state since the last report, but not case have yet to be closed.

4) FINANCIAL STEWARDSHIP A3 PRESENTATION

Jennifer Boffi, MPH, Chief Financial Officer, presented the item.

Dr. Ehrlich expressed gratitude to Ms. Boffi and other staff for developing the complex new financial data system.

Ms. Dentoni stated that Ms. Boffi has set up processes to help nursing directors understand the budget.

Commissioner Comments:

Commissioner Green asked which of the new reports will most likely result in realizing cost savings for ZSFG. Ms. Boffi stated that it is important to understand staffing models and why staffing needs fluctuate, in order to make more informed staffing decisions. She also stated that understanding the cost per patient day and cost per procedure is important to fully realize revenue potential.

Commissioner Green asked if there will be new fiscal benchmarks developed. Ms. Boffi stated that ZSFG is in the process of determining metrics and benchmarks. The hope is that in the next budget cycle, these new benchmarks and metrics can be used.

Commissioner Chow noted that in meeting reduced budget targets, patient census will be an issue to consider. Ms. Boffi stated that revenue streams are important to consider and how best to combine some streams, in addition to looking at how to leverage revenue to draw down care.

Commissioner Chow asked what incentives are used to encourage managers to meet their financial goals. Ms. Boffi stated that all managers share a broad goal to stay within budget. An added incentive is to possibility of using efficiencies to identify additional savings to reinvest in other unfunded area or projects to benefit patients.

Commissioner Chow asked if this is a new financial data system. Ms. Boffi stated that the new system was built by ZSFG finance staff.

Commissioner Chow asked for an estimated timeline to schedule a ZSFG JCC update on these issues. Ms. Boffi stated that 6 months would be an appropriate timeframe to see some results.

5) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT, EMERGENCY DEPARTMENT NEWSLETTER AND NURSING NEWSLETTER

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

Safety**1. Patient Safety Awareness Week 2021**

March 14th through March 20th was Patient Safety Awareness Week. Patient Safety Awareness Week is an annual recognition event intended to encourage people to learn more about health care safety and promote patient safety practices.

On campus, our Patient Safety Officer, Thomas Holton, invited ZSFG’s Managers, Directors and Executives to attend different webinars offered by the organization, Patient Safety and Quality Healthcare, throughout the week. These webinars covered topics such as current and future patient safety challenges, and monitoring hand hygiene compliance. Holton also took this opportunity to highlight the National Patient Safety Goals that ZSFG strives to meet, share the latest patient safety dashboard, and educate our leaders on the areas our organization can improve in, such as confirming patient identification.

Many thanks to Tom Holton and the entire Quality Management team for their incredible work to ensure our patients’ safety is the highest priority, every day!

DEVELOPING OUR PEOPLE 2. A Visit from Mayor London Breed

On March 17th, Mayor Breed and a team of city leaders joined a diverse group of about 100 staff and providers, a line of people waiting to be vaccinated, and a few attentive patients to mark the anniversary of the Mayor’s first Shelter in Place Order.

Her remarks started on a somber note, reflecting sadness and outrage at the tragic shootings in Atlanta of eight people, 6 of whom were women of Asian descent. She asked that we join in our resolve against such hatred and in support of the Asian community. It was an important start for our group that is so committed to standing up against all forms of racism.

She went on to express sincere gratitude and inspiration, invoking the image of San Francisco as a phoenix, rising from the ashes. Her powerful, official statement marking this date, reads as follows:

“A year ago, I said that issuing the Stay at Home Order would be a defining moment for our City and that has certainly been true. While we weren’t quite sure what lay before us, we placed our trust in public health, and in each other. Many of us stayed at home to slow the spread of the virus in our community, and our actions saved lives. Many others continued to show up to work, day after day, putting their lives on the line. We could not have made it through this year without the health care workers, grocery clerks, police officers, firefighters, bus drivers, restaurant workers, street cleaners, outreach workers, and countless others who kept us safe and kept our city running. We are so grateful for their services and sacrifice.

Today is a day to reflect on all that we were able to accomplish when we worked together, when we took care of one another and made choices to protect the health of our neighbors and our entire city. Today is also a day to look towards what lies ahead. When we first announced this order, I believed in the resilience of San Francisco and the people of this City. Over the past year, that belief has only grown stronger, proven day after day by every act of selflessness for the greater good. There is no doubt in my mind that if we can get through this, we can do anything.

I am hopeful for the future. I am hopeful for our City. We are not yet out of this pandemic, and there is still a lot more work ahead of us. But as we look ahead and get on the road to recovery, I am confident that we can build a more equitable, just, and thriving San Francisco.”

Our Director of Public Health, Dr. Grant Colfax, expressed gratitude and emotion in his remarks, reflecting how, unknowingly, his time here as a resident battling HIV/AIDS on the front lines, prepared him to face down this pandemic

decades later. And our own, Dr. Gabriel Ortiz, beautifully rounded out the presentations focusing on the words that characterize where he is now: reflection, resilience, gratitude, hope.

The hope and inspiration shone through the cold grayness of the day. After a year of unspeakable loss and heartbreak, our deepest gratitude for all our staff and everything they've done for the city and its residents, and the example the City has set for the rest of the nation was paramount.



DEVELOPING OUR PEOPLE 3. April Nursing Newsletter

On April 9th, ZSFG's Nursing Leadership issued their second quarterly newsletter. This Spring 2021 issue covered the major events that took place over the past few months, including a patient vaccinations update, how SFDPH has focused on equity, and the accomplishments of staff, teams and departments.

Specifically, this issue highlighted the incredible work by ZSFG's Kate Kinasz, M.D., and Alissa Peterson, M.D for their article published in *Psychiatric News* by the American Psychiatric Association – outlining the implementation of COVID-19 vaccinations in the Inpatient Psychiatry Department at ZSFG. Additionally, the newsletter covered the anniversary of caring for COVID-19 patients at ZSFG. Christina Bloom, RN, Nursing Director for Critical Care, celebrated her team for their incredible achievements throughout the pandemic, such as establishing COVID-specific care delivery workflows, guidelines and practices; creating COVID ICU teams and rapidly adjusting structures and workflows; implementing the tablet program to help connect patients and families; and many more. Finally, the newsletter concluded with announcements and a special shout out to the Emergency Department for their incredible work in a high-risk area.

Many thanks to our Nursing Departments for their continued excellence in providing high-quality care to all our patients, and to Nursing Leadership for continuing clear communication and recognizing staff for all that they do!

DEVELOPING OUR PEOPLE

4. Annual Employee Celebration

Each year, ZSFG celebrates our staff's many years of service, via the Annual Employee Dinner. Though virtual this year due to COVID-19, the Executive Team still sought to honor those who have devoted much of their working lives to ZSFG. Remarkably, these dedicated individuals have served our patients and our team for between 10 and 40 years!

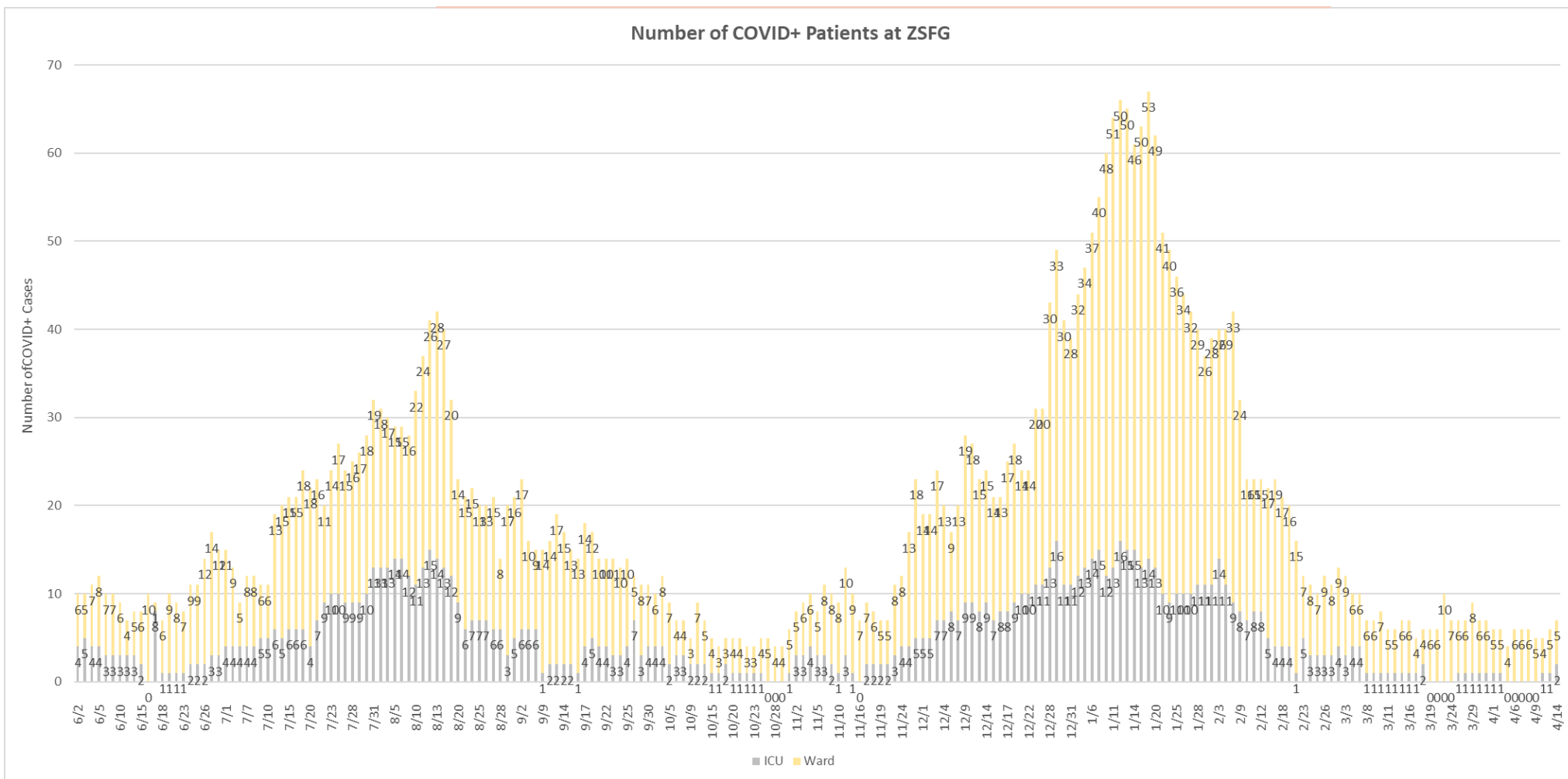
This year, the Executive Team honored staff through various virtual platforms including a CEO Note, a feature in our daily communication system – the Daily Digest, and a portion of our virtual, monthly Management Forum. At the Forum, our Chief Experience Officer, Aiyana Johnson, led the celebration while our list of 252 honorees was on display. Susan Ehrlich then honored two people, one employed by DPH and one employed by UCSF, who have devoted decades of service and whose service is truly exemplary. This year, those two individuals were Mr. Isaac Gaston and Dr. Alan Gelb.

Mr. Isaac Gaston has been a porter for ZSFG's Environmental Services Department for the past 35 years. He is an incredibly diligent and hardworking employee, who is an extremely friendly and well-liked. Isaac is someone who goes above and beyond his regular duties to ensure our hospital remains a clean and safe environment for our staff and patients. Isaac's manager, Louis Moreno, says, "Every morning I meet with him during rounds and he always greets everyone with a smile. He is a good and consistent worker, but also very humble in his great work. He always keeps his area extremely clean."

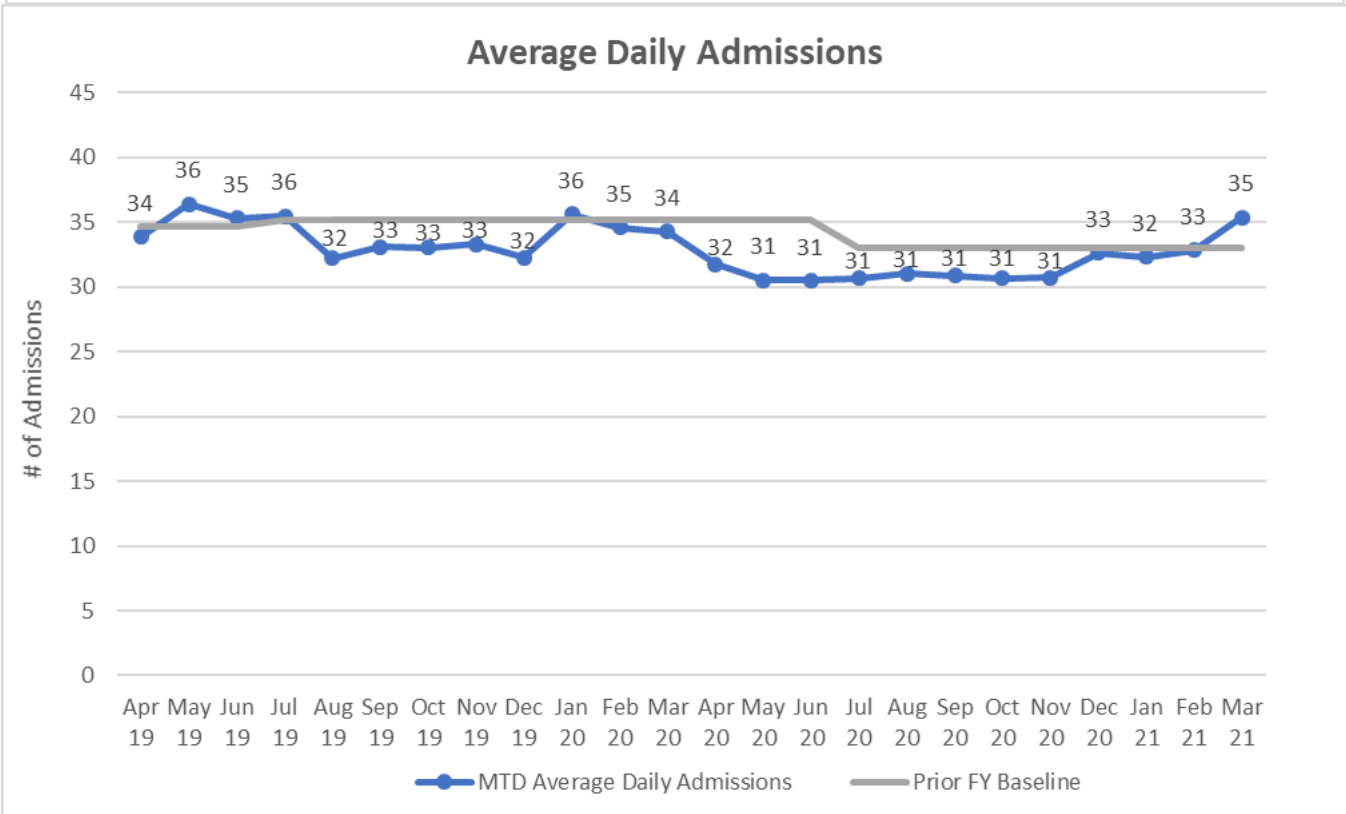
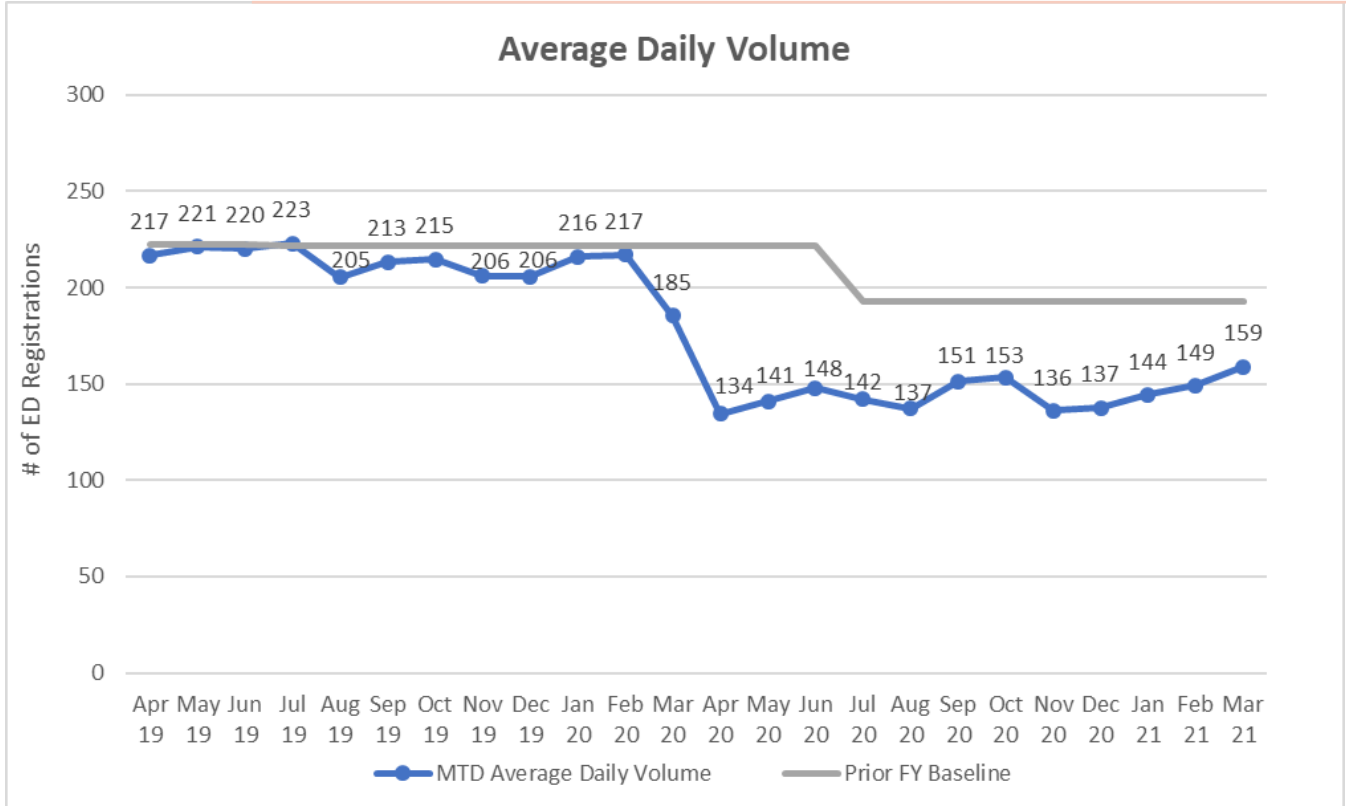
Dr. Alan Gelb has a record of contributions to ZSFG and UCSF beginning way back when he was a medical student in 1973. Now, almost 48 years later, Dr. Gelb has distinguished himself in many areas. At ZSFG, Dr. Gelb serves several leadership roles, including Chair of the Clinical Practice Group Compliance Committee, Credentials Committee Chairman, and Risk Management Committee. He also serves as a member of the Medical-Legal Committee at the American College of Emergency Physicians (ACEP). He is our Lead Physician in Emergency Department Information Technology and serves a critical role in managing our electronic medical records.

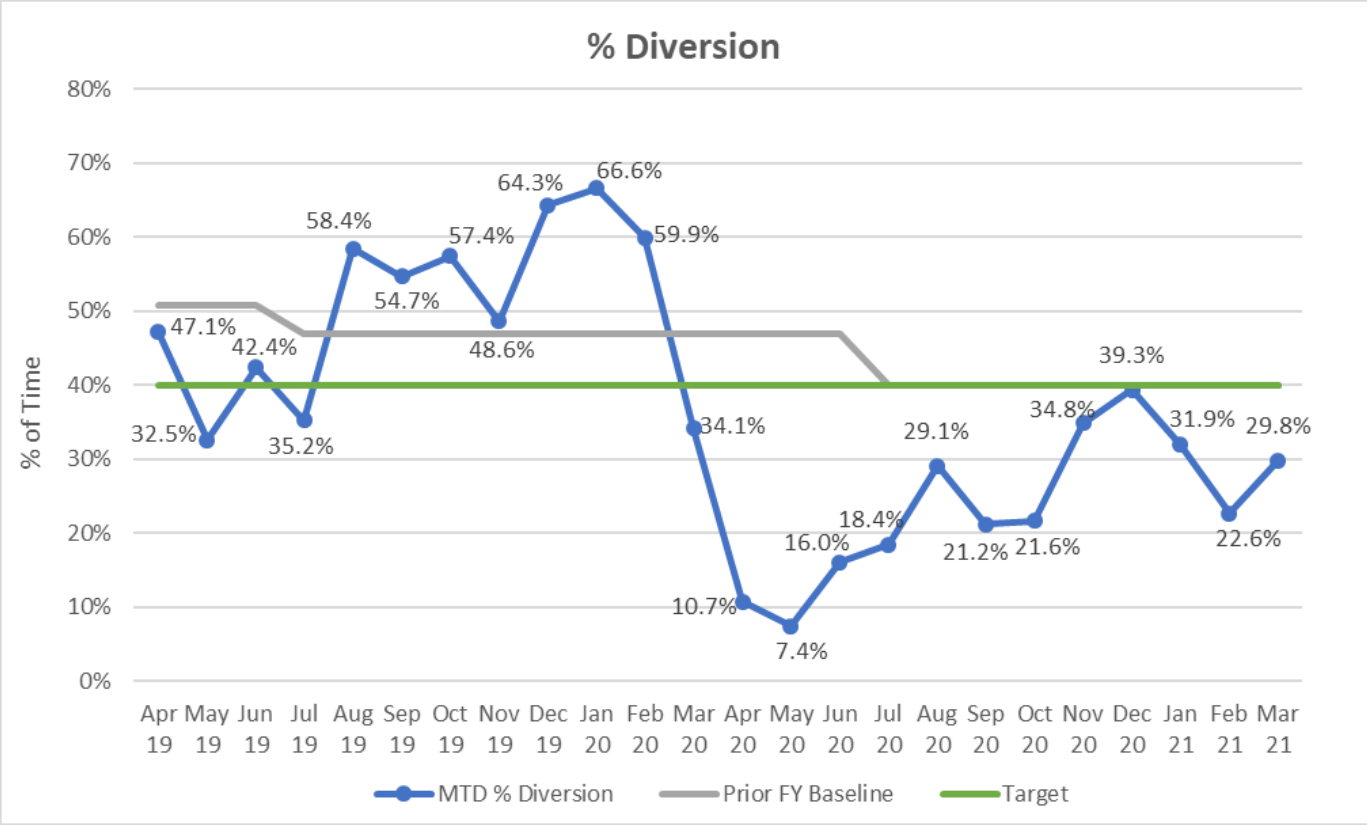
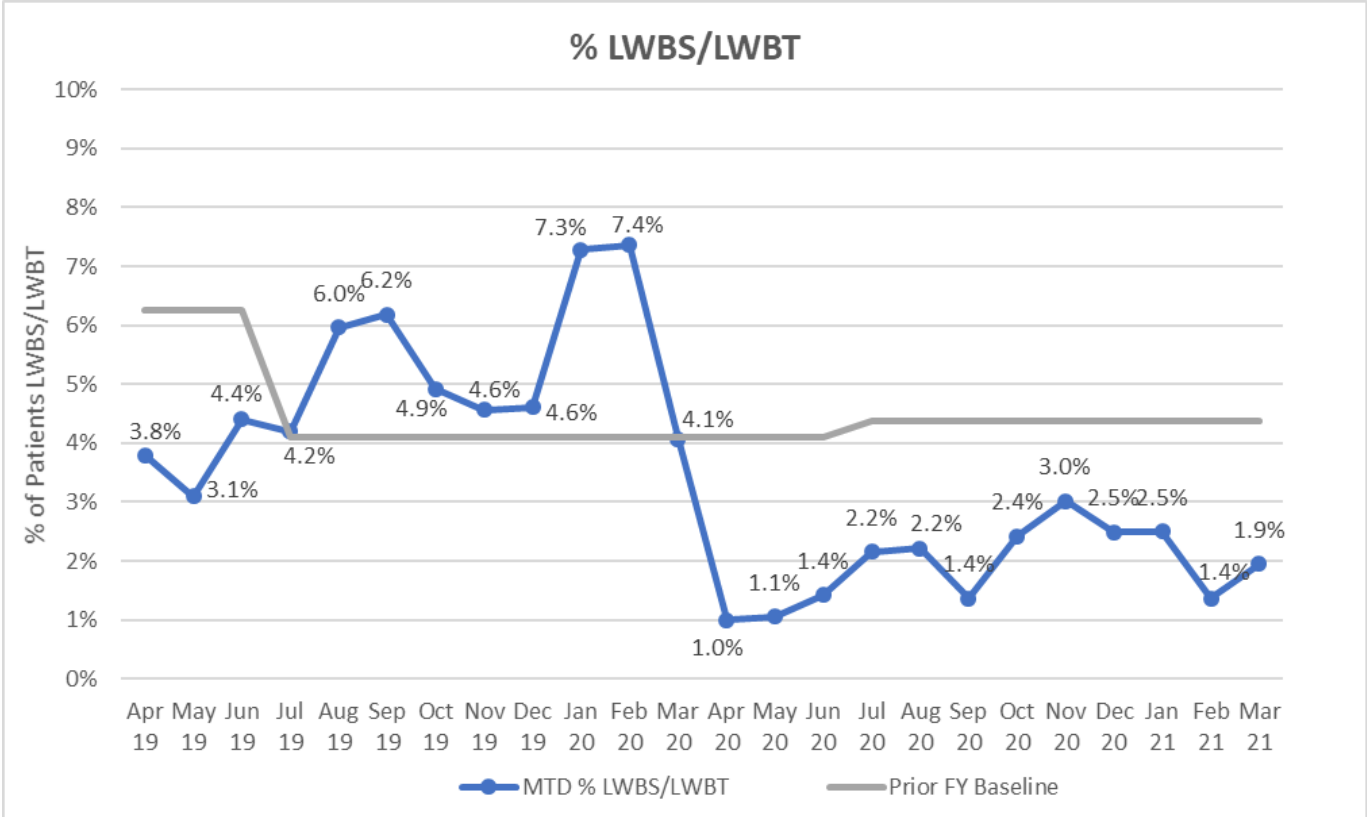
Our deepest gratitude to Mr. Gaston for his 35 years of service and to Dr. Gelb for his 40 years of service! ZSFG would also like to thank and congratulate all the honorees for their incredible work and commitment to this organization, our patients and community. Our staff is our greatest asset, and we would not be the remarkable institution we are today without the amazing work they all do every day.

QUALITY ZSFG COVID+ Patients

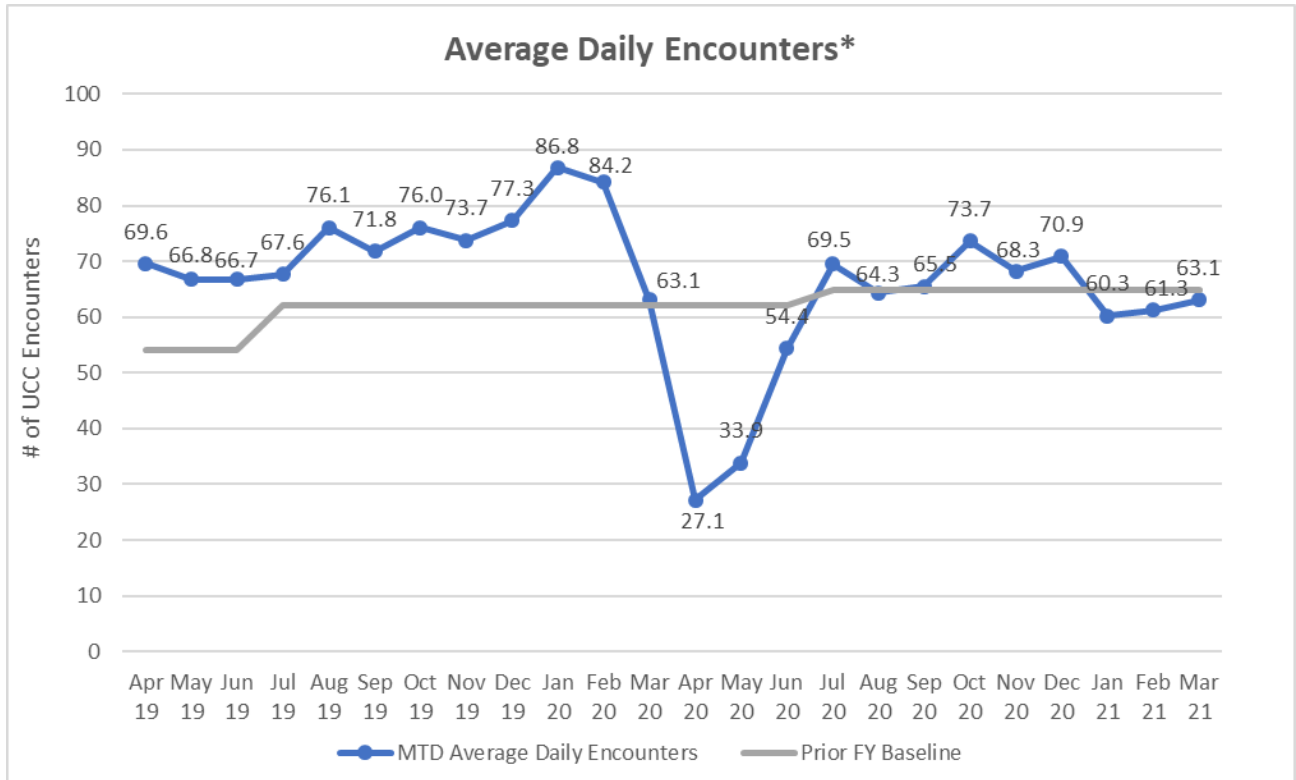


QUALITY Emergency Department Activities

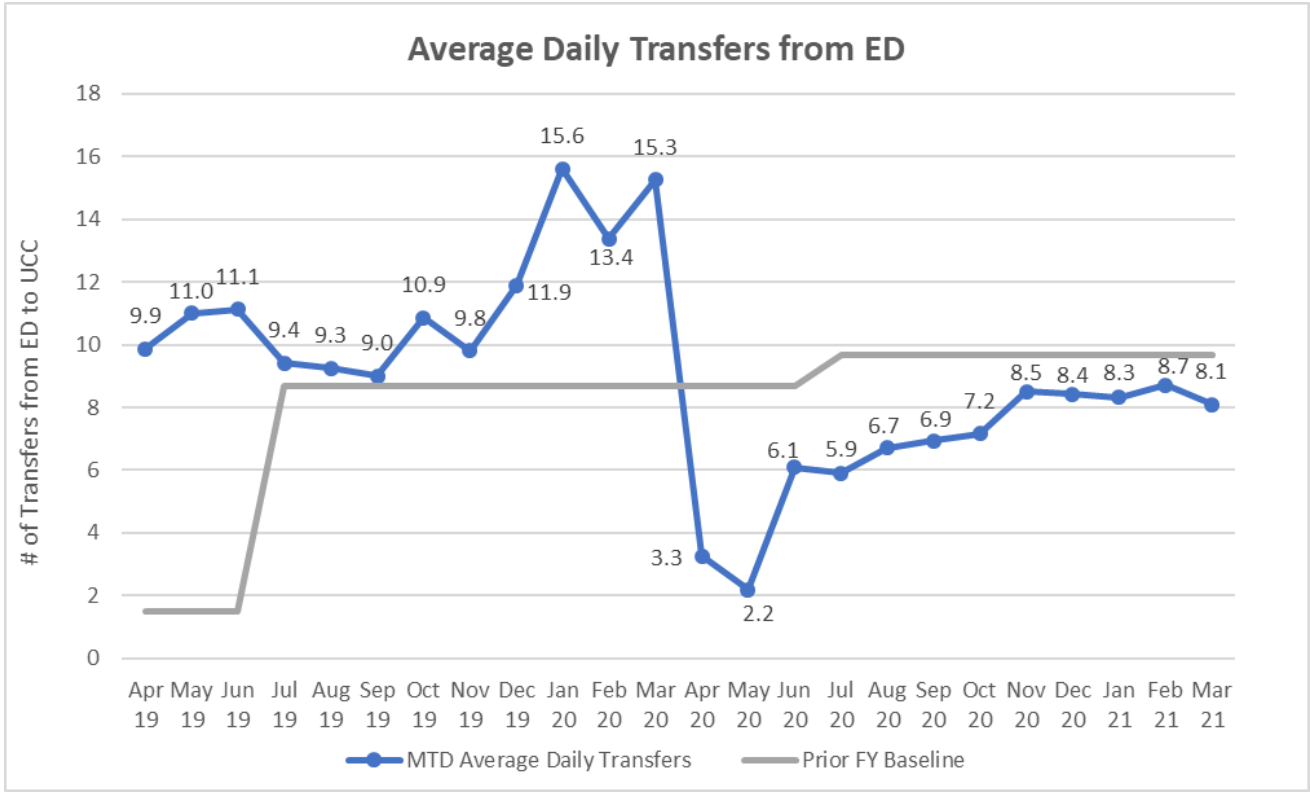




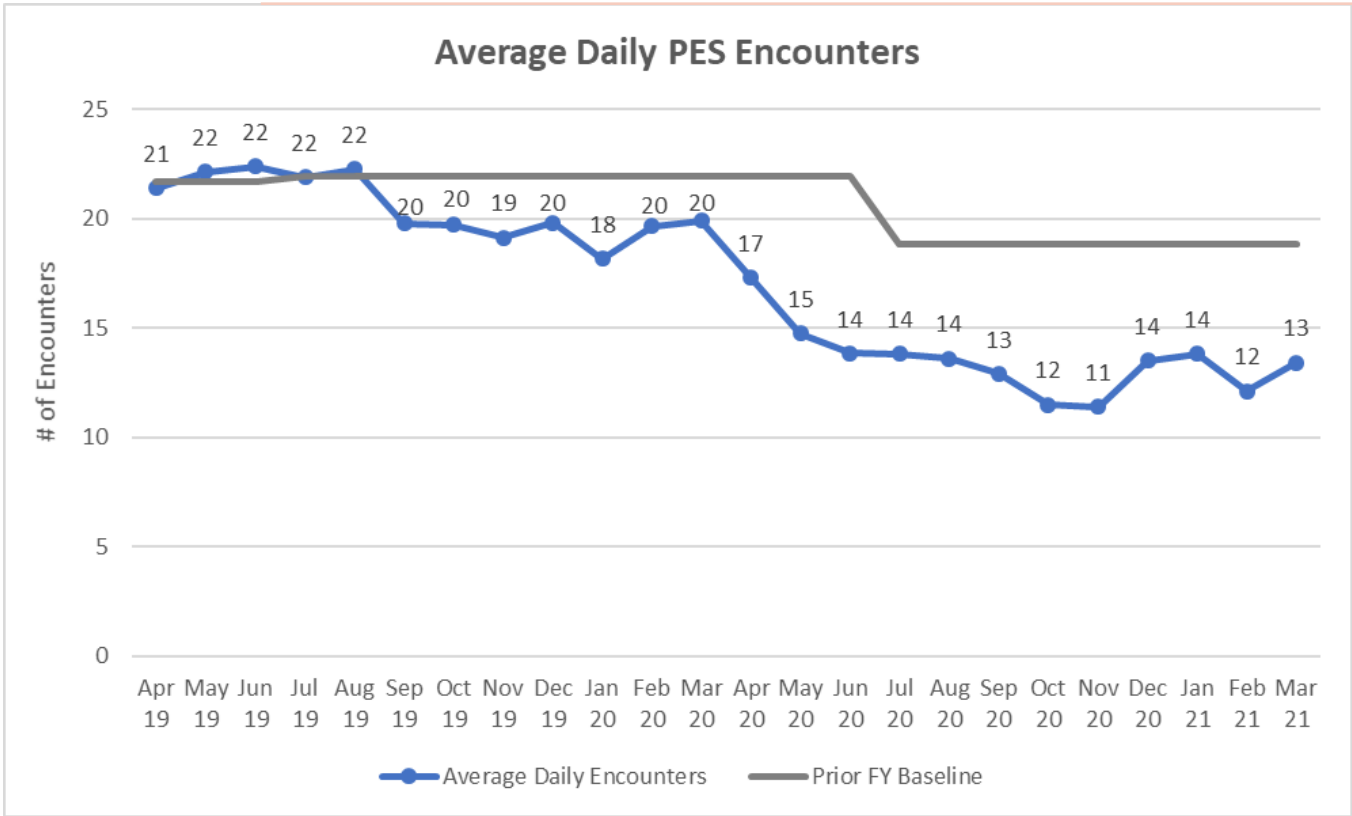
QUALITY Urgent Care Clinic Activities



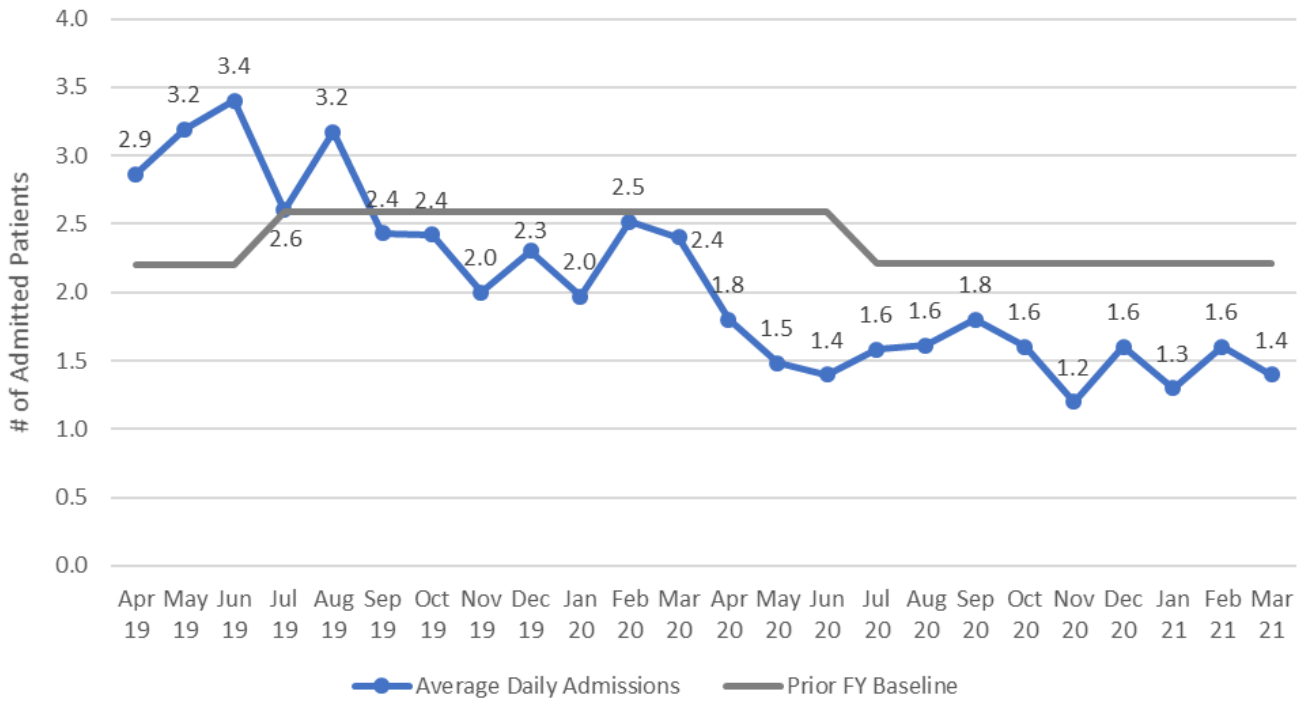
***UCC encounter volumes were recently updated due to the discovery of missing visit types seen by UCC providers/staff to support the COVID workflow.**



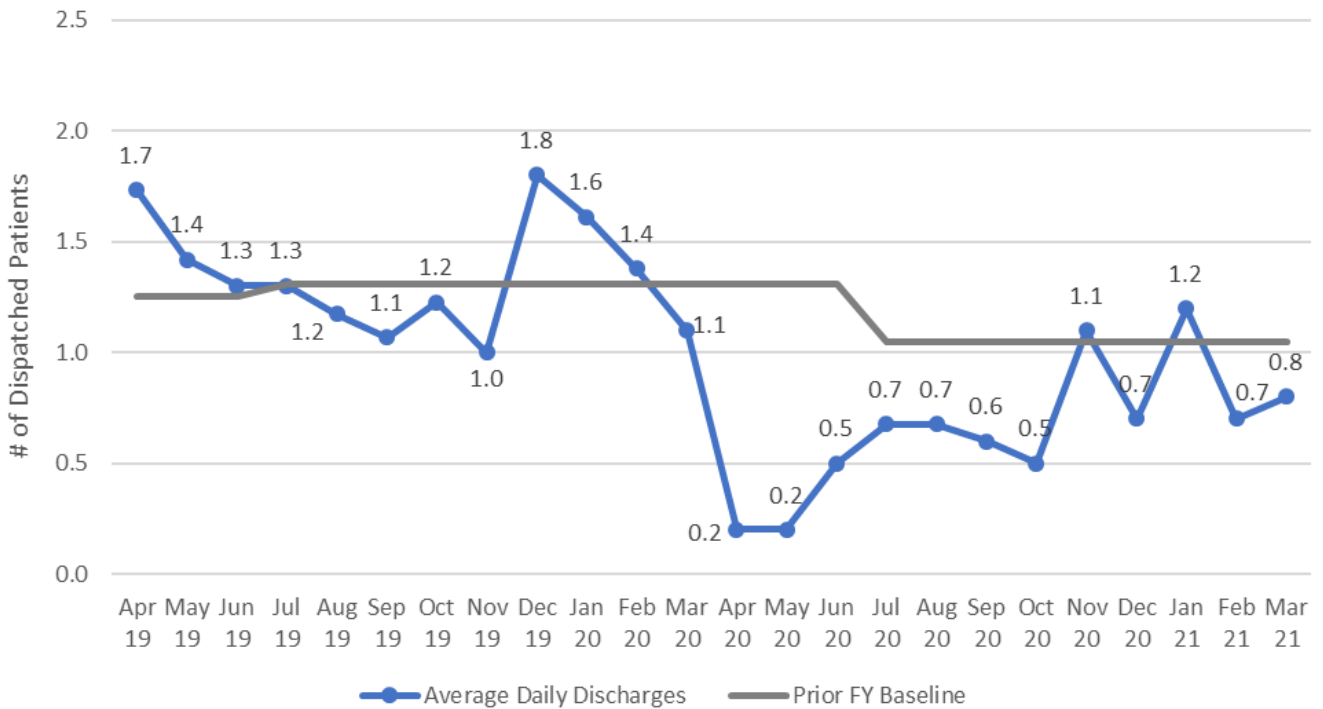
QUALITY Psychiatric Emergency Services Activities

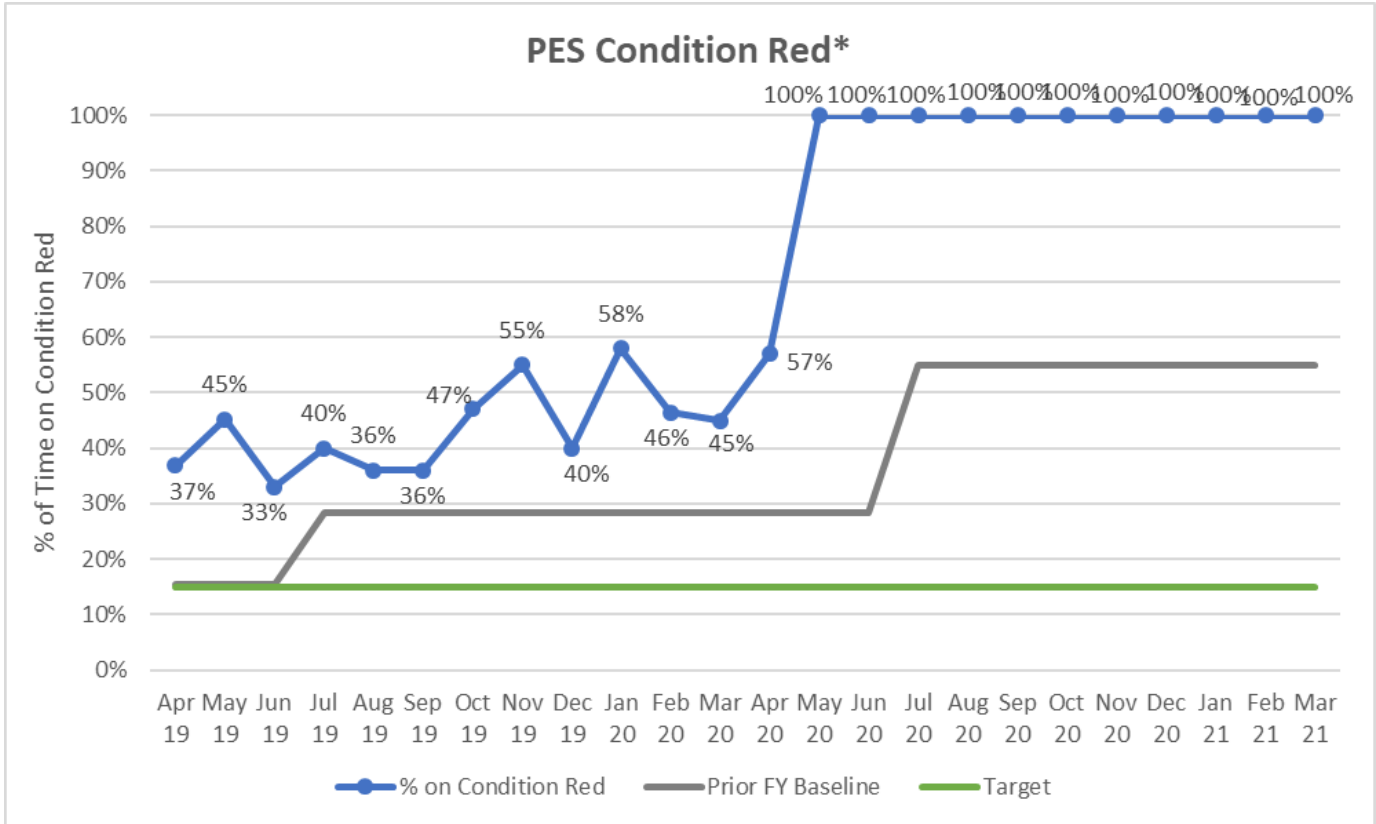


Average Daily Admissions to Inpatient Psych (7B & 7C)



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)





*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 170.13 which is 109.06% of budgeted staffed beds and 95.04% of physical capacity. 16.59% of the Medical/Surgical days were lower level of care days: 6.43% administrative and 10.16% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29.03 which is 103.69% of budgeted staffed beds and 50.06% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 23.74 which is 79.14% of budgeted staffed beds and 56.53% of physical capacity of the hospital.

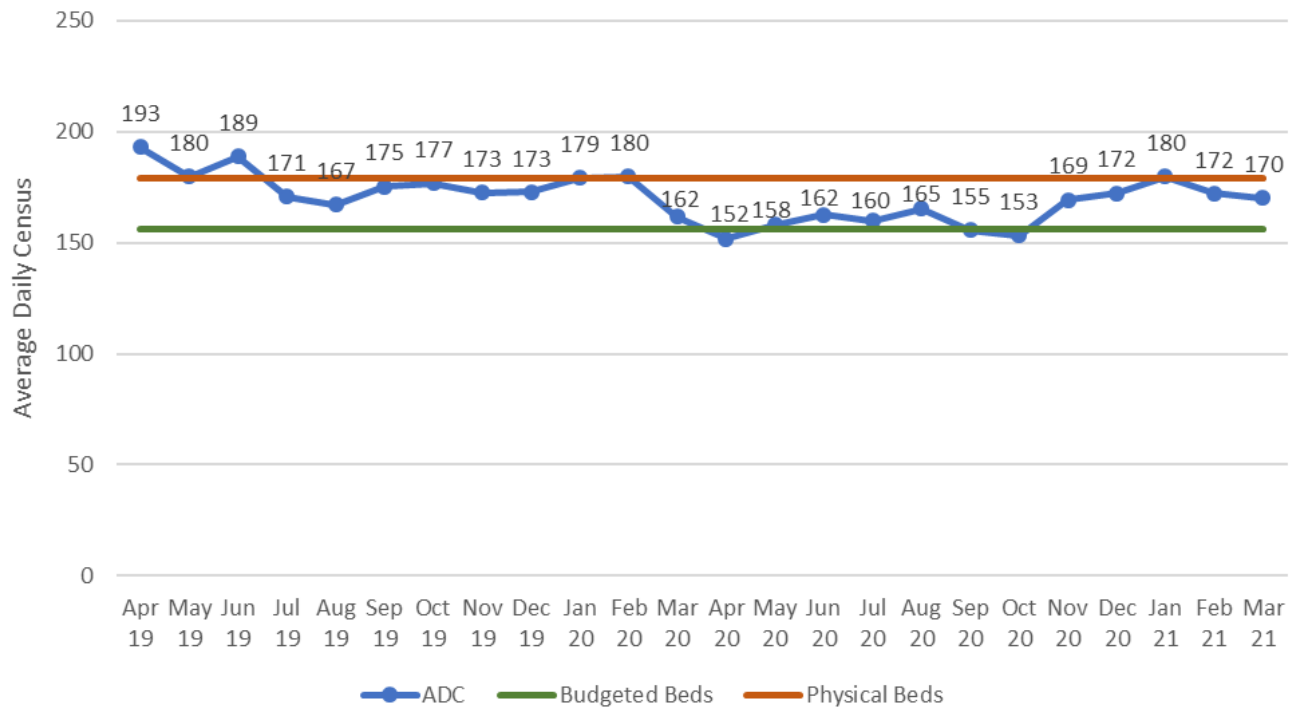
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 39.84, which is 90.54% of budgeted staffed beds and 59.46% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.90, which is 84.33% of budgeted staffed beds (n=7) and 49.19% of physical capacity (n=12). Utilization Review data shows 83.72% non-acute days (33.52% administrative and 50.20% non-reimbursed).

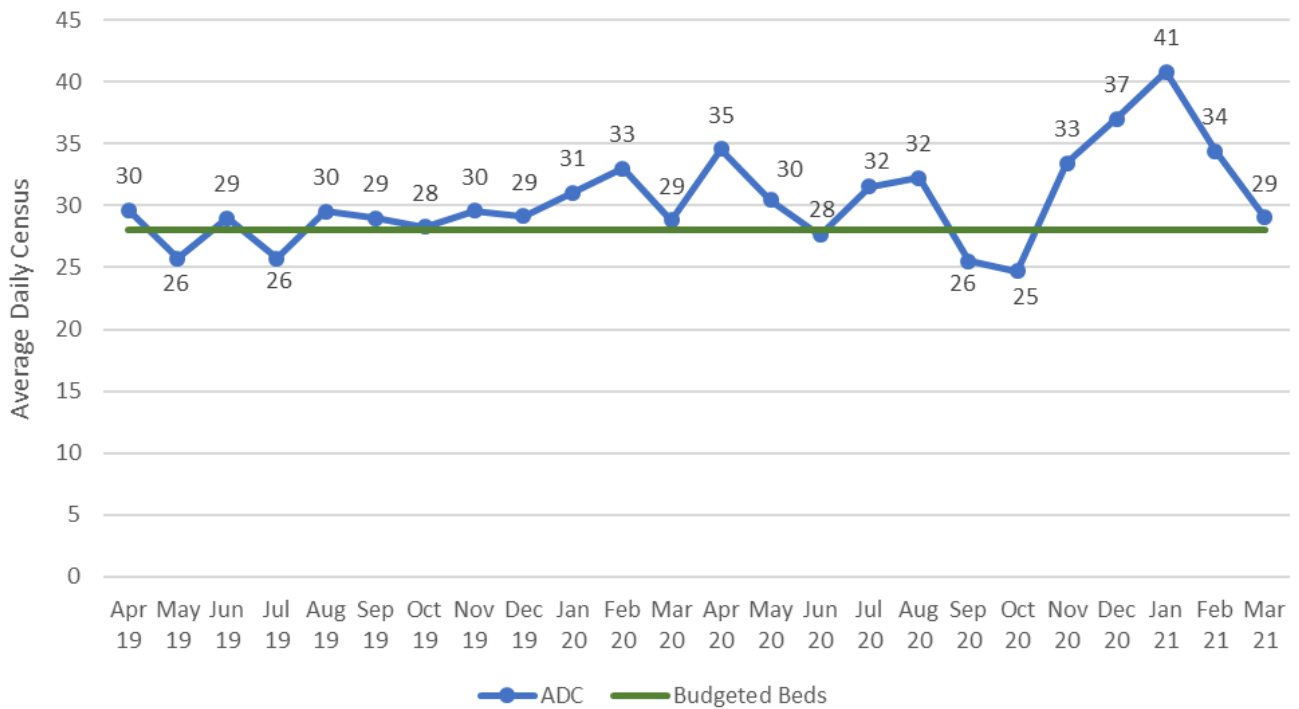
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 27.74, which is 99.08% of our budgeted staffed beds and 92.47% of physical capacity.

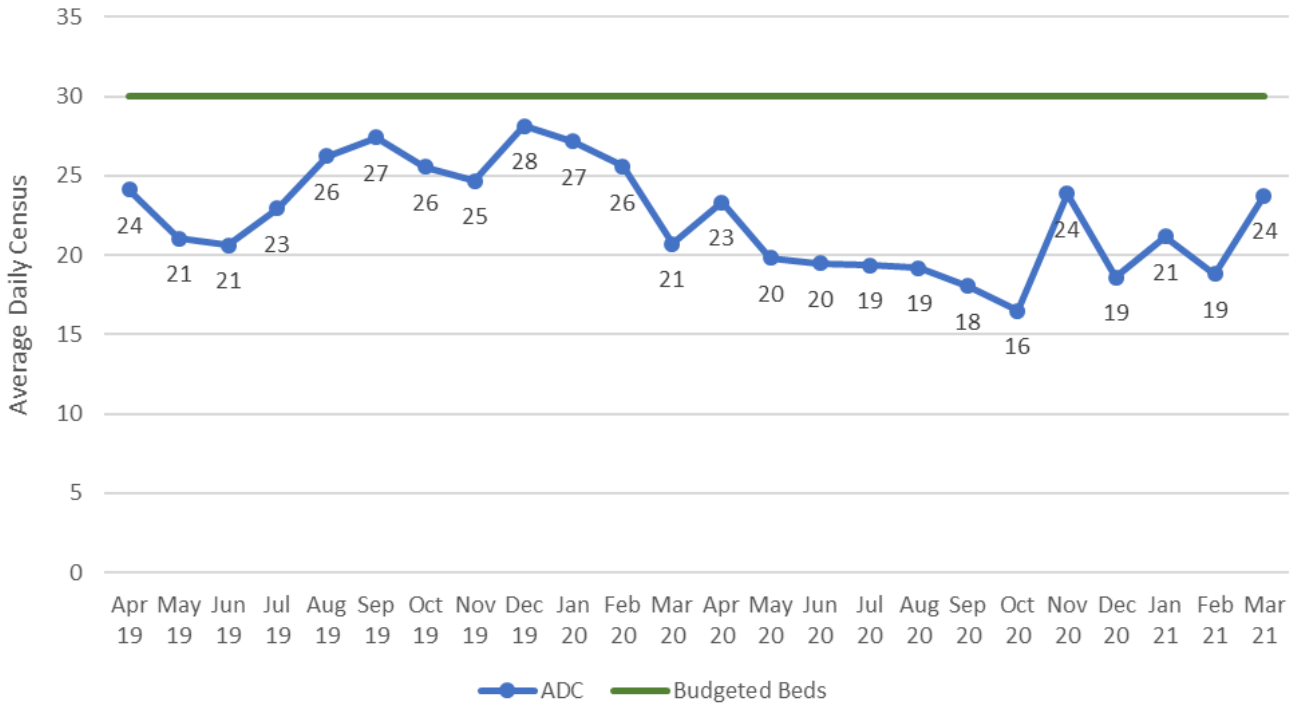
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



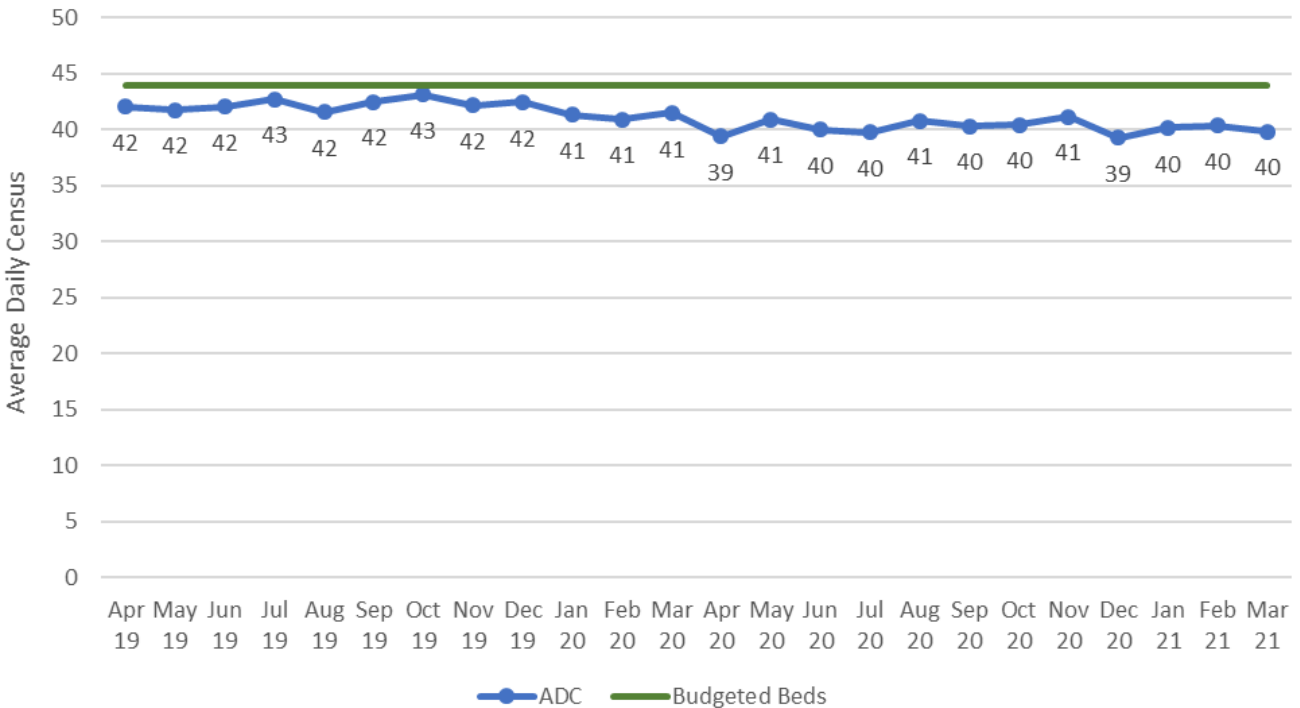
Intensive Care Unit Average Daily Census

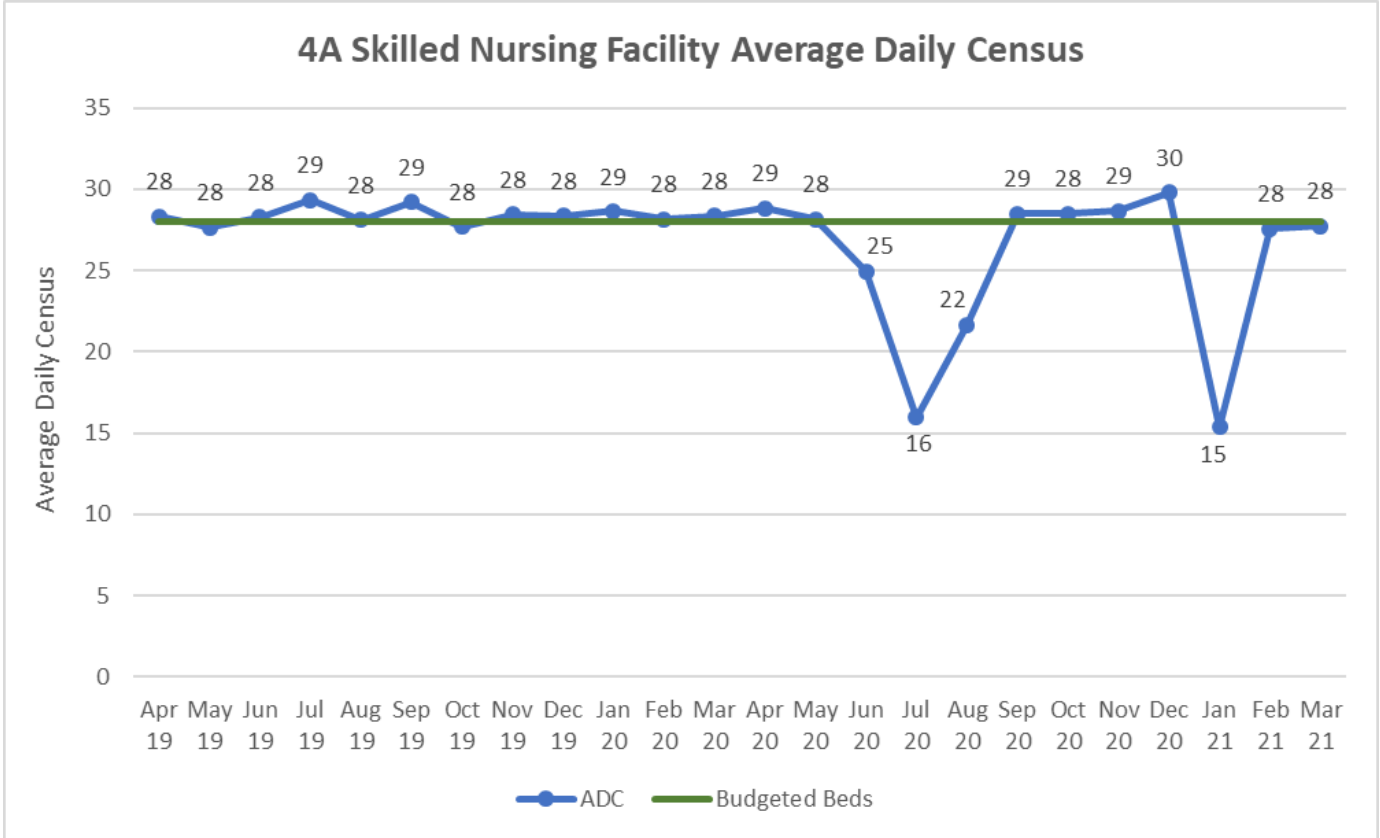


Maternal Child Health Average Daily Census

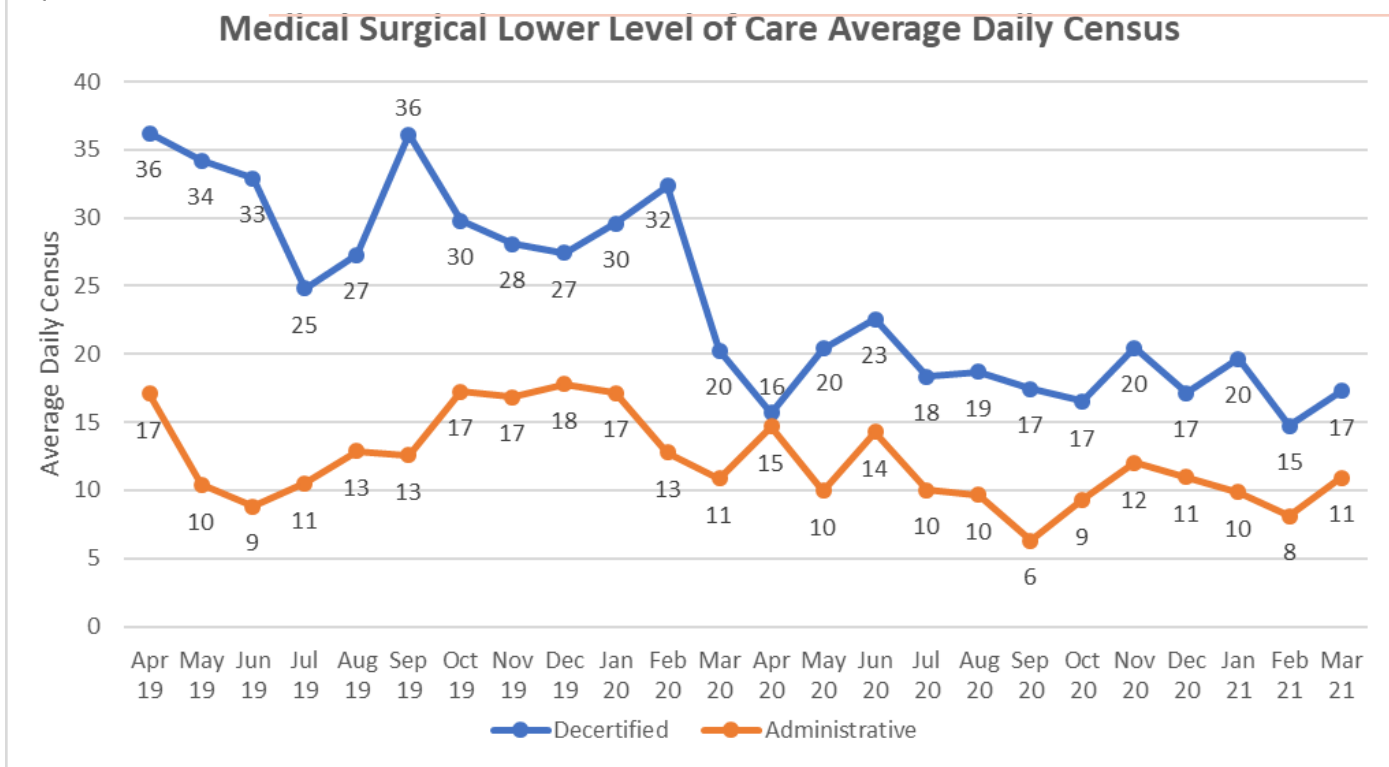


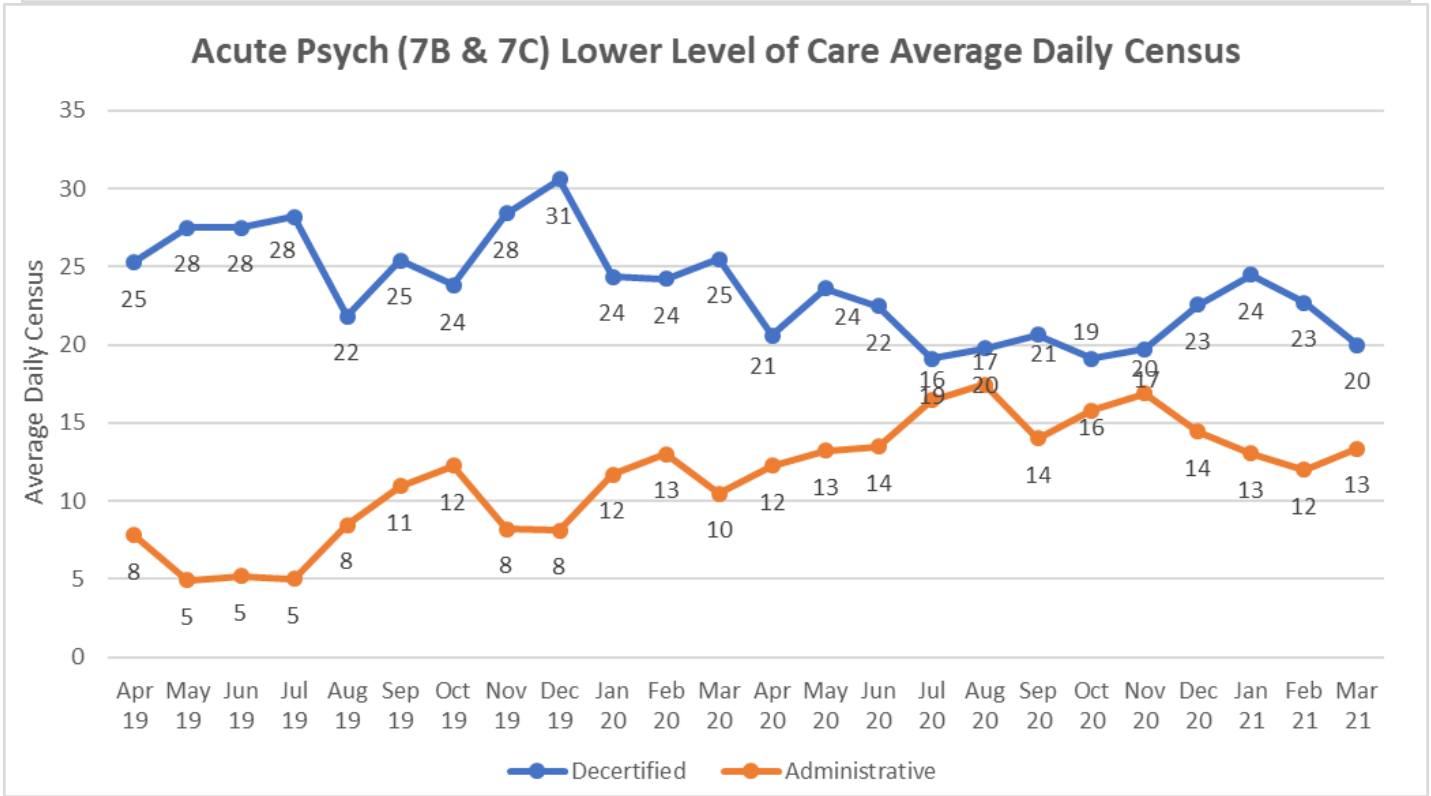
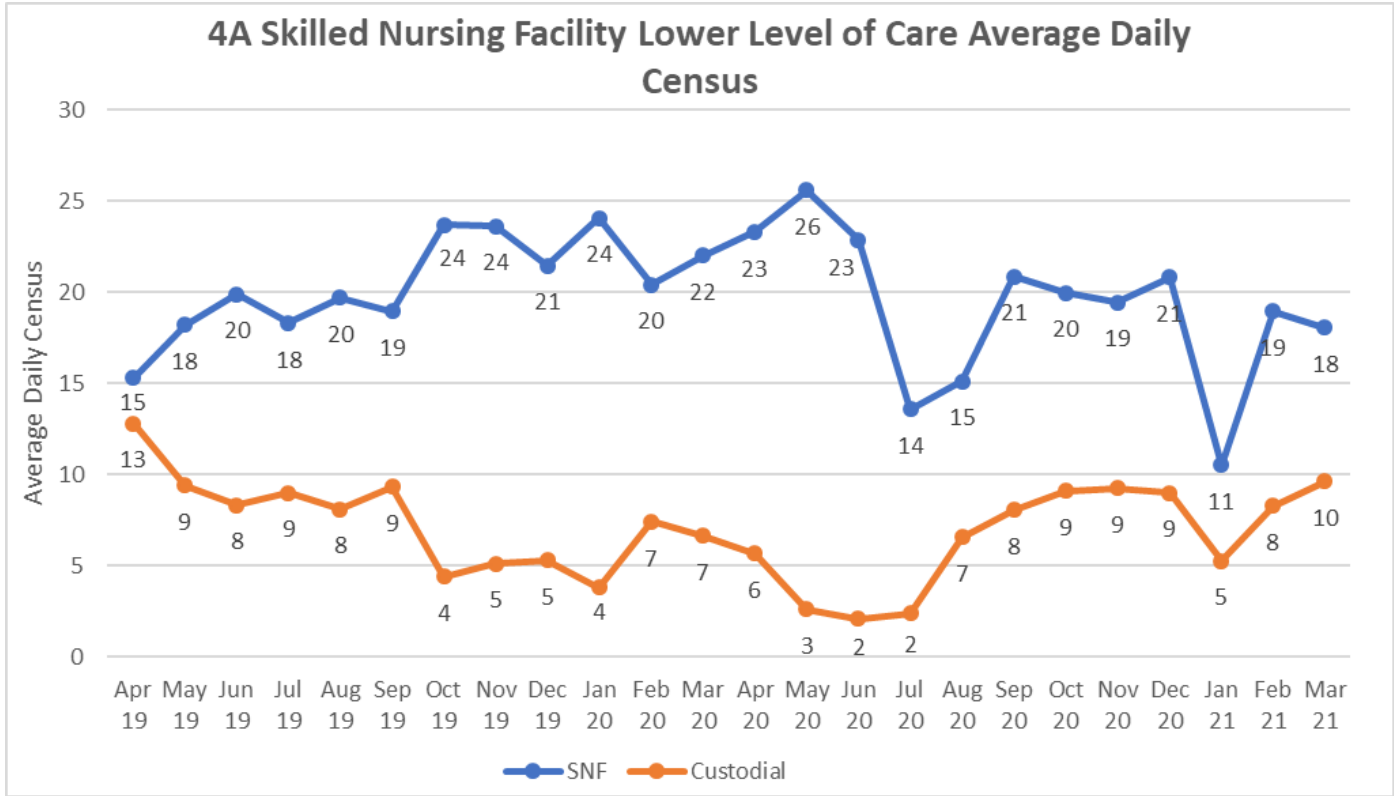
Acute Psychiatry (7B & 7C) Average Daily Census



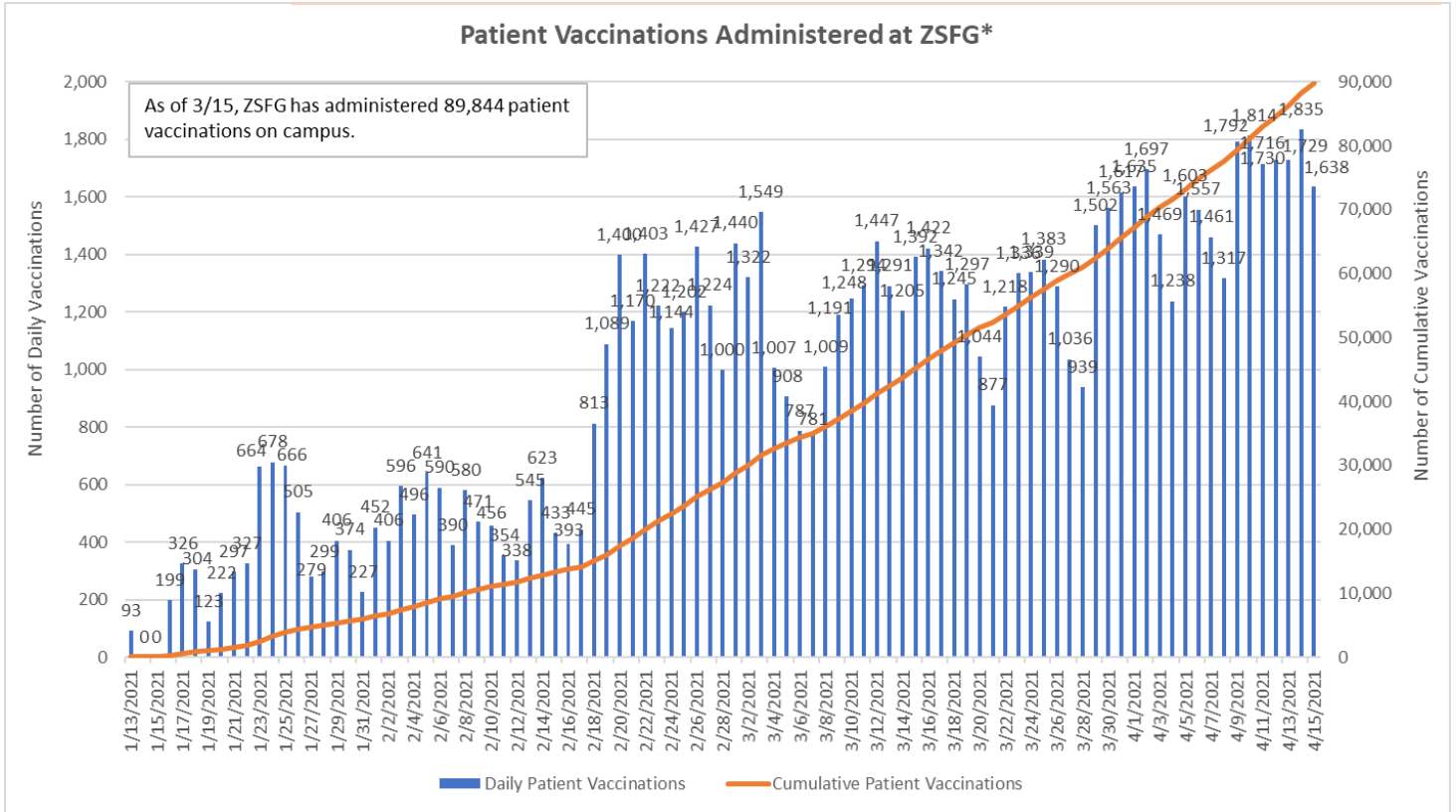


QUALITY Lower Level of Care Average Daily Census

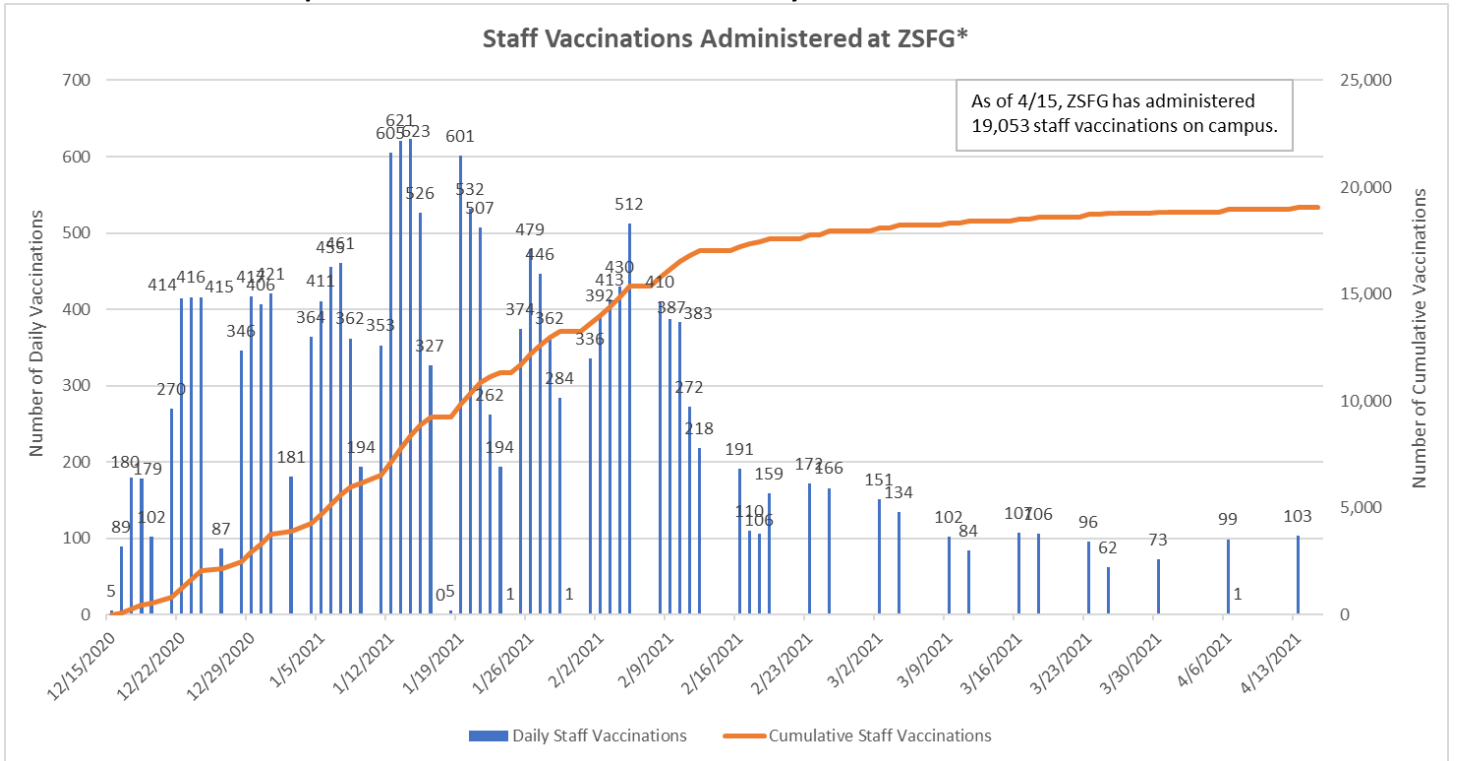




SAFETY COVID-19 Vaccinations Administered at ZSFG



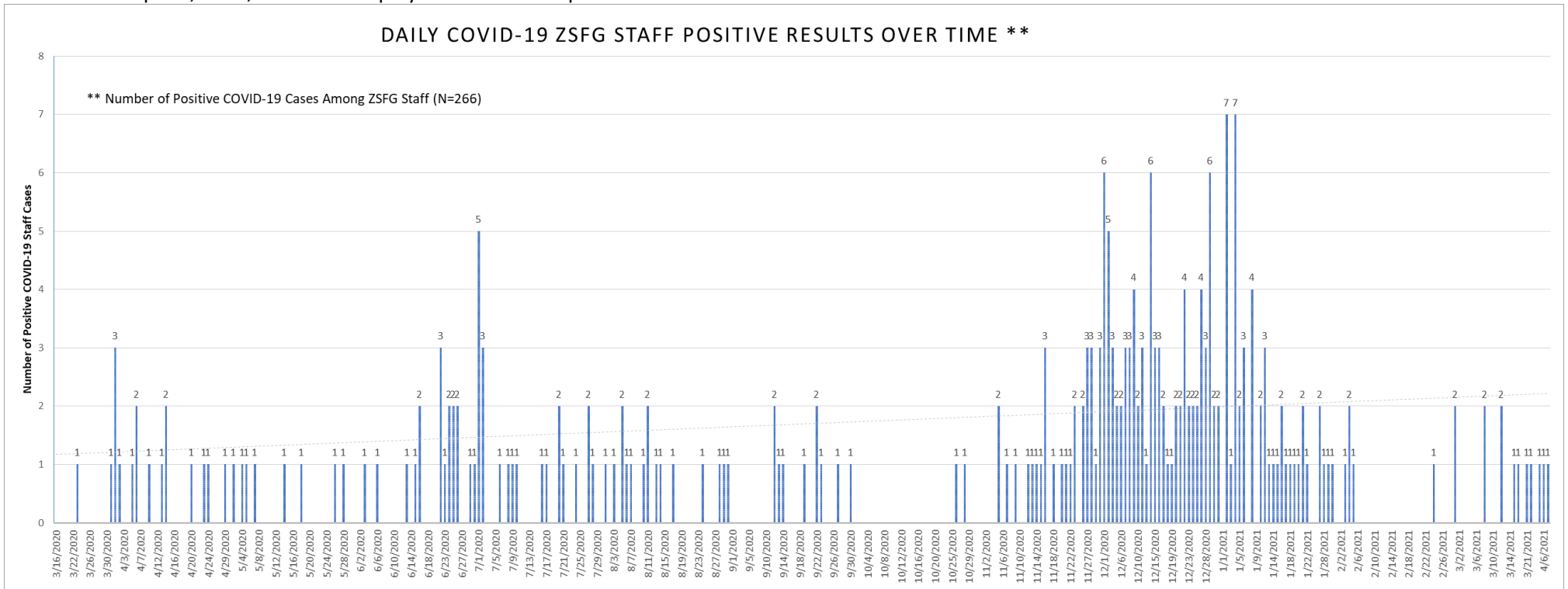
*Includes network-wide patients and members of the community.



***Includes network-wide staff. Also, On 3/25/21, the Staff Vaccination Clinic decreased their days of operation to Tuesdays only.**

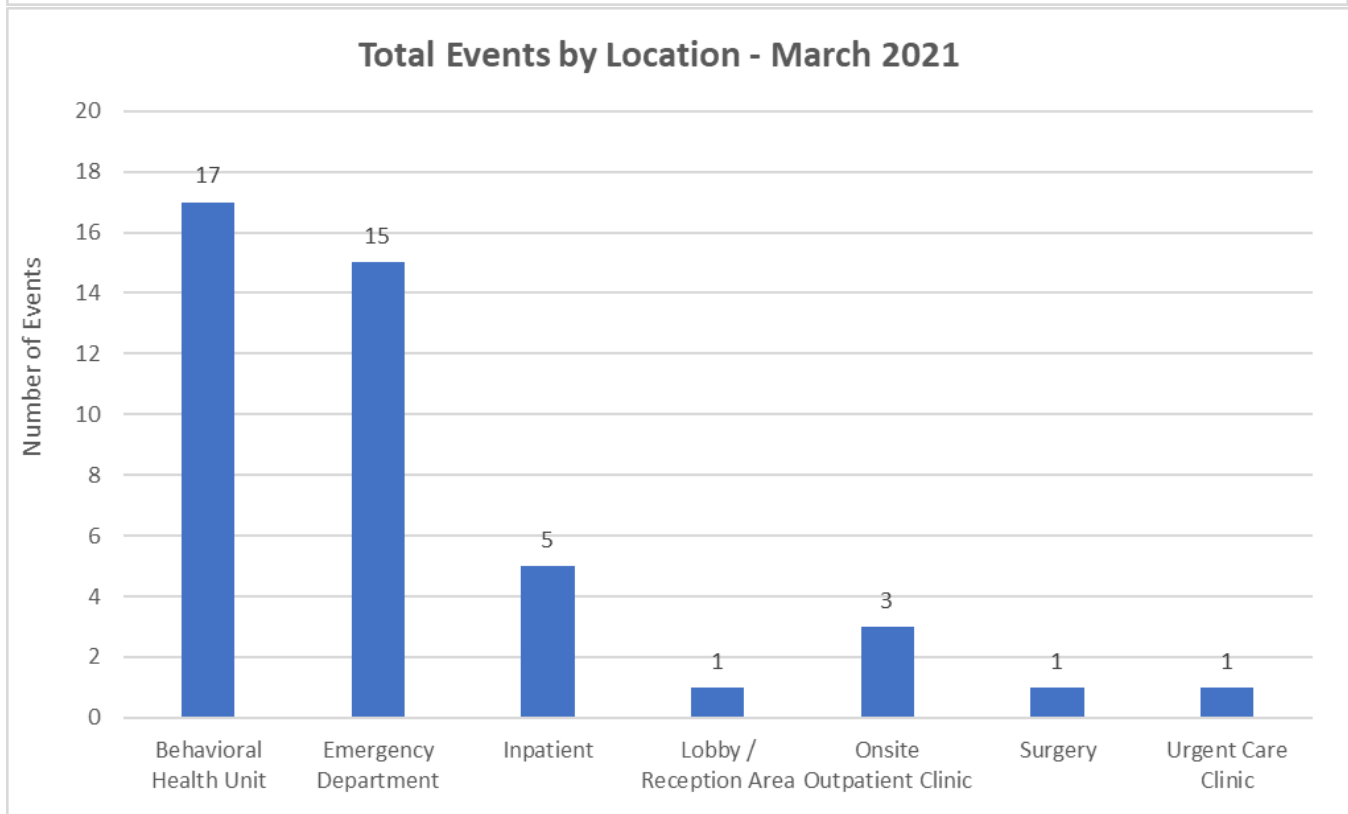
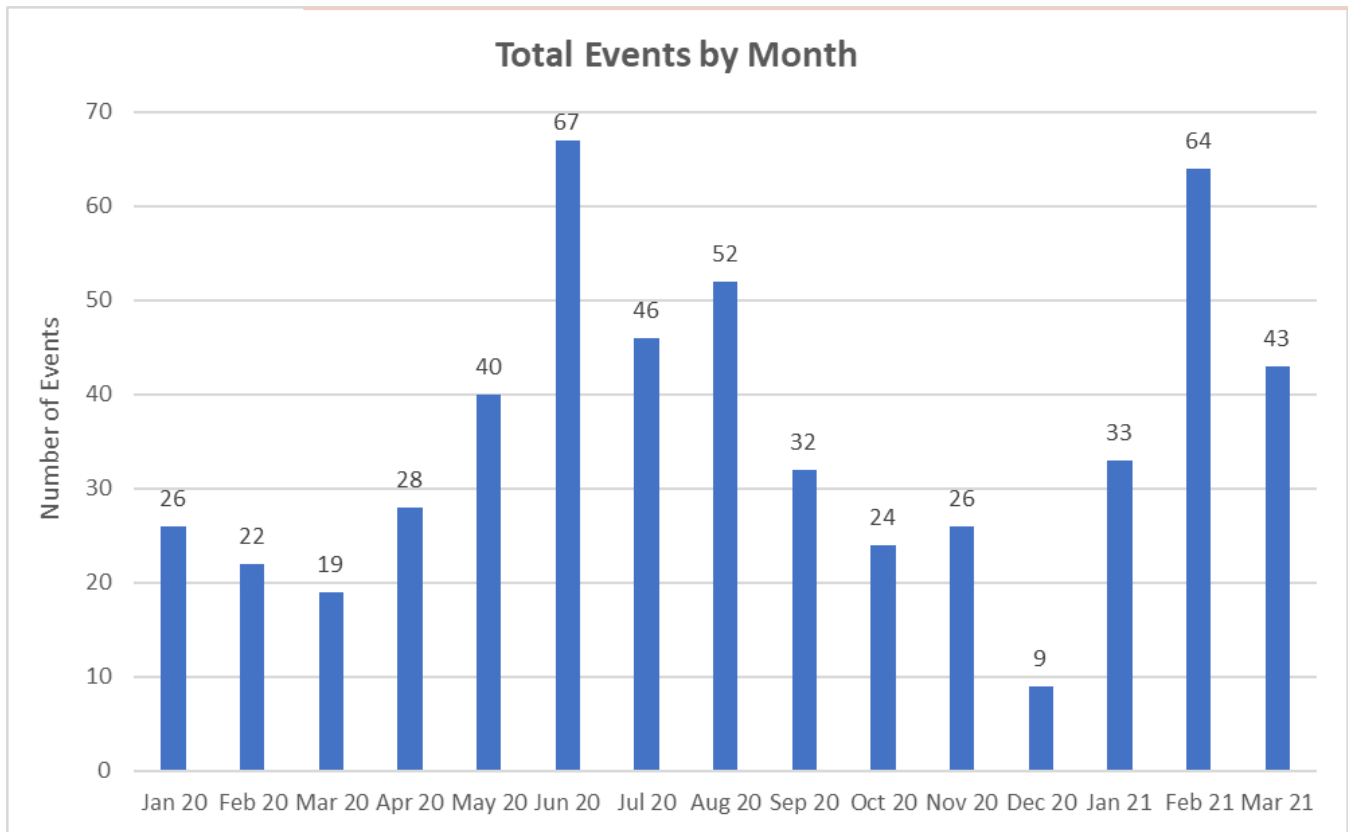
SAFETY Occupational Health COVID+ Staff Cases

As of April 9, 2021, 266 ZSFG employees have tested positive for COVID-19.



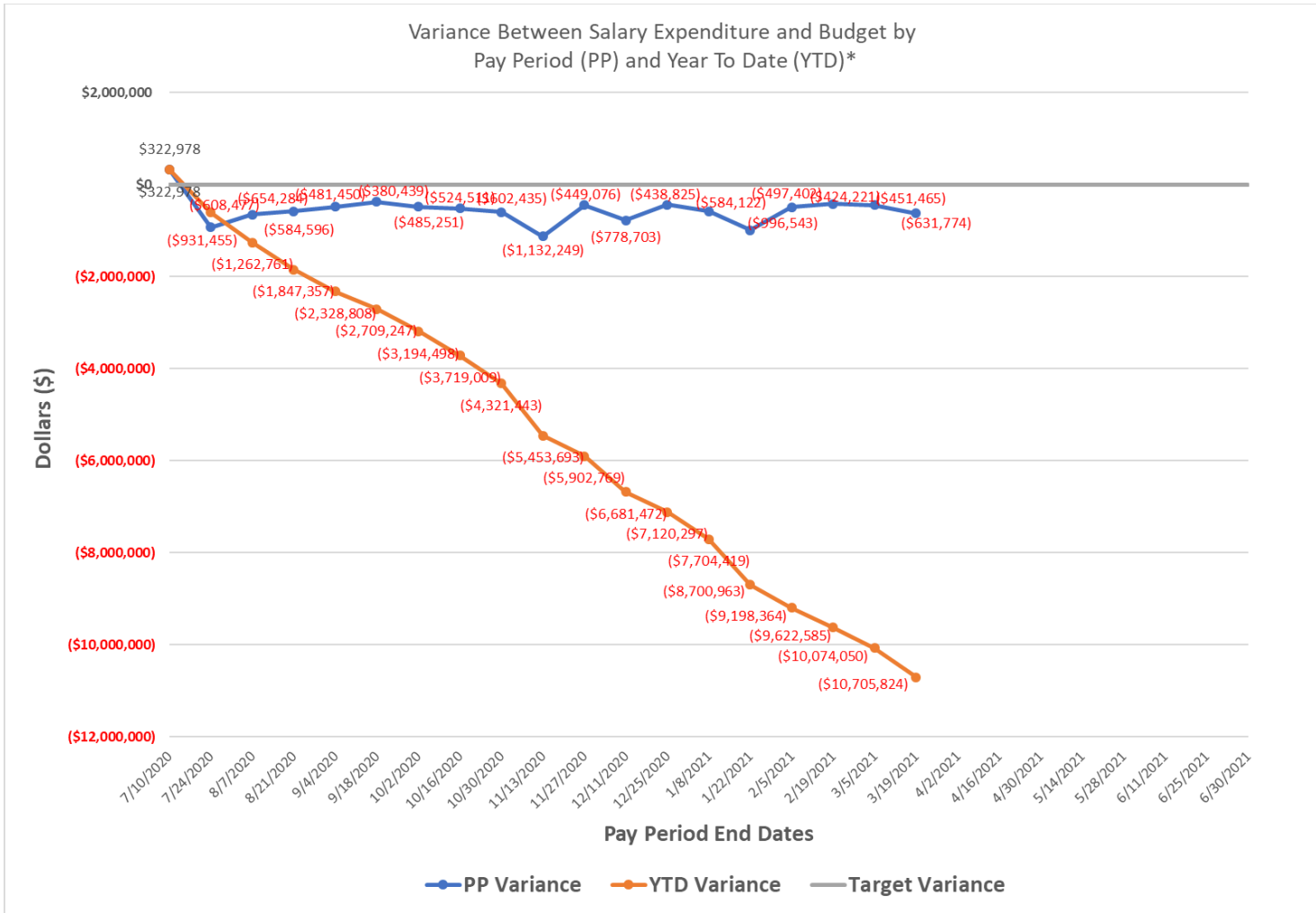
SAFETY

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)	\$2,600,000
H48 COVID Staffing	\$2,800,000
H52	\$350,000
H58 (Non-COVID Census Project)	\$2,000,000
COVID Sick Time	\$6,000,000
TOTAL	\$13,750,000

Commissioner Comments:

Commissioner Chow extends the Commission's appreciation to all ZSFG and UCSF staff recognized at the ZSFG staff dinner.

Commissioner Green commended ZSFG staff for the admirable job on vaccination rates.

Commissioner Chow asked if a racial equity lens is being used to understand workplace violence trends. He also asked if the Sheriff's deputies working at ZSGH undergo intensive training to prepare them to work in a healthcare setting. Dr. Ehrlich stated that deputies working at ZSFG participate in 35-40 hours of training, including trauma informed care, equity and structural racism, and de-escalation modules. She added that deputies have been posted 24/7 in the Emergency Department for many years and more recently, they were also added to Psychiatric Emergency Services (PES). She noted that PES conducts a root cause analysis on each incident of workplace violence, which is very helpful in understanding trends. Ms. Turner stated that ZSFG Risk Management stratifies the data by race, gender, age, and ethnicity. She and Basil Price, DPH Director of Security, have been meeting with the Sheriff's Department over the past month to create a structure for onboarding new deputies; the intention is to ensure that everyone working at ZSFG understands the healing environment culture with the goal of getting to zero incidents of workplace violence.

6) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Green thanked Ms. Johnson for the report.

Commissioner Chow was pleased that the trajectory for hiring staff in a timely manner looks promising. Ms. Johnson stated that the DPH is hoping to use the knowledge and experience gained in the expedited hiring process during the pandemic to positively impact regular hiring practices.

7) MEDICAL STAFF REPORT

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

Commissioner Comments

Commissioner Green noted that in the Emergency Medicine Rules and Regulations, she did not see that a nurse would triage patients. She also asked for clarification regarding possible complications of having consultants visit patients in the Emergency Department. Dr. Winston stated that she will pass along the suggestion to clarify language regarding nurse triage. She noted that if the patient is previously known to a team, a nurse does not always conduct triage. She also stated that interdepartmental agreements are necessary in order for consultants to see patients in the Emergency Department.

Action Taken: The Committee unanimously approved the following:

- Emergency Medicine Rules and Regulations
- Medicine Pain Service Clinical Pharmacist Standard Procedure
- Psychiatric Emergency Service Standardized Procedure

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 April 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 4:31pm.