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Department of Public Health**



Grant Colfax, MD
Director of Health

Mark Morewitz, M.S.W.
Executive Secretary

TEL (415) 554-2666
FAX (415) 554-2665
Web Site: <http://www.sfdph.org>

MINUTES
**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER**
Tuesday, September 28, 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: Adrian Smith, Aiyana Johnson, Andrea Turner, Basil Price, Dan Schwager,
Jennifer Boffi, Karen Hill, Karrie Johnson, Leslie Safier, Lisa Winston MD, Lukejohn Day MD,
Mary Mercer, Sue Carlisle MD, Susan Brajkovic, Susan Ehrlich MD,
Troy Williams, Michael Gerchow, Kim Nguyen, Terry Dentoni

The meeting was called to order at 3:06pm

**2) APPROVAL OF THE MINUTES OF THE SEPTEMBER 21, 2021 ZUCKERBERG FRANCISCO
GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Commissioner Comments:

Commissioner Chow requested that the minutes be amended to include the following language for item 4. (Added language is underlined.)

“Commissioner Chow encouraged ZSFG to look deep in its data to best understand where there may be health inequities in discrete services by disaggregating data (e.g. by race, gender, or language) when appropriate.”

Action Taken: The Committee unanimously approved the June 22, 2021 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, RN, MSN, Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioners Chow and Green suggested that ZSFG adopt a chart format, as LHH uses, to report and track regulatory survey results.

4) QUALITY MEASURE SCORECARD

Leslie Safier, MPH, Director, Performance Improvement, presented the item.

Commissioner Comments:

Commissioner Chow asked what the two payment reductions will mean. Ms. Safier stated that the claim reimbursement amount would be reduced by 1% or .015%.

5) TRUE NORTH SCORECARD

Chris Ross, Strategic Planning Manager, presented the item.

Commissioner Comments:

Commissioner Chow asked for more information regarding the counter measures being used to lower the falls metric. Mr. Smith stated that ZSFG staff just met to discuss the falls program and to plan a deep analysis of the data. He noted that the overall volume of falls has remained steady. However, the number of major falls with injury has increased. He also added that the team is developing new work to explore improvement pathways. No immediate trends in fall data have been identified except the time of day. Most falls occur in the bathroom during toileting.

Commissioner Chow suggested that the Quality Measures report also use colors in a separate column for easier tracking.

Dr. Ehrlich stated that the pandemic impacted the hospital's resources devoted to addressing issues in this item. She noted that ambulance diversion has been impacted by the number of licensed beds the hospital can utilize, which has been deeply impacted by nurse staffing levels during the pandemic. She noted the deployment of ZSFG staff has impacted the hospital's ability to meet the "3rd Next Available Appointment" metrics.

6) DEVELOPING OUR PEOPLE STRATEGIC PLAN

Aiyana Johnson, MSW MPH, Chief Experience Officer, David Woods, PharmD, Chief Pharmacy Officer, & Margaret Damiano, MBA, Associate Dean for Administration and Finance, presented the item.

Commissioner Comments:

Commissioner Green asked if there are specific classifications in which there are more staff disengagements. She also asked how staff shortages impact the ability for ZSFG to achieve its goals. Ms. Johnson stated that the 2022 staff survey will be administered by a 3rd party and data will be stratified by classification and part/full-time status to get at the granular level. This data will be used to better understand which classifications have been most impacted.

Commissioner Green asked if the survey data shows any commonalities. Ms. Johnson stated that data was reviewed at the department level. Data shows that recognition by direct supervisors was the most meaningful. In addition, promotions, salaries, and parking privileges were the top requests. She added that some staff want more security on campus and others want less security on campus so a balance must be found in that area.

Commissioner Chow noted that the Pulse survey indicates that there have been improvements in communication with staff.

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

Susan Ehrlich, M.D., 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:

Fourth COVID-19 Surge

San Francisco remains in its fourth surge in COVID-19 cases amongst both vaccinated and unvaccinated people. Now, more than ever, it is critical that anyone who is eligible, receives the vaccine. ZSFG continues to work with Human Resources to ensure that all staff have entered their vaccination status into the City portal by September 30th and that there is an accurate count of unvaccinated people who require twice weekly testing. OHS and Clinical labs are collaborating to operationalize the testing protocols.

Supplemental Dose of the COVID-19 Vaccine

On August 20th, ZSFG began offering the supplemental (3rd) mRNA vaccine shot for immunocompromised staff and patients whose first 2 doses were the Pfizer-BioNTech or Moderna COVID-19 vaccine. San Francisco Health Network patients who received their mRNA vaccine were able to make appointments or drop into the ZSFG Learning Center to receive their 3rd dose. Additionally, SFHN, ZSFG, and UCSF staff are now eligible to receive their 3rd doses through appointments with Occupational Health in the Wellness Center.

Updated Visitation Guidelines

On September 10th, ZSFG updated the Visitation Guidelines to ensure patients and families continue to be safe while at ZSFG. Amidst the fourth surge, the Visitation Team reduced Med/Surg visiting hours from 11:00AM-8:00PM to 11:00AM-6:00PM. All inpatient visiting hours currently follow these new hours. These guidelines may change as the status of COVID-19 changes in our community.

Many thanks to all our staff for their incredible work throughout and beyond the pandemic, as well as their unwavering dedication to one another, our patients and community!

QUALITY

2. California Department of Public Health Radiologic Health Branch Survey

On Tuesday, September 7th and 8th, the California Department of Public Health (CDPH) visited ZSFG to conduct the Radiologic Health Branch survey. On the first day of the survey, CDPH observed the Radiology Inpatient Computed Tomography (CT) scanner and interviewed a CT Technologist and Manager. Additionally, they reviewed Physicists' reports for all x-ray producing equipment and related service logs, weekly fluoroscopy output testing, and hospital and departmental policies and procedures surrounding radiation safety and dosimetry reports.

On the second day of the visit, the team initiated a further review of our Radiation Safety and Dosimetry programs, inspected our licensed machines and output testing, toured the B25 X-ray and AVON Building, and reviewed the Emergency Department and Perioperative machines.

Overall, the survey team was extremely complimentary of our organization, staff, and Radiology services. The surveyors expressed that the organization was well prepared, resulting in a swift completion of the survey.

Overall, no findings are anticipated for the Mammography/MSQA inspection of the survey. Congratulations to AVON, Radiology, and all Radiology Services staff on a very successful survey. A special thank you to Loretta Johnson & Brian Moser who prepared for and led the survey with the Regulatory Affairs team!

DEVELOPING OUR PEOPLE Celebrating the Opiate Treatment Outpatient Program

This month, Scientific American published an article titled, “Drug Overdose Deaths in 2020 Were Horrifying: We need radical change in order to address the crisis”. The statistic prompting this title and the thoughtful piece that followed was this: in 2020 drug overdose deaths in the US hit 93,000 – a 30% increase from the year prior. San Francisco has not been immune to this problem. In 2020 the S.F. medical examiner reported 697 accidental drug overdose deaths, more than twice the number of people who died from COVID-19 (257) during that same period.

Fortunately, the city has launched a major initiative to address this – Mental Health SF, led by the Department of Public Health. ZSFG is also an important part of that initiative and has multiple programs to address substance use disorders – such as the Opiate Treatment Outpatient Program (OTOP)! OTOP has faced and navigated many challenges during the pandemic and just completed a successful regulatory survey, while in pandemic mode.

Since its inception almost 50 years ago, OTOP has used a combination of medication treatment, counseling services, harm reduction services, psychiatric care, specialty HIV care, and on-site hepatitis C treatment to address the many needs of our S.F. residents. In fiscal year 2020-2021, OTOP dispensed over 165,000 doses of methadone or buprenorphine and provided 8,300 hours of substance use counseling. OTOP dispenses medication to about 300 people each day.

With Covid, there were challenges to the team’s operations. In just a few weeks in March 2020, OTOP and the hospital had set up a private and COVID-safe outdoor dispensing site in a small parking lot on the hospital campus which served 250 patients/day, including weekends and holidays. This required huge modifications in equipment, staffing and clinical practices, but ultimately was well received by our patients who appreciated having a safe way to continue their treatment. OTOP had also set up indoor and outdoor telehealth booths to facilitate intake, medical visits, and counseling. Staff took on new roles, braved the outdoors in all forms of weather, and made patients comfortable despite the new technology and less face-to-face contact.

Furthermore, OTOP doctors and nurses made over 580 deliveries of methadone or buprenorphine to patients in COVID-19 isolation or quarantine since the start of the pandemic. Medication was delivered to patients at their homes, in isolation and quarantine hotels, and on closed units such as Medical Respite. Along with the rest of our ambulatory sites, OTOP transitioned most counseling services to telephone and telehealth, and through help from a generous donor, was able to provide hundreds of cellular phones to patients who did not have them.

With these changes, OTOP masterfully completed a very successful regulatory survey with the Drug Enforcement Agency recently. Congratulations and many thanks to the OTOP team for all that they do and have done to serve our patients and save lives.



DEVELOPING OUR PEOPLE Environmental Services Week 2021!

During the week of September 12th, 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.

Over the last year and half, the EVS team also stepped into new roles to support citywide pandemic operations. A few EVS colleagues, for example, utilized their customer service skills during the vaccine rollout by providing line control, translations, and support at the Southeast Health Clinic.

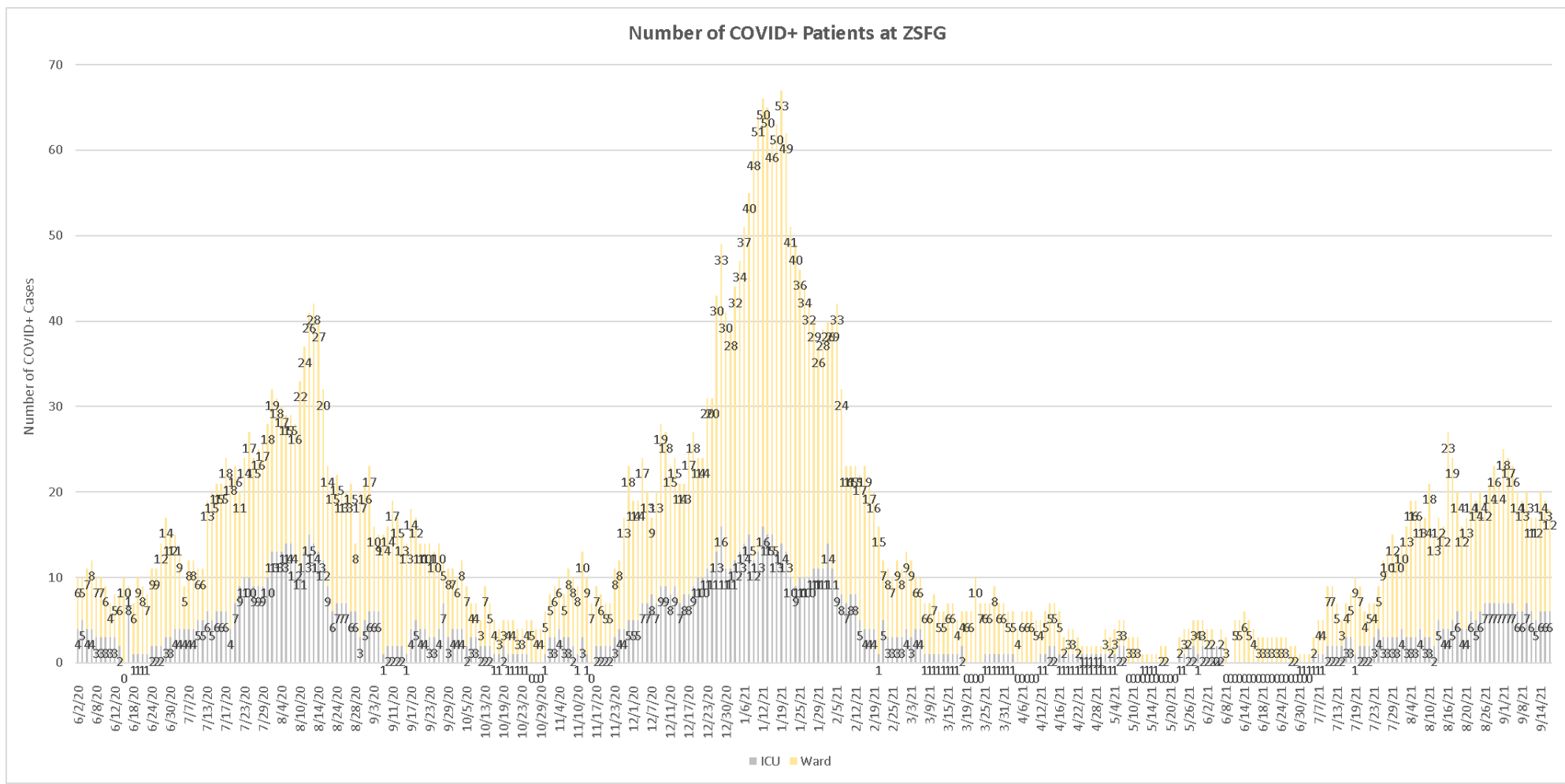


EVS Week is a time to recognize the uniqueness of the healthcare setting and the role EVS plays in patient-centered care. While the EVS team's day-to-day work may consist of cleaning, delivery of linens, disinfecting, and other measures to keep our spaces healthy and clean, the goal is to always serve 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.

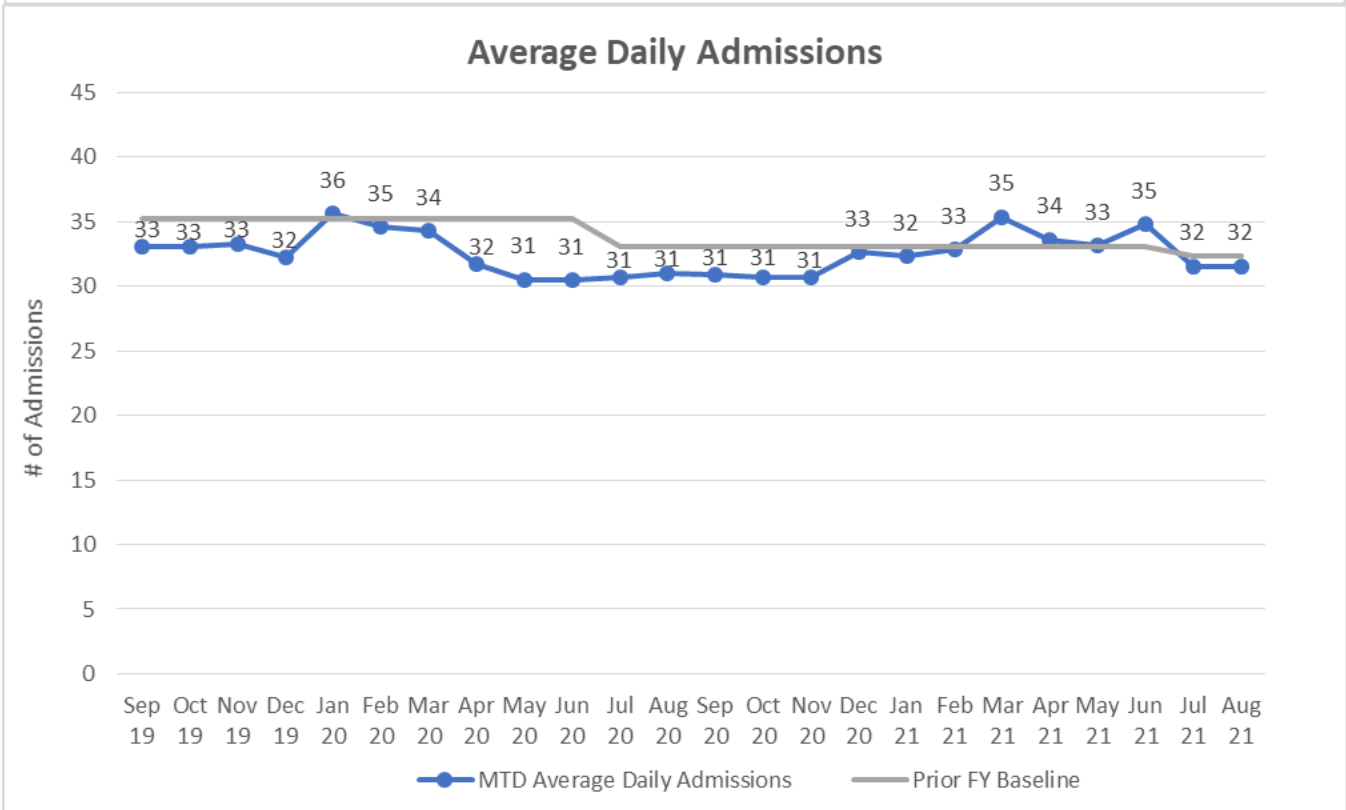
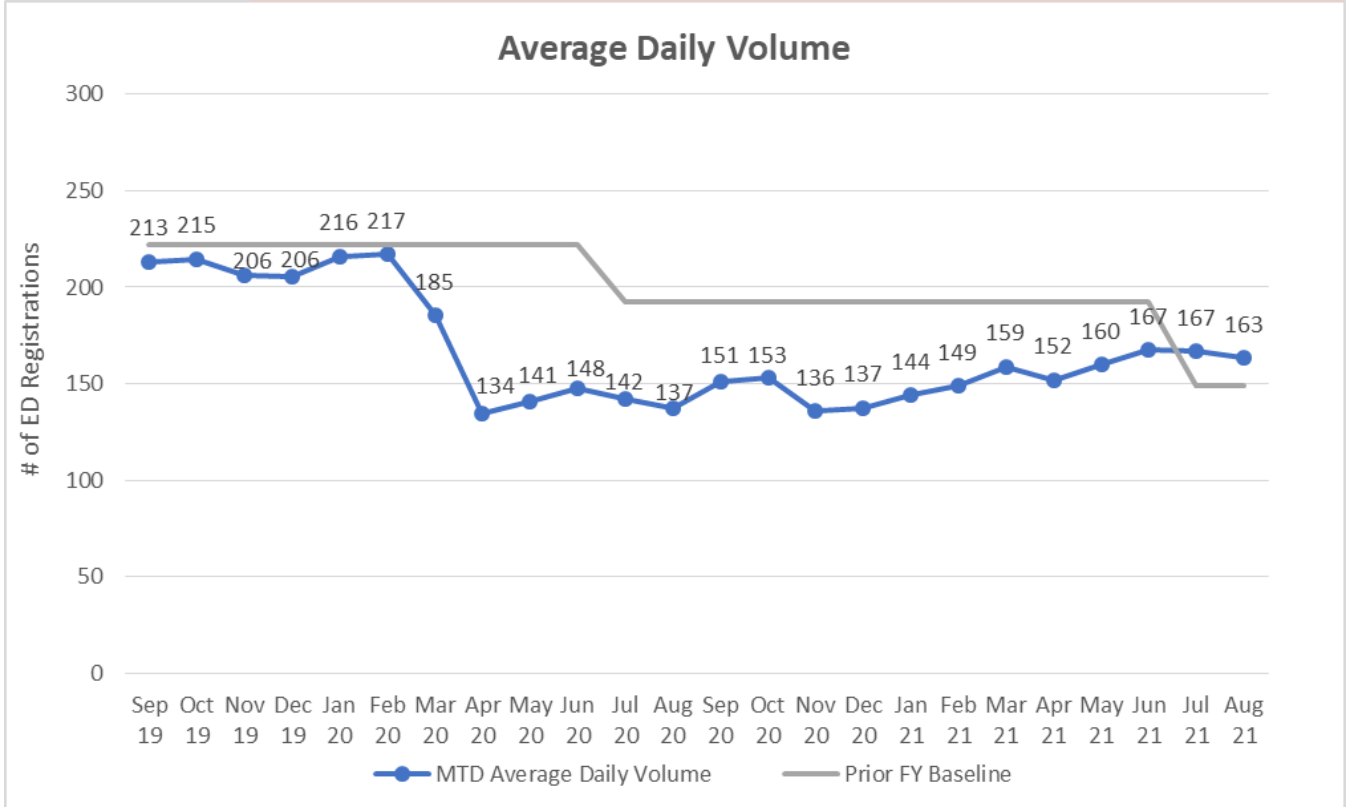
Not only is the EVS team superheroes who keep us all safe and clean, they are also fabulous artists, who shared these images on the hospital bridge.

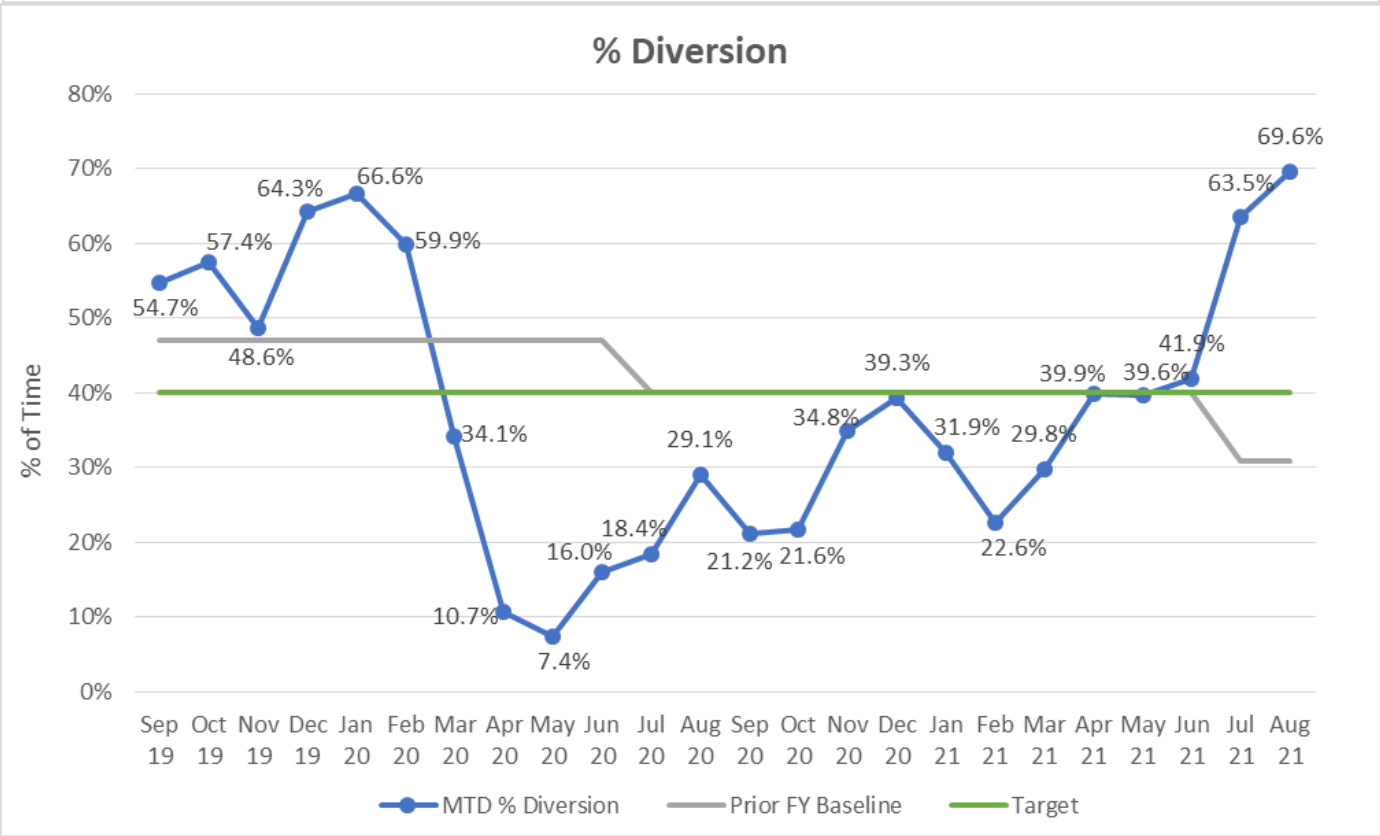
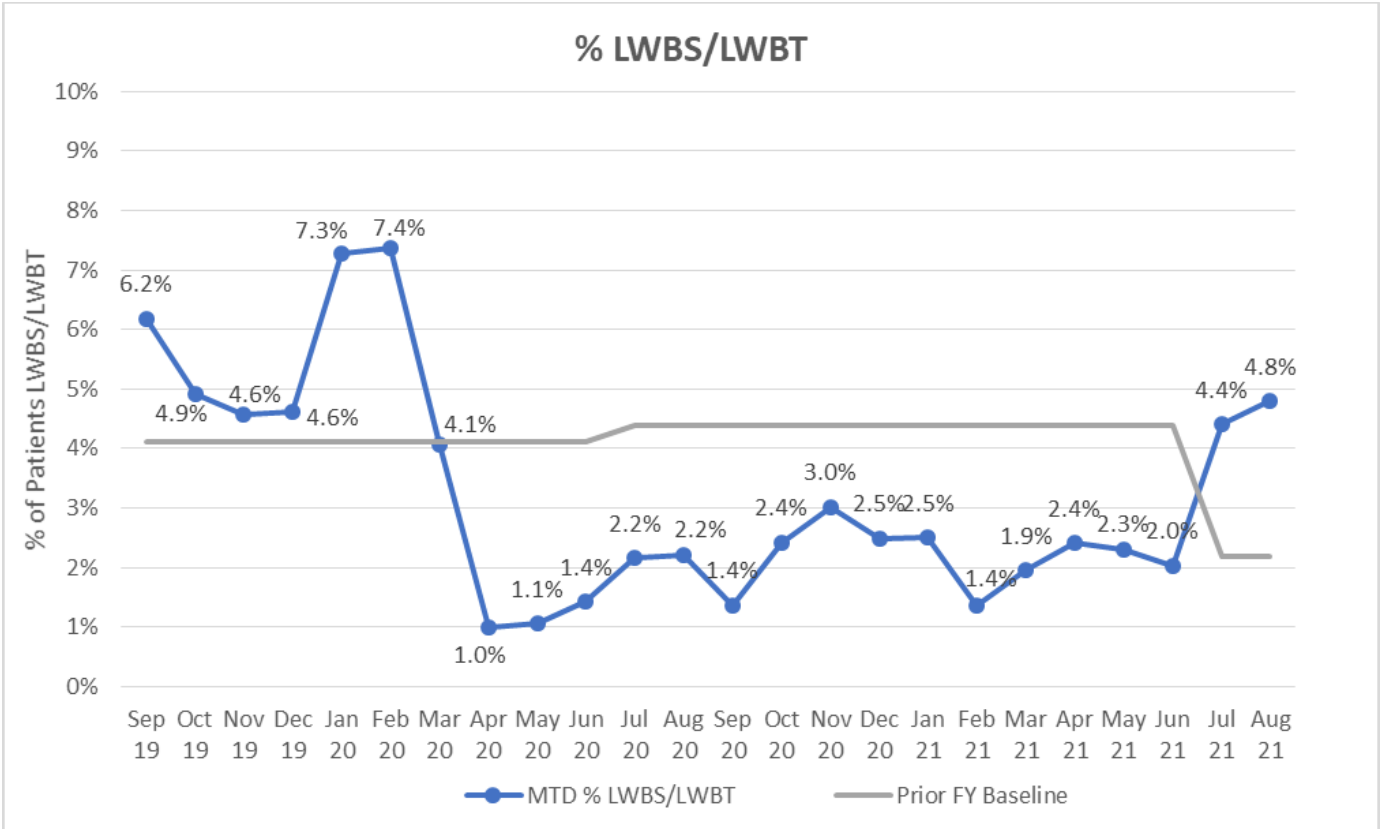
Our deepest gratitude to our EVS team for being excellent stewards of our facilities and caring so diligently for our patients and our staff.

QUALITY ZSFG COVID+ Patients

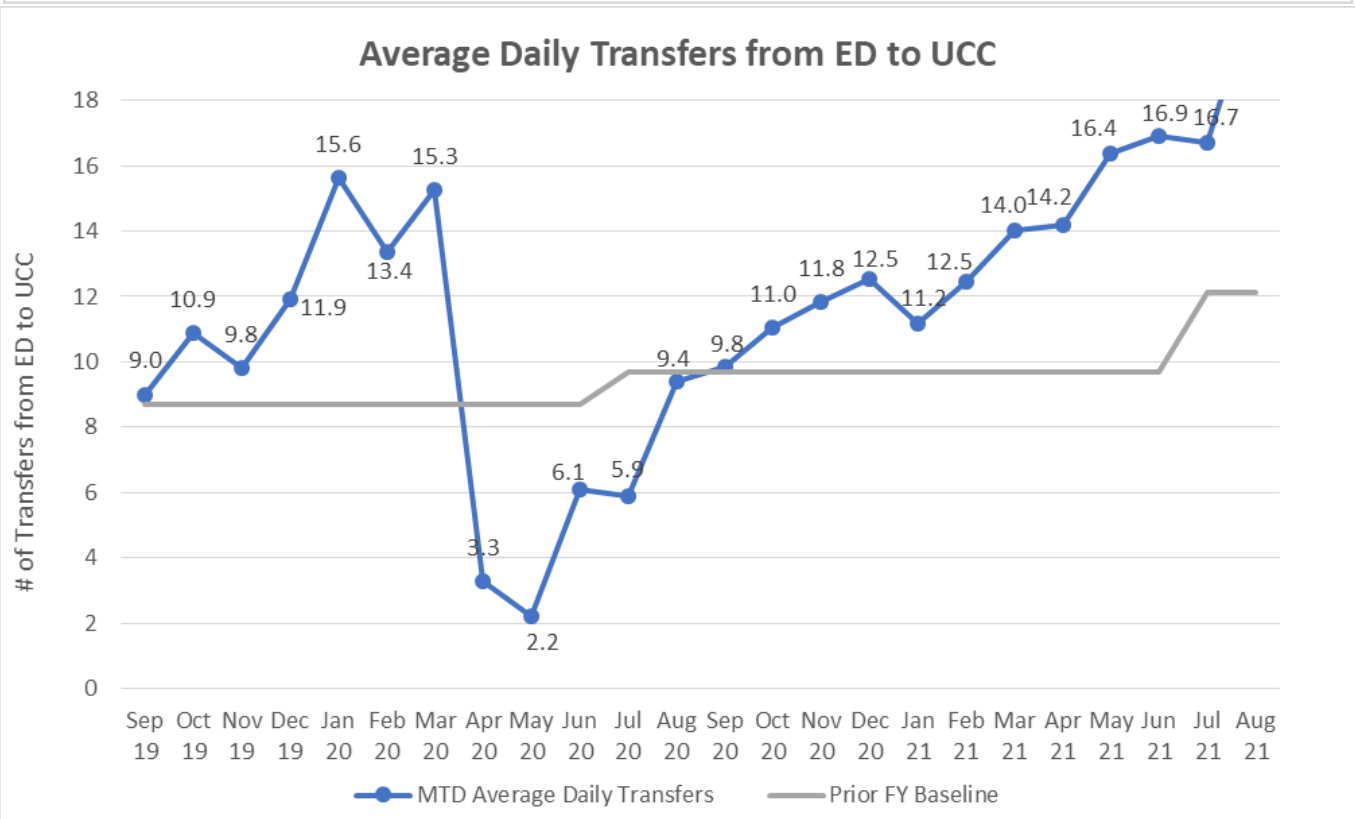
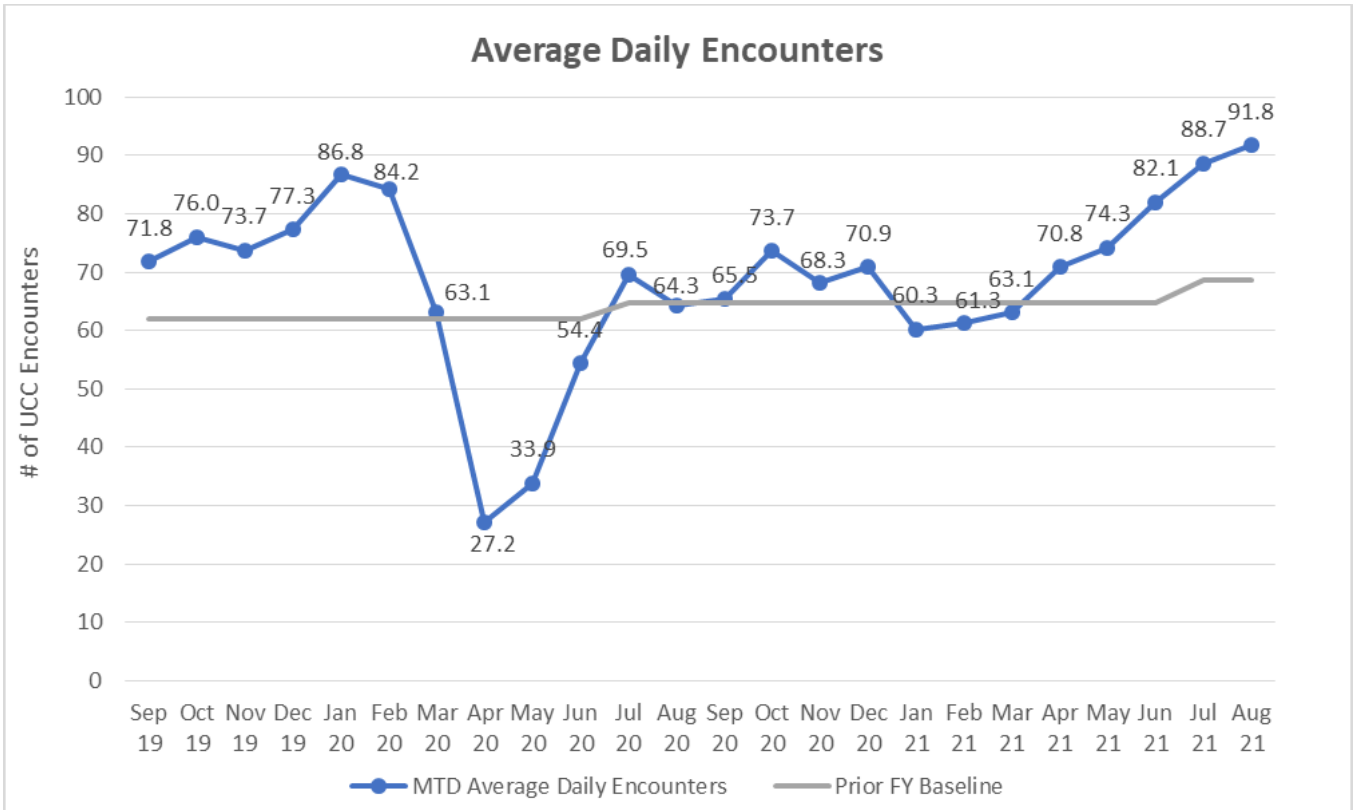


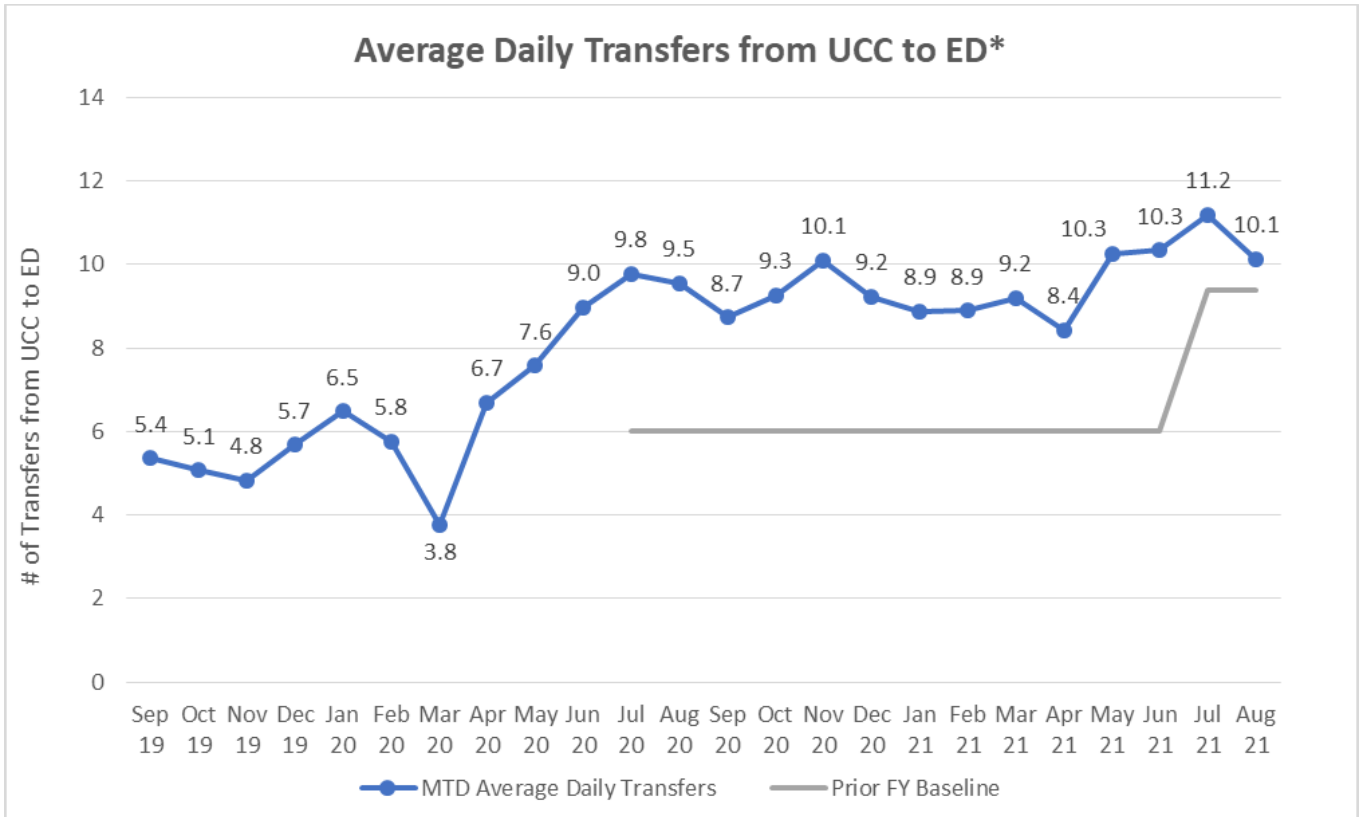
QUALITY Emergency Department Activities





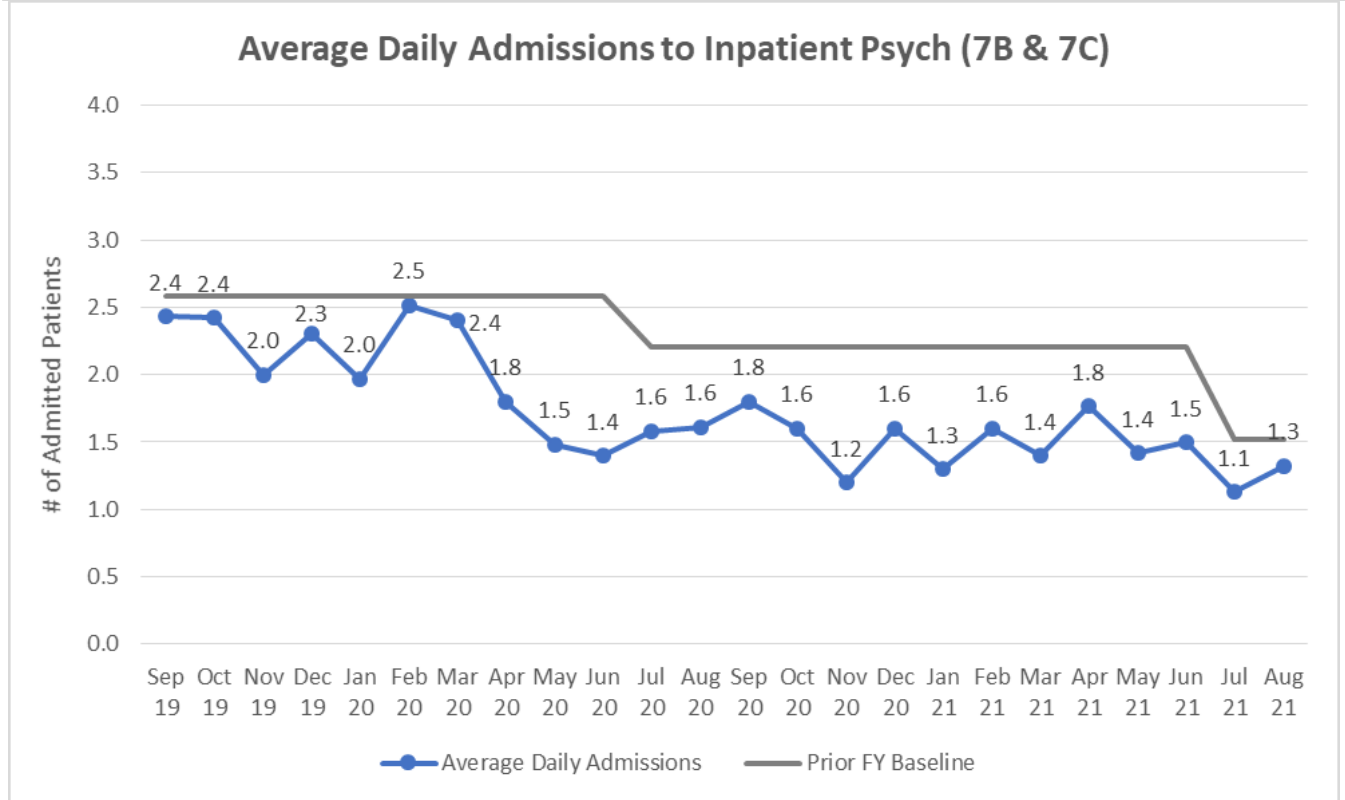
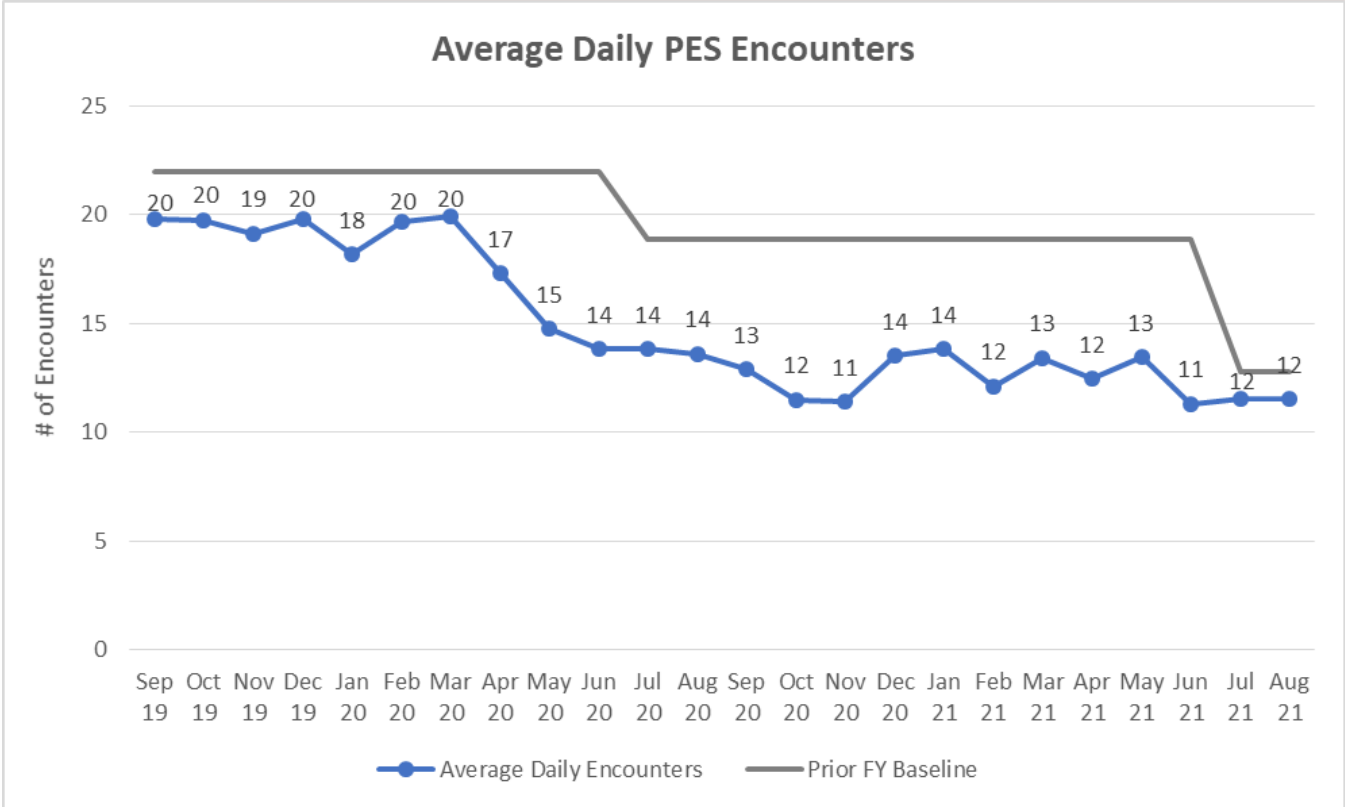
QUALITY Urgent Care Clinic Activities

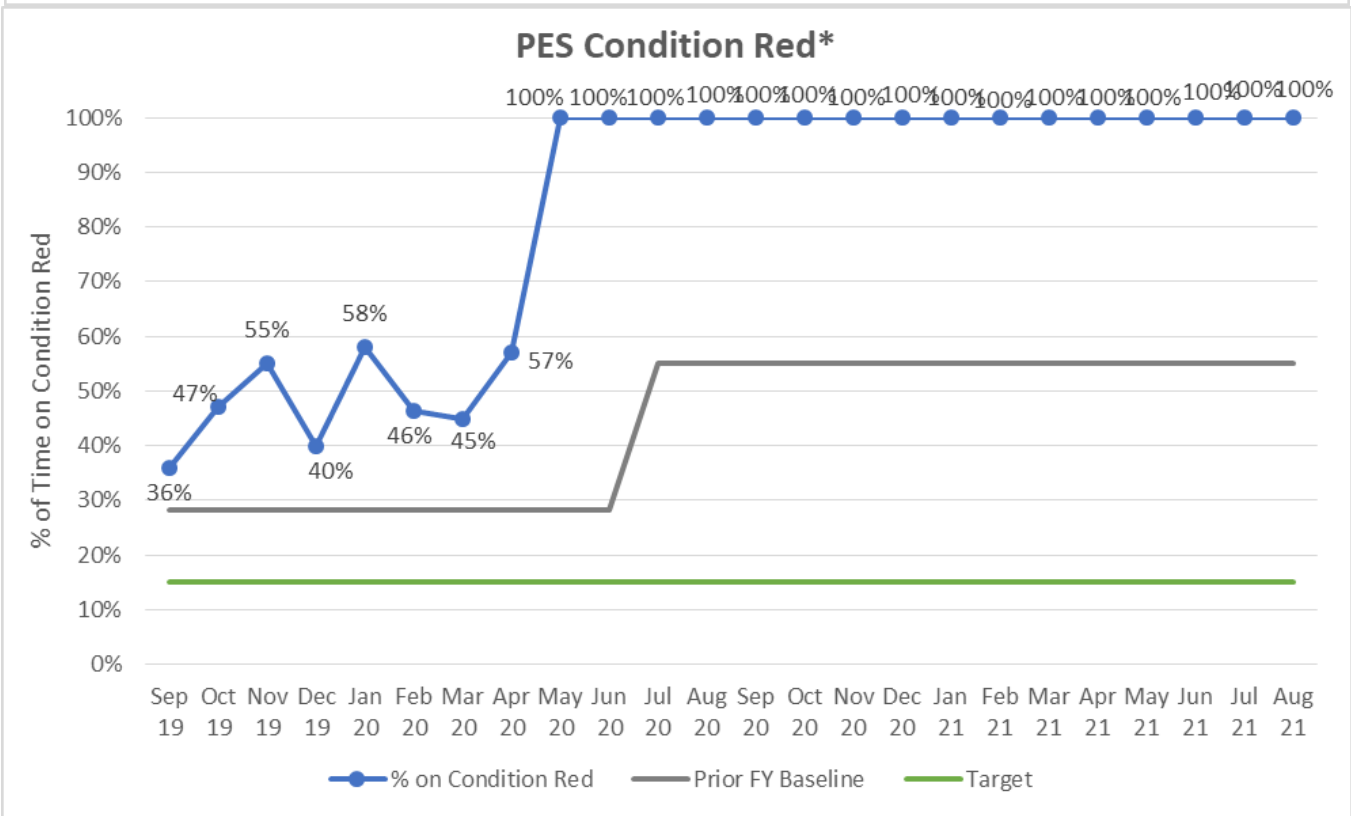
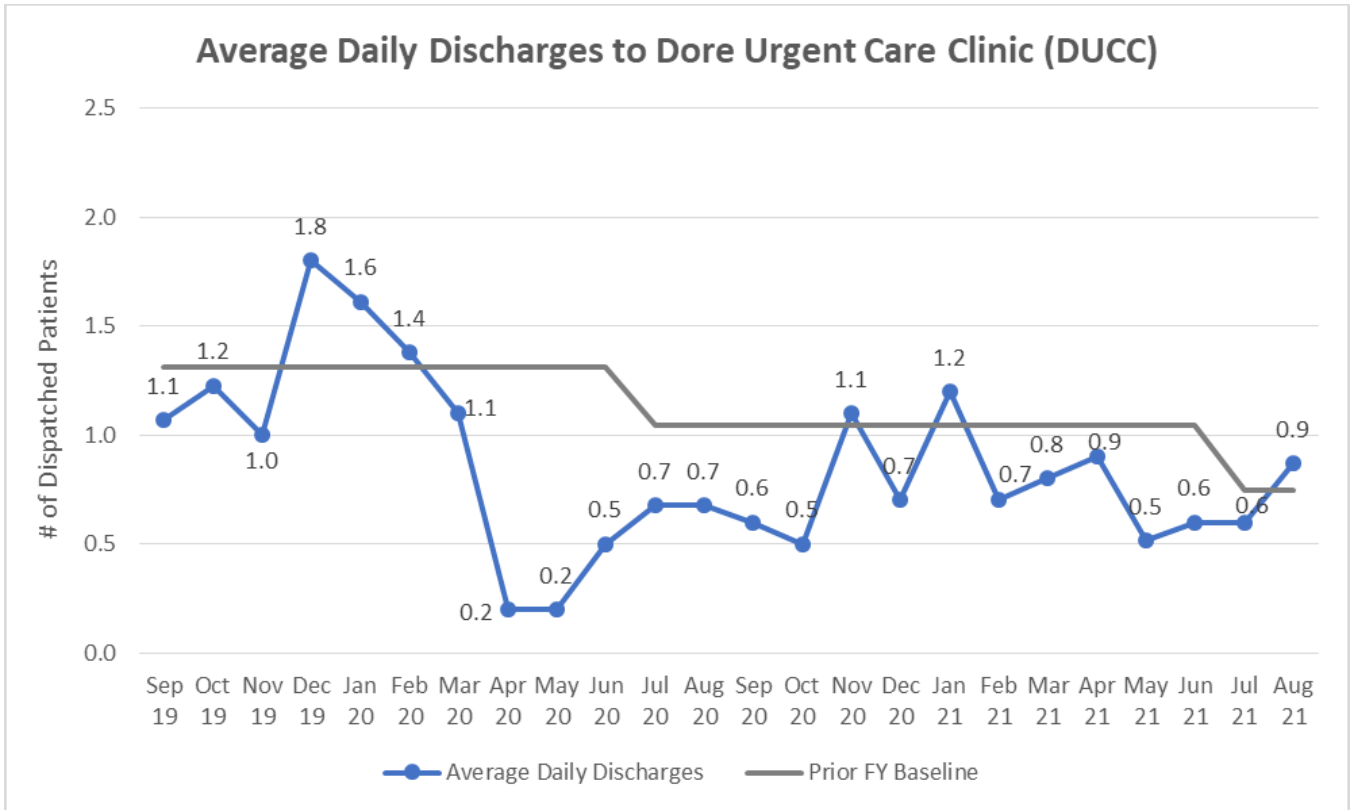




***As this is a new metric that ZSFG is tracking, data prior to Epic Implementation in August 2019 is not available.**

QUALITY Psychiatric Emergency Services Activities





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

QUALITY

Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 158.87 which is 101.84% of budgeted staffed beds and 88.75% of physical capacity. 16.97% of the Medical/Surgical days were lower level of care days: 5.9628% administrative and 11.70% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 28.84 which is 105.30% of budgeted staffed beds and 50.83% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 24.65 which is 82.15% of budgeted staffed beds and 58.68% of physical capacity of the hospital.

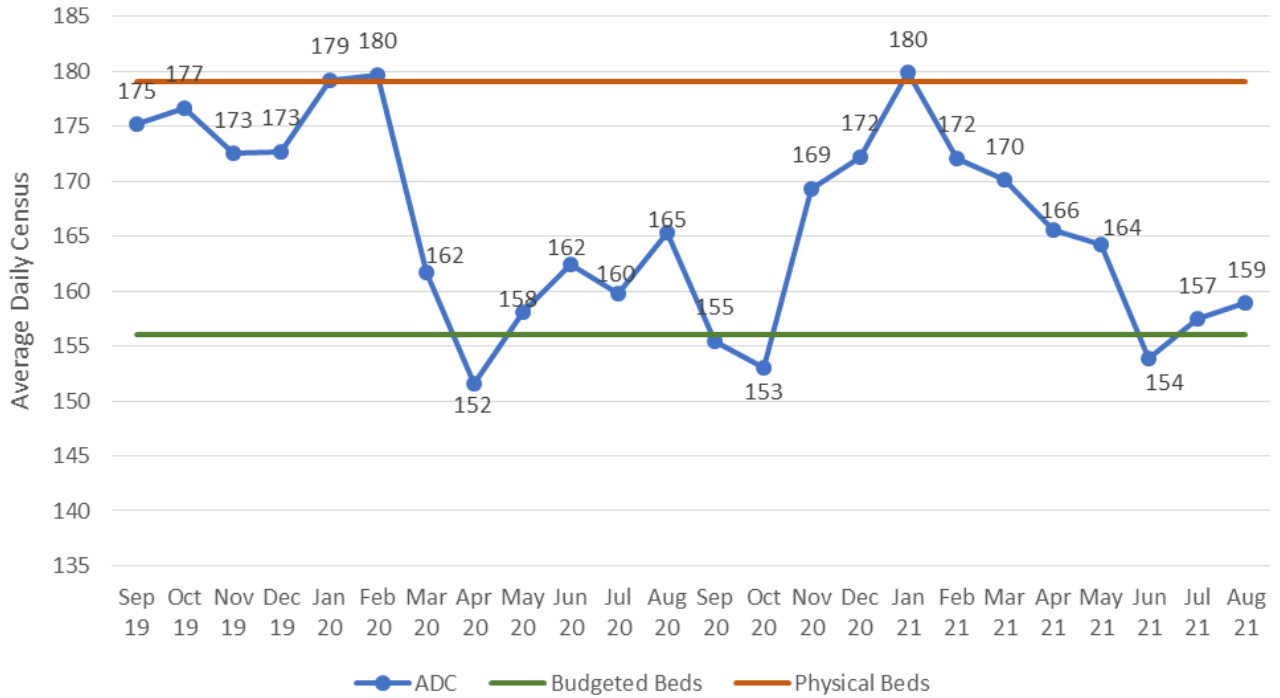
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.00, which is 90.91% of budgeted staffed beds and 59.70% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.58, which is 79.72% of budgeted staffed beds (n=7) and 46.51% of physical capacity (n=12). Utilization Review data shows 93.15% non-acute days (26.21% administrative and 66.94% non-reimbursed).

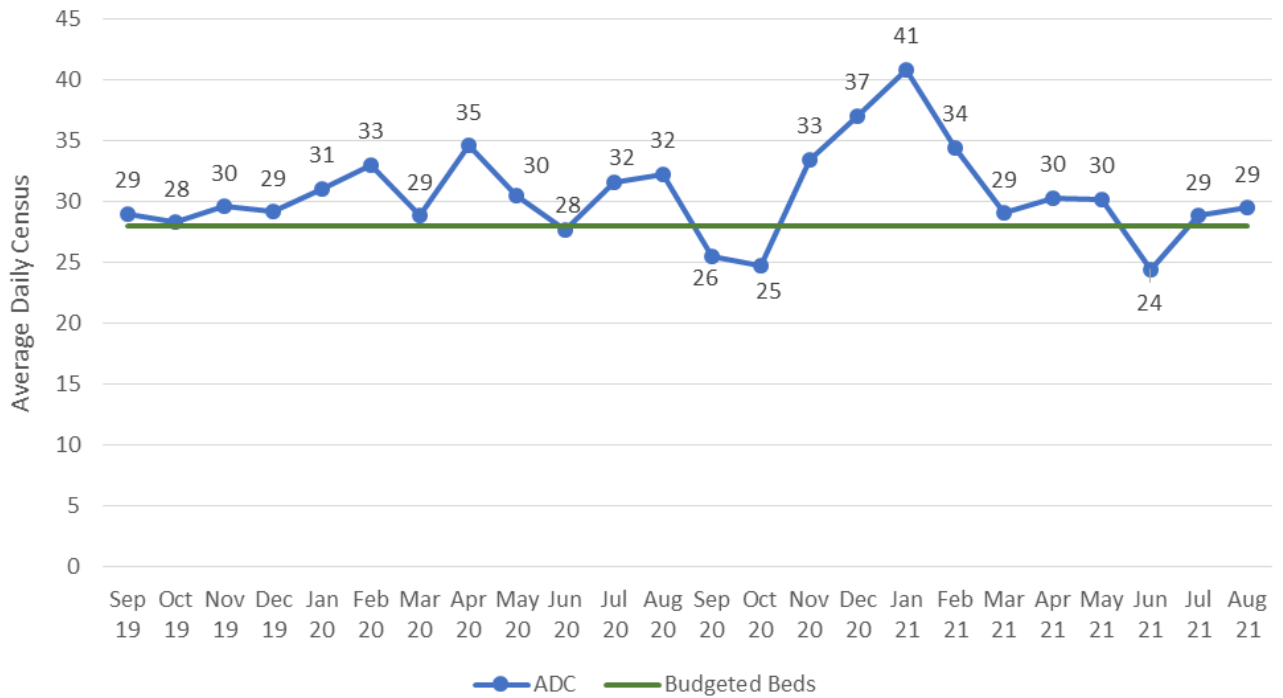
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 26.97, which is 96.31% of our budgeted staffed beds and 89.89% of physical capacity.

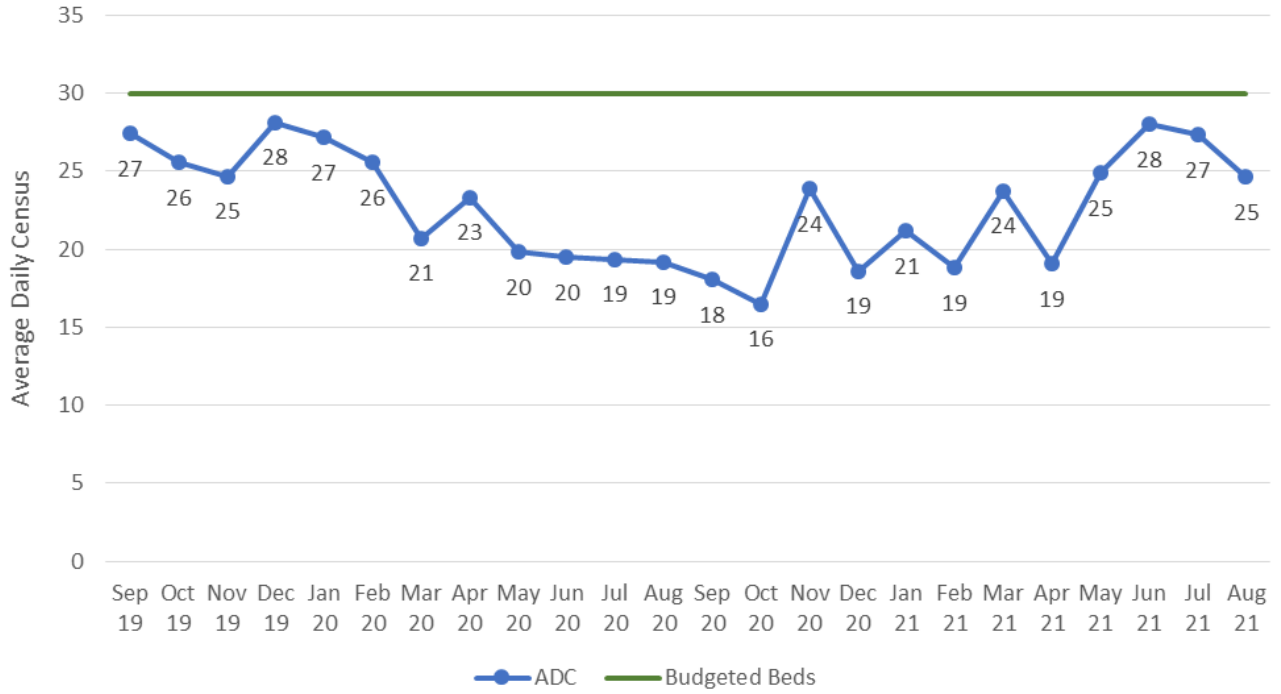
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



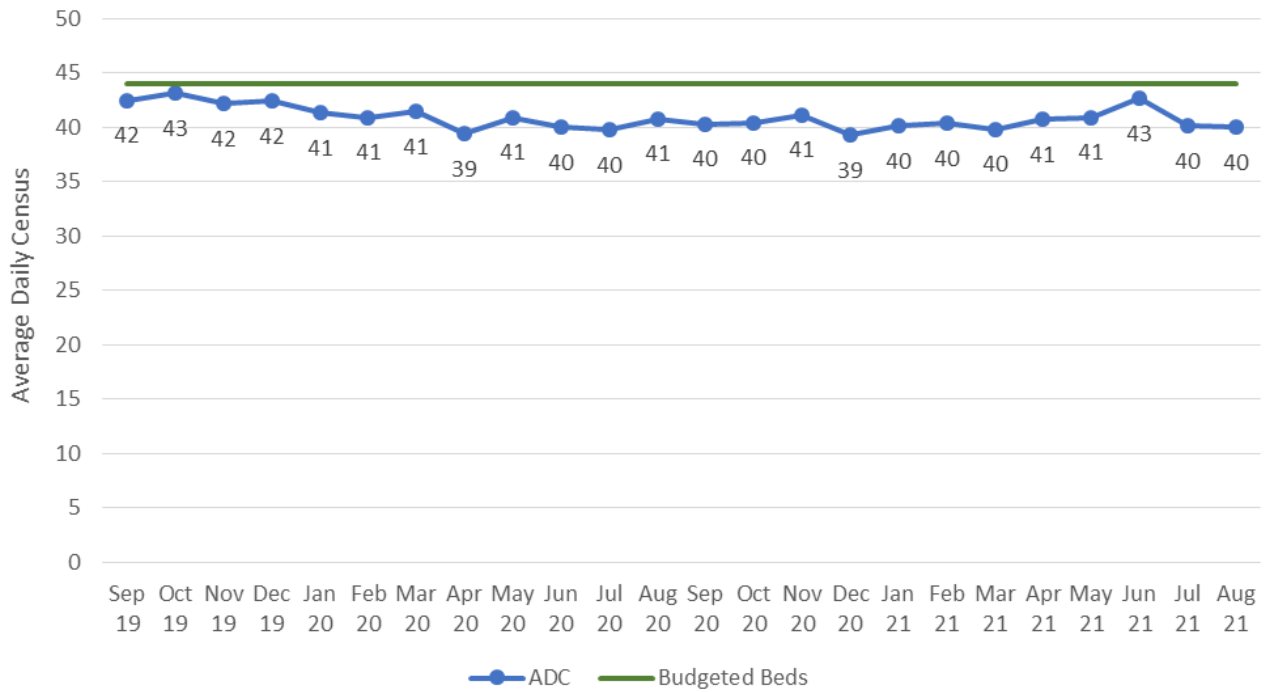
Intensive Care Unit Average Daily Census



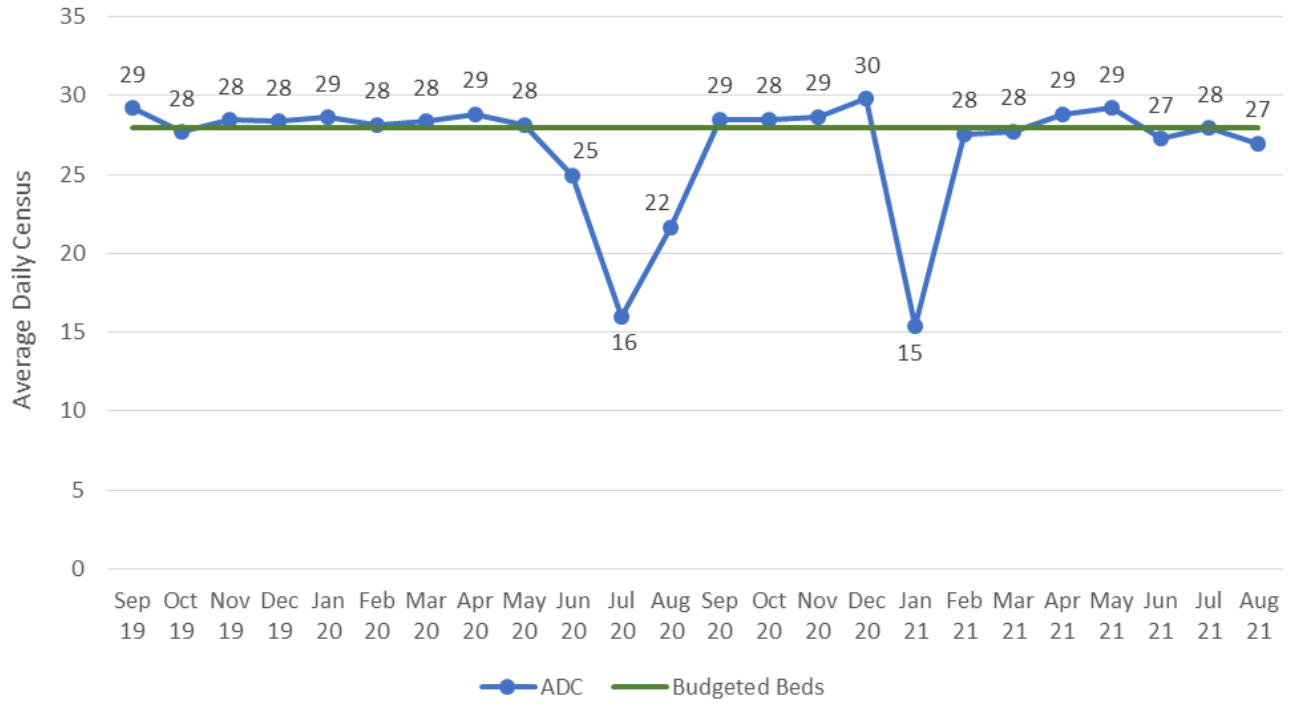
Maternal Child Health Average Daily Census



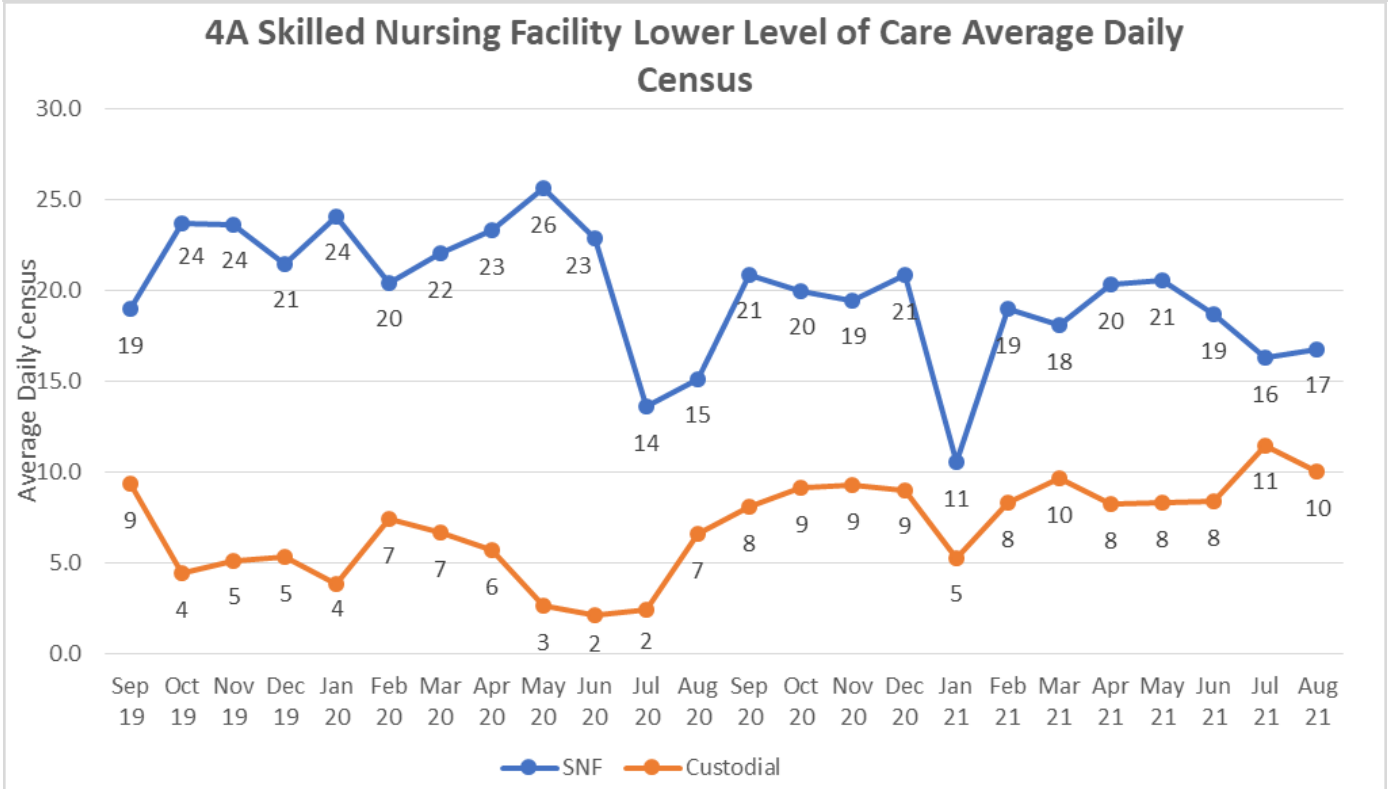
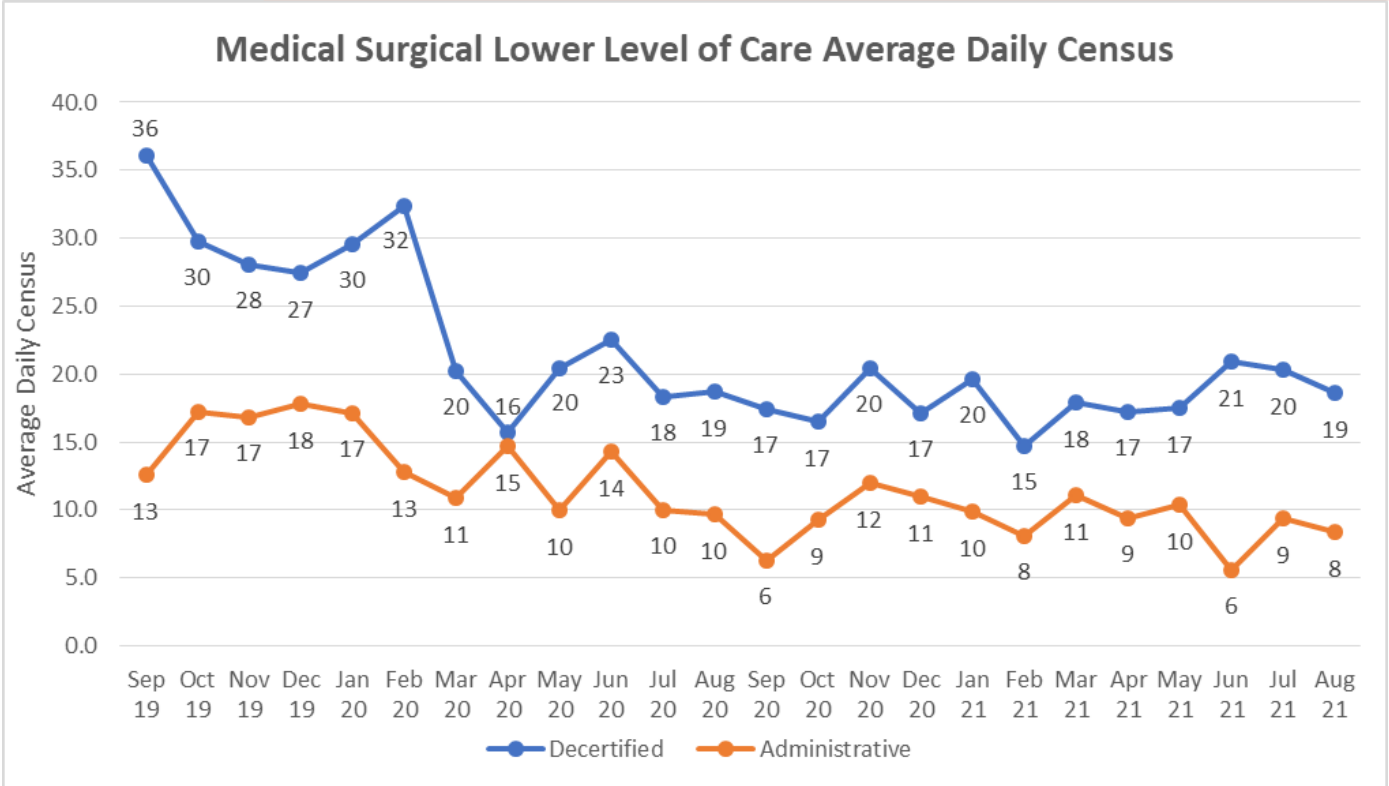
Acute Psychiatry (7B & 7C) Average Daily Census

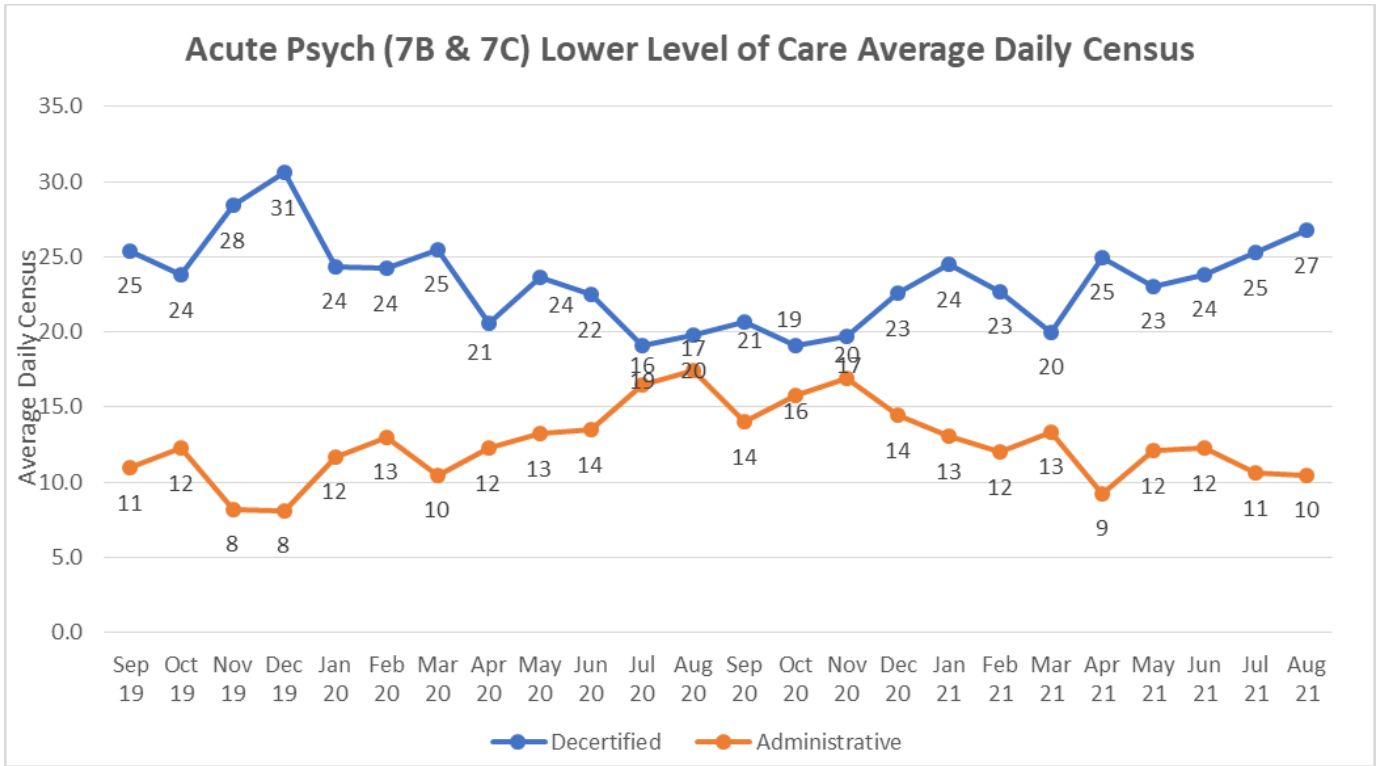


4A Skilled Nursing Facility Average Daily Census

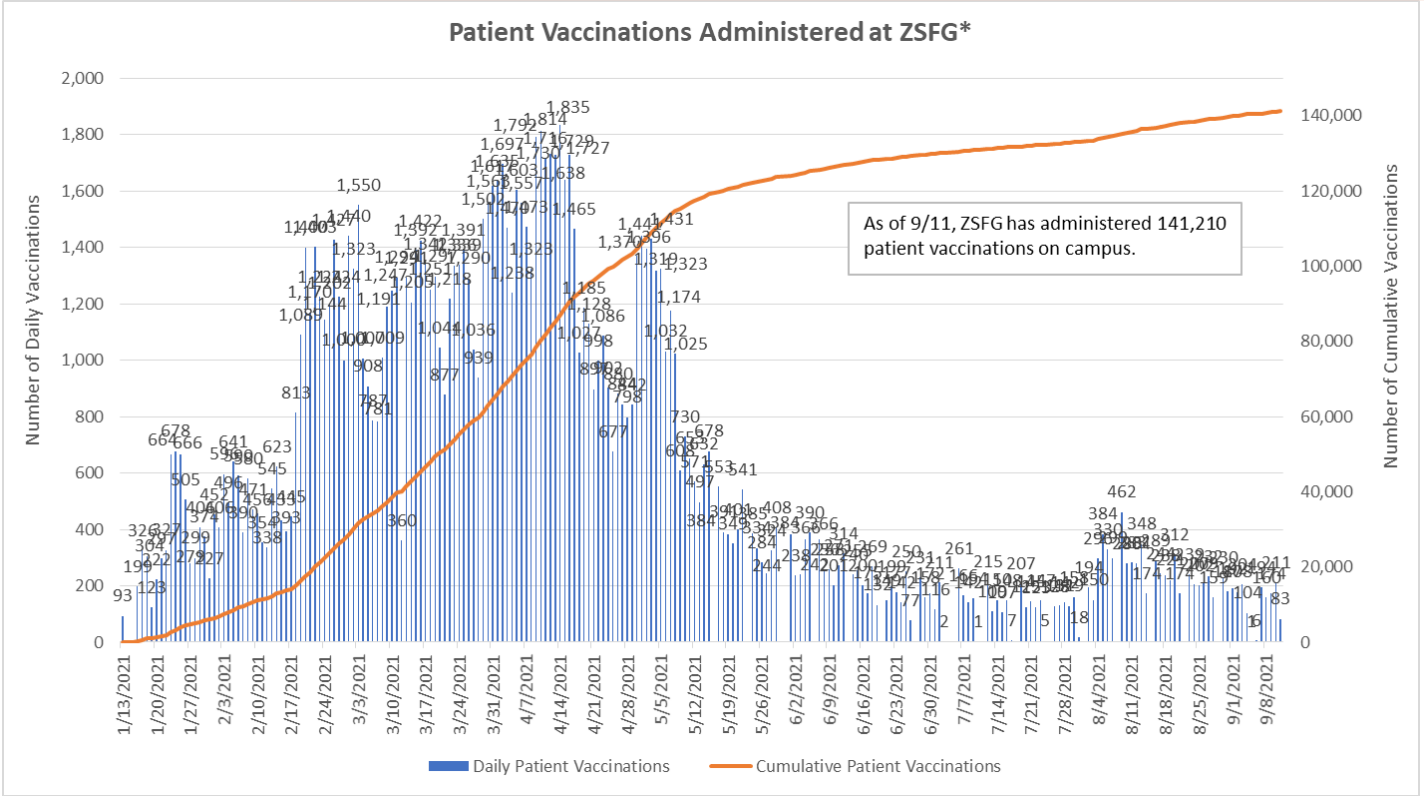


QUALITY Lower Level of Care Average Daily Census

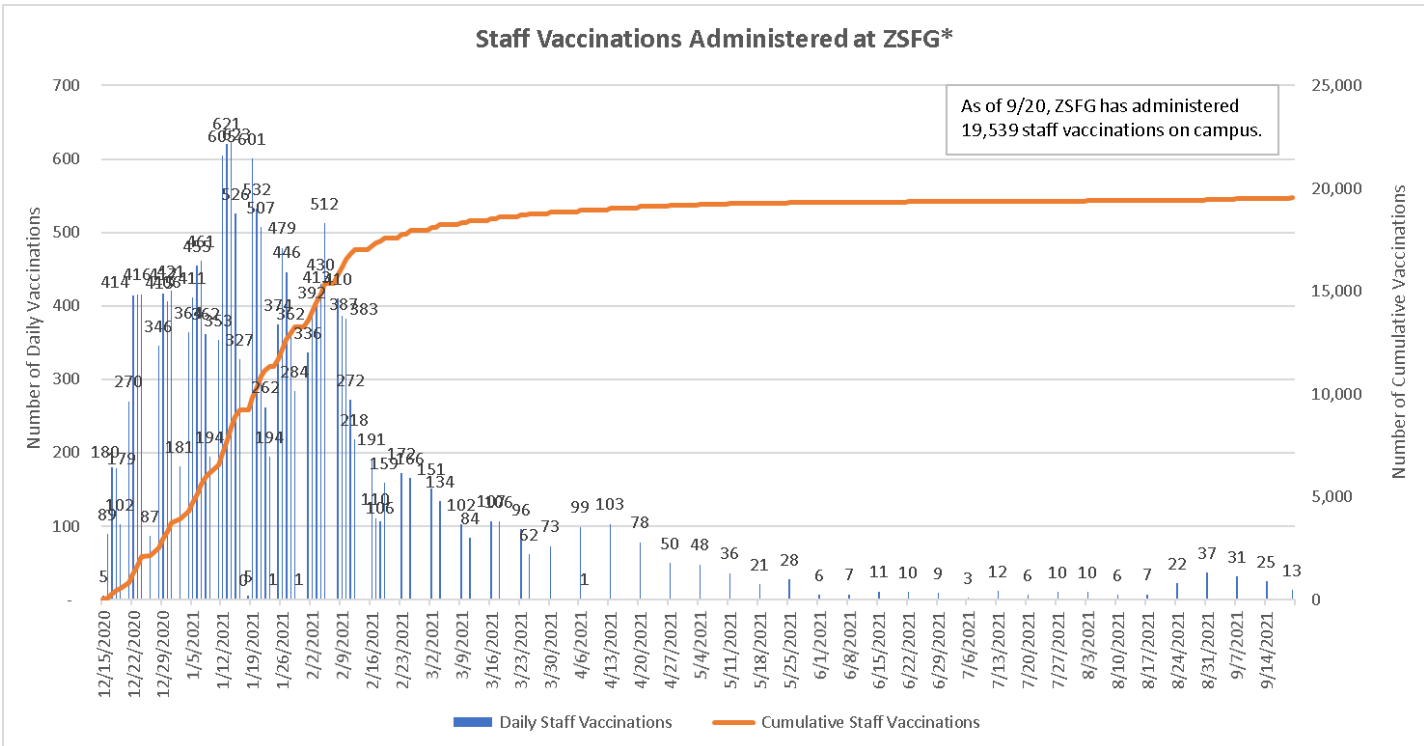




SAFETY COVID-19 Vaccinations Administered at ZSFG



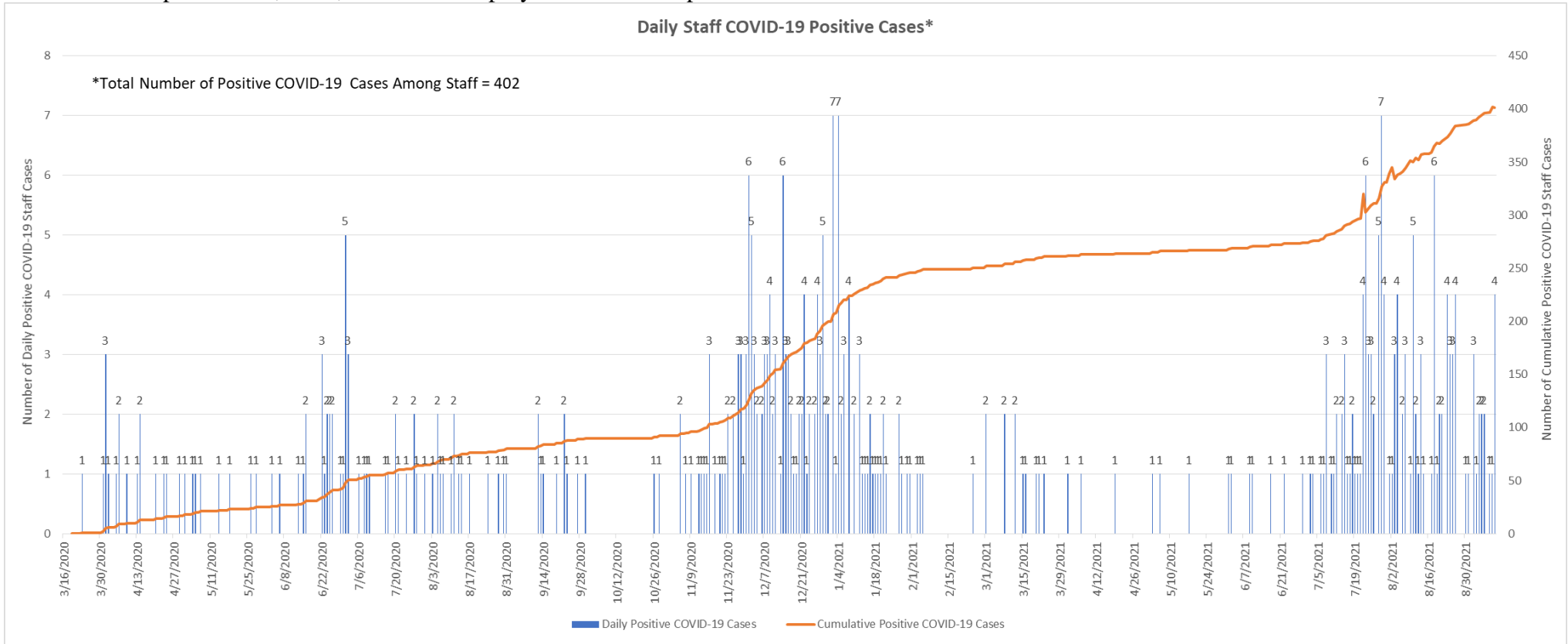
*Includes network-wide patients and members of the community.



*Includes network-wide staff.

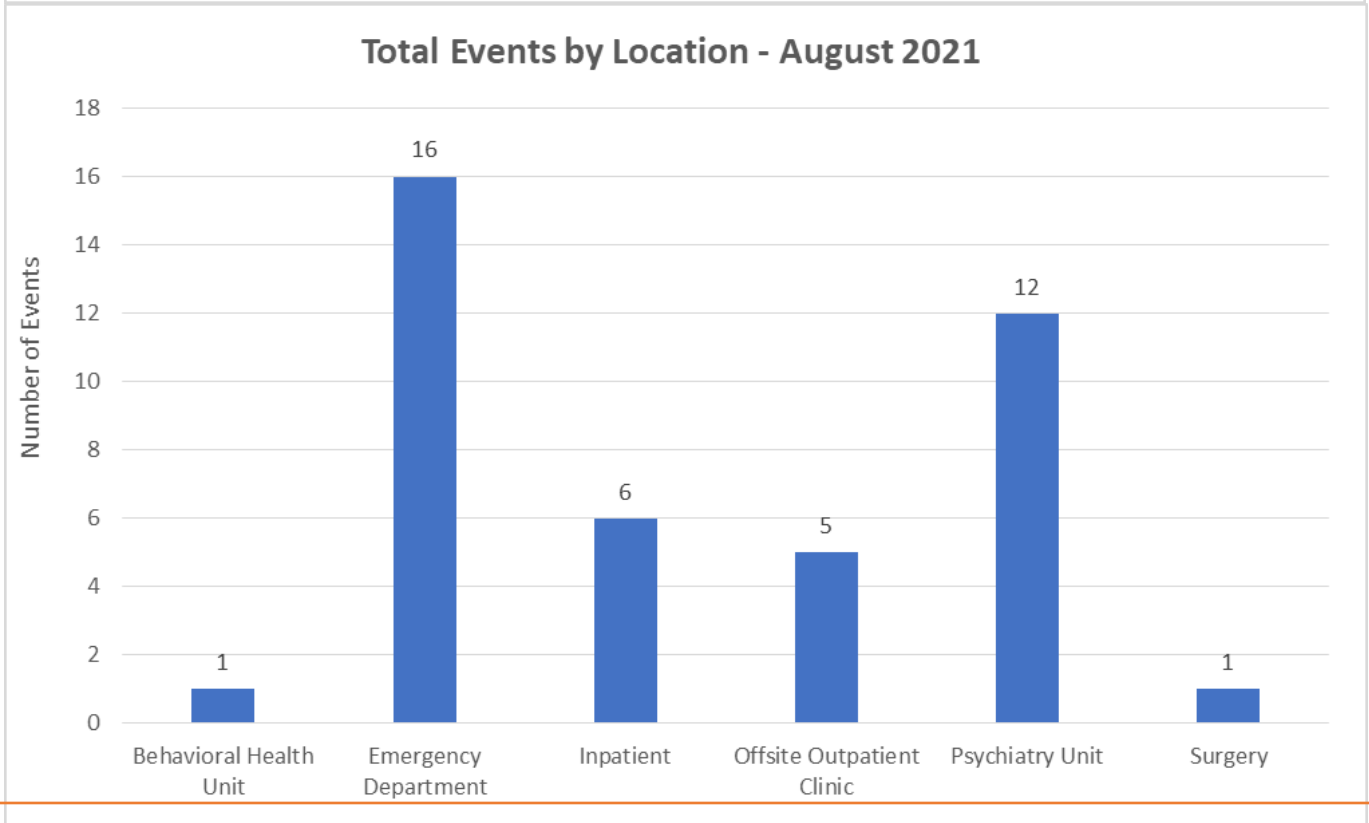
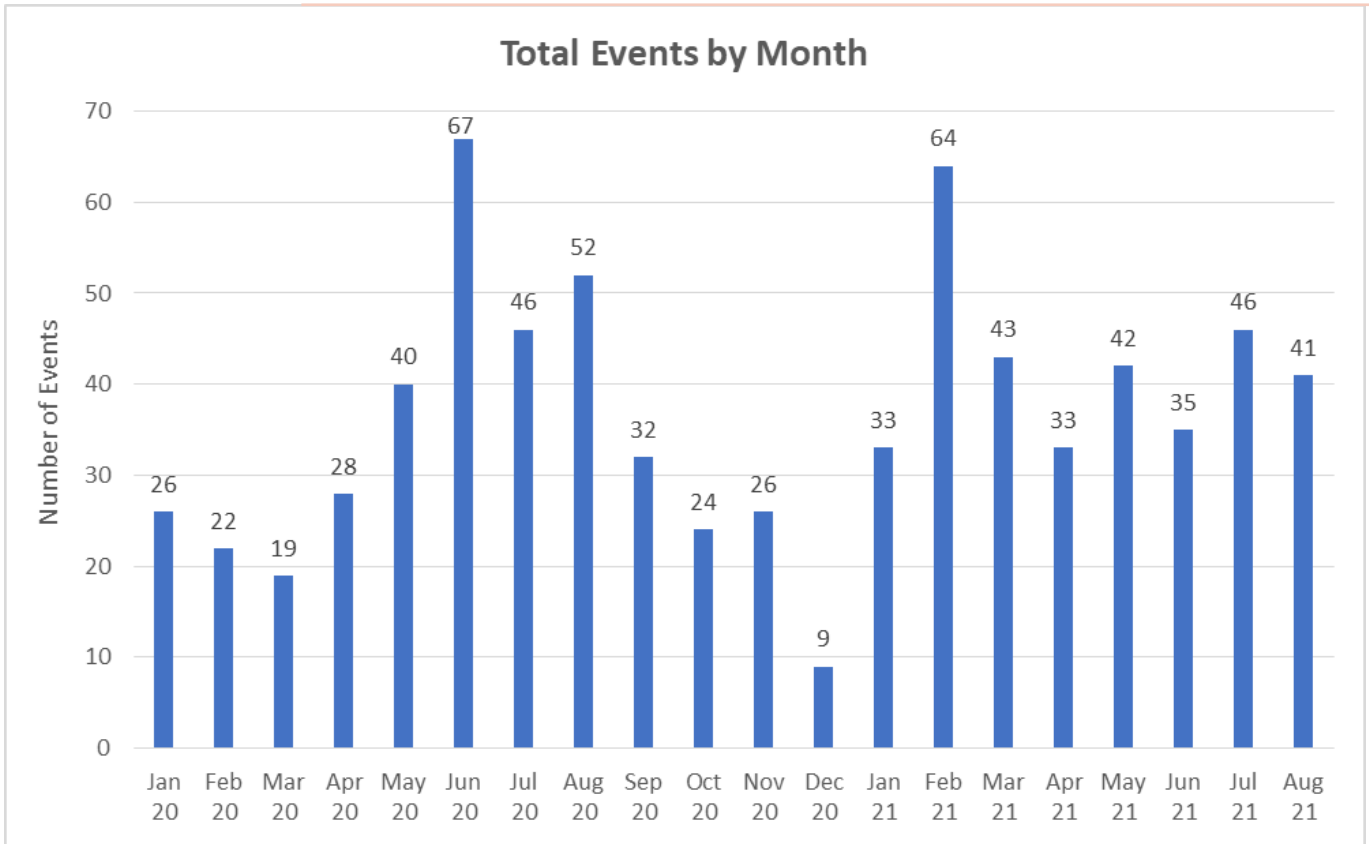
SAFETY Occupational Health COVID+ Staff Cases

As of September 10, 2021, 402 ZSFG employees have tested positive for COVID-19.



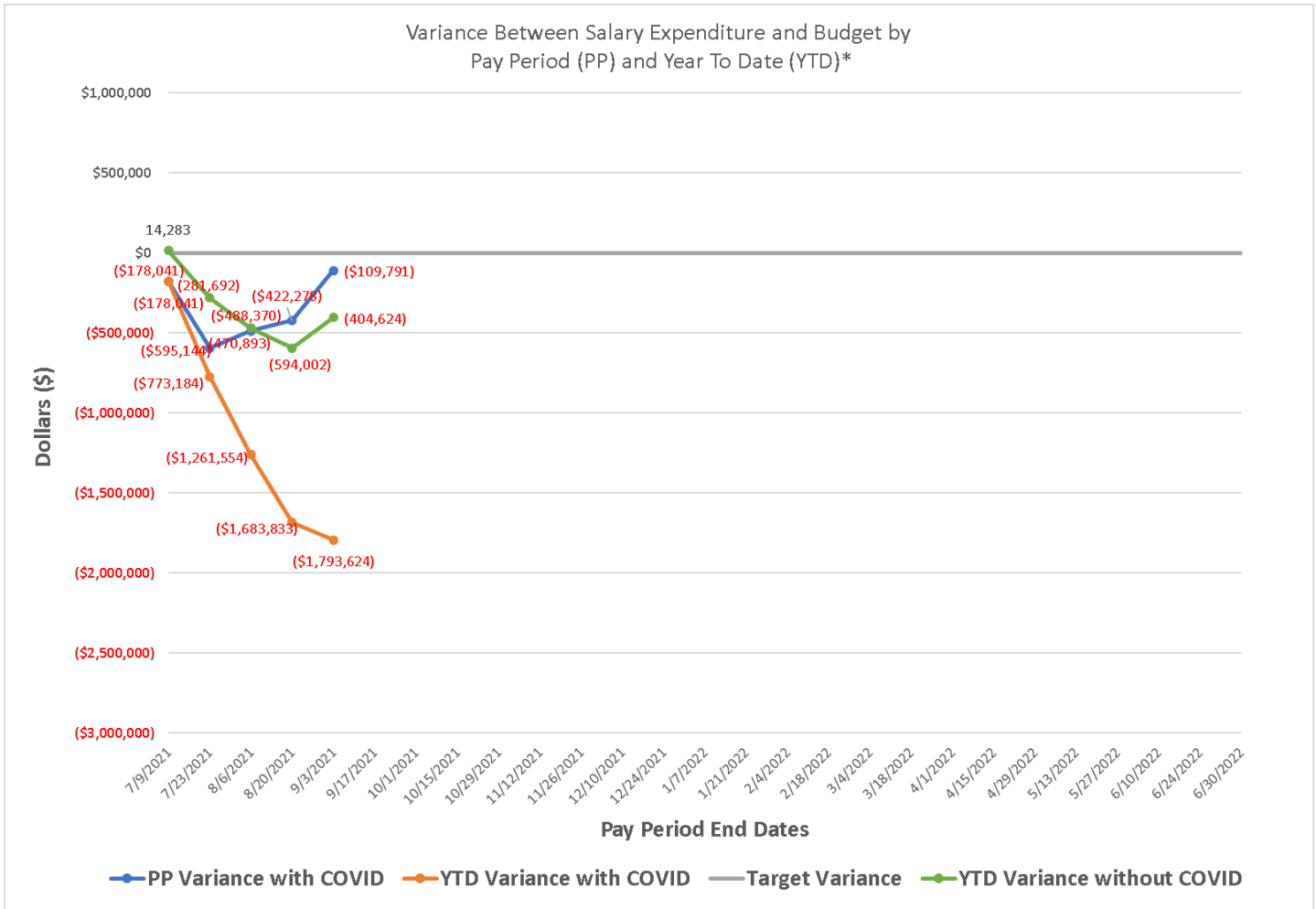
SAFETY

Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that the COVID-19 and other 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. The green line (above) represents what our YTD salary variance would have been without the pandemic.

No.	Cost	Amount
1	COVID Temp Hires (unbudgeted)	\$780,000
2	H48 COVID Staffing	\$17,000
3	H52	\$27,000
4	H58 (Non-COVID Census Project)	\$0
5	COVID Sick Time	\$565,000
	TOTAL	\$1,389,000

Commissioner Comments:

Commissioner Green noted concern about how nursing shortages and staffing issues may impact ZSFG vaccine distribution efforts. Dr. Day stated that state disaster workers will still be stationed at ZSFG through December of 2021. ZSFG has capacity to provide vaccine to 1,000 patients per day with current staffing levels. He added that there is no vaccine shortage and many other sites also offer vaccines. He also stated that ZSFG has capacity to provide 2-300 vaccinations and flu shots to staff per day.

Commissioner Green requested that the Committee receive data on the type of vaccines given and also whether it is a first, second, or third shot.

Commissioner Chow noted that Chinese Hospital is offering vaccine boosters for staff and the community at two clinics. He hopes that all hospitals will be offering this type of service to its staff members.

Commissioner Chow asked for clarification regarding COVID-19 safety protocols for staff returning from vacations or time off. Dr. Ehlich stated that ZSFG has an active Occupational Health staff program. Dr. Winston stated that ZSFG follows CDC guidelines which indicate that vaccinated staff may come back to work after time off if the person is asymptomatic; she indicated there are situations in which COVID-19 testing is suggested. She added that if a staff member travels internationally or is unvaccinated, they are required to get COVID-19 tested before returning to work.

8) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Chow asked if having one recruiter for nurses is sufficient. Karen Hill, DPH Personnel Unit Director, stated that the DPH has only 3 recruiters. The DPH nursing recruiter has the most experience in nursing. Ms. Hill also noted that ZSFG will revisit the recruiting efforts next year when developing budget requests for positions.

Commissioner Green stated that she is impressed with the creativity in using LVNs to train for the BERT.

Commissioner Christian thanked all the staff for their incredible work and the time it takes to prepare JCC materials.

9) MEDICAL STAFF REPORT

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

Commissioner Comments:

Commissioner Chow asked if a Nurse Practitioner would be the person to pronounce death if they are part of a code call. Dr. Winston stated that the code team would decide and pronounce a time of death. She also noted that a Nurse Practitioner would not have authority to pronounce brain death.

Action Taken: The Committee unanimously approved the following:

- Family Medicine Inpatient Service- Pharmacy Standardized Procedures
- Division of General Internal Medicine Privilege List

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 September 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 5:18pm.