

**Dan Bernal**  
President

**Laurie Green, M.D.**  
Vice President

**Edward A. Chow, M.D.**  
Commissioner

**Susan Belinda Christian, J.D.**  
Commissioner

**Cecilia Chung**  
Commissioner

**Suzanne Giraud ED.D**  
Commissioner

**Tessie M. Guillermo**  
Commissioner

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

**London N. Breed Mayor  
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, January 25, 2022 3:00 p.m.  
REMOTE MEETING VIA WEBEX EVENT**

**1) CALL TO ORDER**

Present: Commissioner Edward A. Chow, M.D., Chair  
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Adrian Smith, Dan Schwager, Jennifer Boffi,  
Karen Hill, Karrie Johnson, Kim Nguyen, Lisa Winston MD, Lukejohn  
Day MD, Michael Gerchow, Sue Carlisle MD, Susan Brajkovic, Terry  
Dentoni, Troy Williams, Daphne Nguyen

The meeting was called to order at 3:09pm

**2) APPROVAL OF THE MINUTES OF THE DECEMBER 28, 2021 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the December 28, 2021 meeting minutes.

**3) REGULATORY AFFAIRS REPORT**

Daphne Nguyen, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Green noted that a good portion of the ZSFG cases have been cleared; she asked if CDPH has put the hospital on an accelerated path. Ms. Nguyen stated that CDPH has not communicated that ZSFG is on an accelerated path. She noted that it is a good sign that CDPH is closing out some of their cases.

#### **4) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT, COVID SURGE UPDATE, AND EMERGENCY DEPARTMENT NEWSLETTER**

Susan Ehrlich, Chief Executive Officer, presented the item.

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:

##### ***Omicron Coronavirus Variant Update***

The Omicron variant has become the primary variant causing disease in S.F. In response, ZSFG activated surge level orange on January 10<sup>th</sup> - once again wrestling with a new and unprecedented challenge. At this time, the hospital is not only concerned about caring for our patients but also managing the enormous number of staff who are unable to work either because they have COVID-19 or have had a high-risk exposure. Similarly, all hospitals in S.F., California and the country are experiencing the same issues; all of this as the two-year anniversary of COVID-19 approaches.

Nevertheless, everyday staff step up in ways that are truly remarkable: our care teams, our environmental services workers, our finance teams, our occupational health staff, our laboratory team, and our testing and vaccination teams to name just a few.

Here are just some of the many ways ZSFG is working to ensure a safe, high quality, well-resourced and fulfilling workplace for everyone here:

- New return-to-work guidelines;
- Implementation of our well-practiced surge plans to ensure that ZSFG is caring for the highest priority patients and that staff are available most flexibly;
- Collaboration with community partners to create as many discharge avenues as possible for our non-critical and non-acute patients;
- Limitation of visitors to comply with health orders and to ensure a safe workplace;
- Provision of unprecedented numbers of tests for our patients every day;
- Continuous monitoring of workforce and patient areas to ensure best distribution of resources; and
- Listening to staff about how to better improve service during this time.

ZSFG continues to work with colleagues across SFDPH and at UCSF to respond to the Omicron threat. There will be a significant effort across the DPH to promote boosters, with a goal of boosting 90% of eligible staff by 1/15/22. This goal aligns with UCSF and will be shared by all hospital systems across S.F.

##### ***Updated Visitation Guidelines***

Effective Saturday, January 8<sup>th</sup>, visitors were no longer permitted at ZSFG, excluding compassionate exceptions. This is applicable to inpatient settings, outpatient settings, the Emergency Department and Skilled Nursing Facilities. Over the past 22 months ZSFG has changed visitation practices to align with the COVID-19 situation in our community and to prioritize the safety of our patients, visitors, and caregivers.

The visitation team meets weekly to review watch indicators, which determine if adjustments to visitation practices are merited. Previously, visitation was reduced from two healthy visitors to one in attempts to decrease the risk of infection. Now, the team has observed COVID-19 positive visitors and higher numbers of transmission in the community, making it more challenging to safeguard our patients.


To help mitigate the impact of these changes, inpatient services can utilize Wi-Fi communication tablets for patients to have virtual visits with loved ones. The team continues to monitor the COVID-19 situation in our community and will update the visitation practices as conditions allow.

**Updated Return to Work Policy**

ZSFG’s remarkable Occupational Health Team has been continually updating its policies and practices in response to changes in state and local guidance and in the service of getting our staff back to work as safely and as quickly as possible. Our current policies:

COVID-19 RETURN TO WORK POLICY UPDATES (Updated 1.13.22)		
COVID-19 Symptoms/Exposure?	What should I do? <i>(OHS to provide or confirm testing and guidance*)</i>	Return to Work Guidance <i>(OHS to provide or confirm testing and guidance*)</i>
<u>Symptomatic</u> employees without a diagnosis of COVID-19	<b>On-campus:</b> Drop-in at the OHS trailer (by the Avon Breast Center) to undergo initial intake and COVID-19 test.  <b>Off-campus:</b> Contact OHS hotline at 628-206-4100	Can return to work after a negative COVID-19 test AND asymptomatic or mild/moderate symptoms that are improving.
<u>Asymptomatic</u> employees with COVID-19 exposures	<b>On-campus:</b> Drop-in at the OHS trailer (by the Avon Breast Center) to undergo initial intake and COVID-19 test  <b>Off-campus:</b> Contact OHS hotline, 628-206- 4100	<b>Household (Updated 1.13.22):</b> Can return to work with initial negative COVID-19 test AND asymptomatic, PLUS: <ul style="list-style-type: none"> <li>• Required follow-up tests on <u>Day 5</u> and <u>Day 9 or 10</u>. (OHS to arrange as possible by shift schedule)</li> <li>• Must report any new symptoms to OHS and re-test</li> <li>• Daily testing with OHS is optional for first 7 days</li> <li>• Testing may occur before (preferred), during or after shift.</li> </ul> <b>Community/Workplace:</b> Can continue to work without quarantine, with scheduled or pending COVID-19 test based on OHS assessment and symptom monitoring
Employees with a <u>new diagnosis of COVID-19</u>	Stay Home. Contact OHS hotline, 628-206-4100 (for initial intake and appropriate guidance, including repeat testing if appropriate)	May return to work 5 days after symptom onset (or 5 days after positive test, if asymptomatic) ONLY with a NEGATIVE COVID-19 test performed or confirmed by OHS

*\*General guidelines only, subject to change. OHS may provide more restrictive guidance on case-by-case basis.*  
 For updated testing hours and detailed guidelines: <https://zsfq.mailchimpsites.com/occupational-health>



**Staff Roving Vaccine Service**

Starting December 24<sup>th</sup>, ZSFG has offered a roving vaccine service for staff. As COVID-19 cases were rising across the country, it was extremely important that our staff received their booster doses of the vaccine. Once a roving call was dispatched, the roving team provided the following services:

- Conduct a screening;
- Vaccinate the employee;
- Provide a vaccine Information Sheet and education (including side effects);
- Provide the vaccination card & document the vaccination in EPIC/OHS;
- Monitor the staff; and
- Provide anaphylaxis management and medications as needed.

Many thanks to Merjo Roca and her team for leading this incredibly important effort in ensuring that 100% of our staff are vaccinated and boosted!

### **N95 Mask Guidelines**

- As part of ZSFG's response to the rapid rise in COVID-19 cases amongst the community and staff, the guidelines for N95 use have been updated, effective Wednesday, December 29<sup>th</sup>. Leadership anticipates that this new guidance will be in place temporarily during the surge. Staff will wear N95s for patient contact within 6 feet, for both inpatient and outpatient settings
- N95s are recommended when within 6 feet of other staff members, particularly in areas that are crowded or when contact will be prolonged (greater than 15 minutes).

***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!***

---

## **SAFETY**

### **2. COVID-19 Vaxiversary**

---

On December 14<sup>th</sup>, San Francisco reached the milestone of fully vaccinating 80% of its population. This stands out in stark contrast to 61% of the U.S. population and 65% of the California population being fully vaccinated. ZSFG and our outstanding vaccine team have been essential in meeting this milestone; between staff and patients almost 200,000 vaccinations have been provided on campus since the beginning of the pandemic.

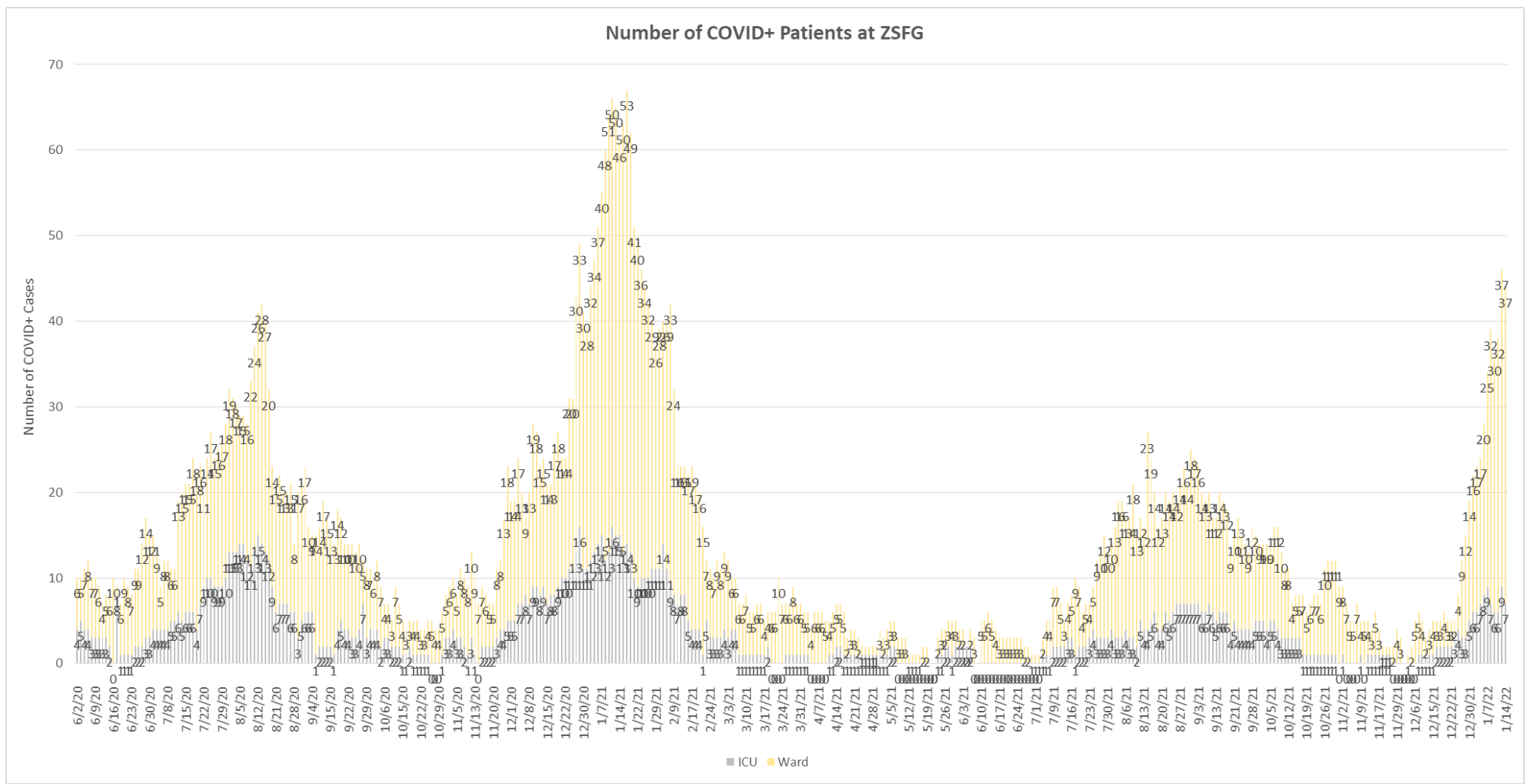
At almost the same moment, on December 15<sup>th</sup>, ZSFG celebrated the first vaxiversary. On that day one year ago, the hospital vaccinated the first five people in S.F. and the Bay Area, and among the first in California. These pioneers are depicted below, left to right: Antonio Gomez, Medical Director of Critical Care; Alexandra Ames, Computed Tomography technician; Phung Nguyen, RN, Intensive Care Unit (ICU); Starr Knight, Emergency Medicine doctor and ZSFG Director of Faculty Experience; and Otis Morgan, RN, Medical-Surgical COVID-19 unit:



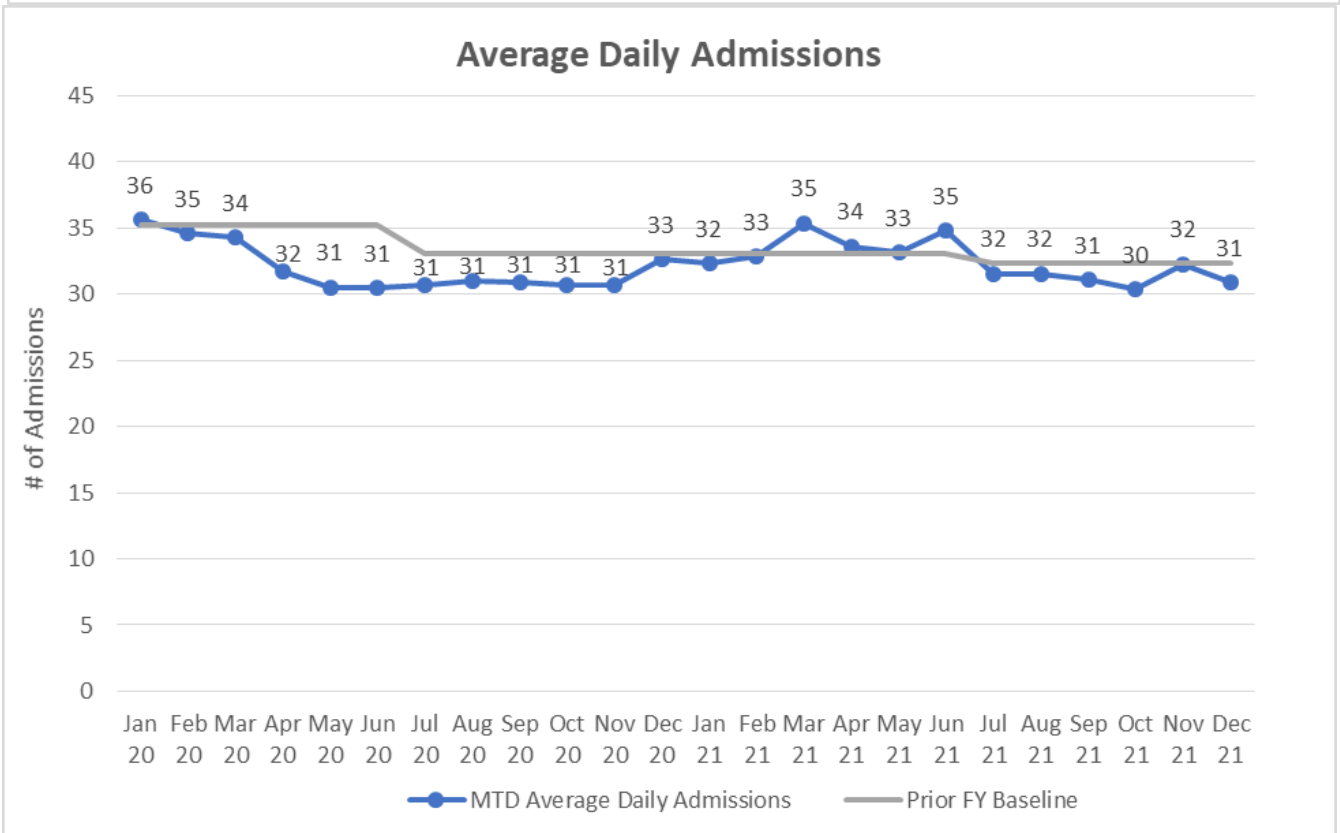
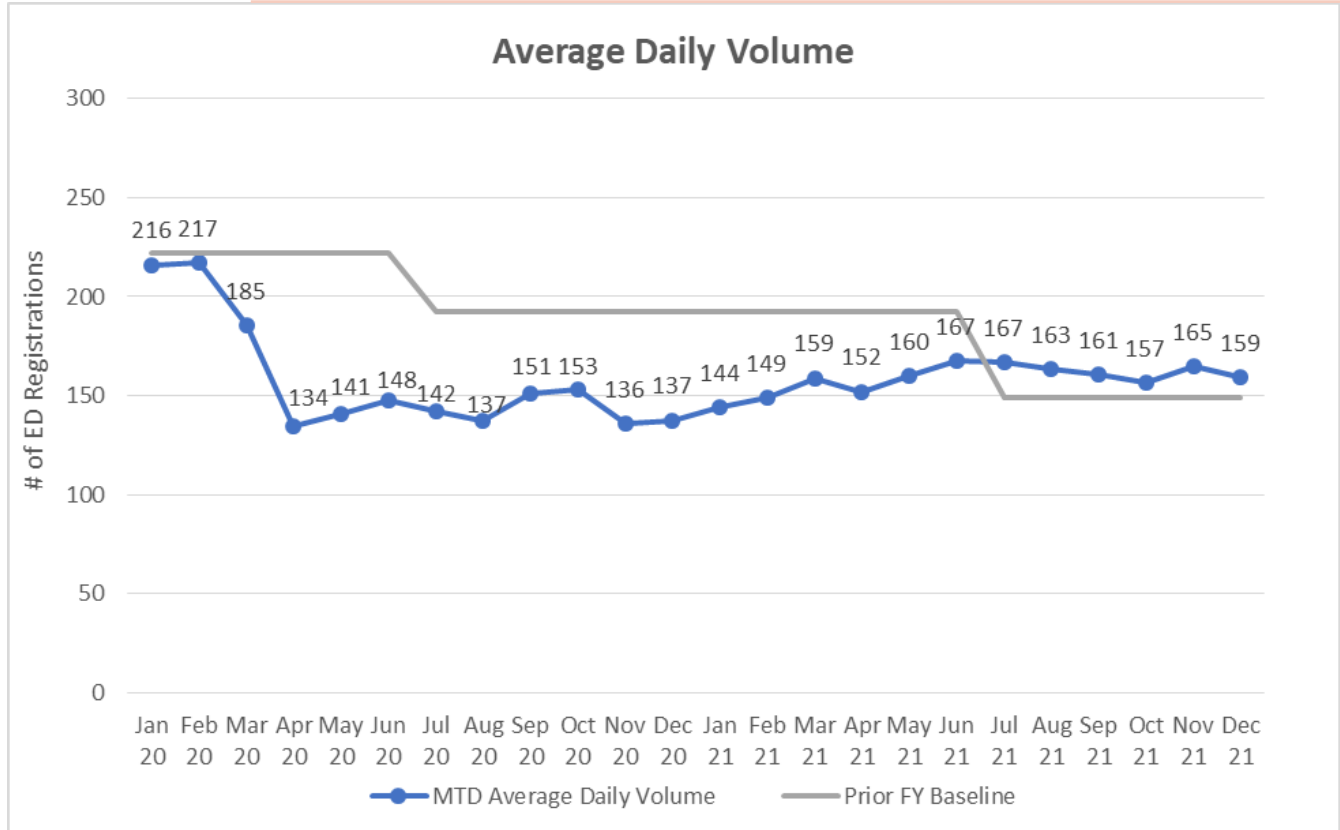
Though the pandemic is not over, and the Omicron variant has become the new challenge, ensuring the vast majority of people vaccinated in San Francisco has saved lives, and allowed us to return more safely together.

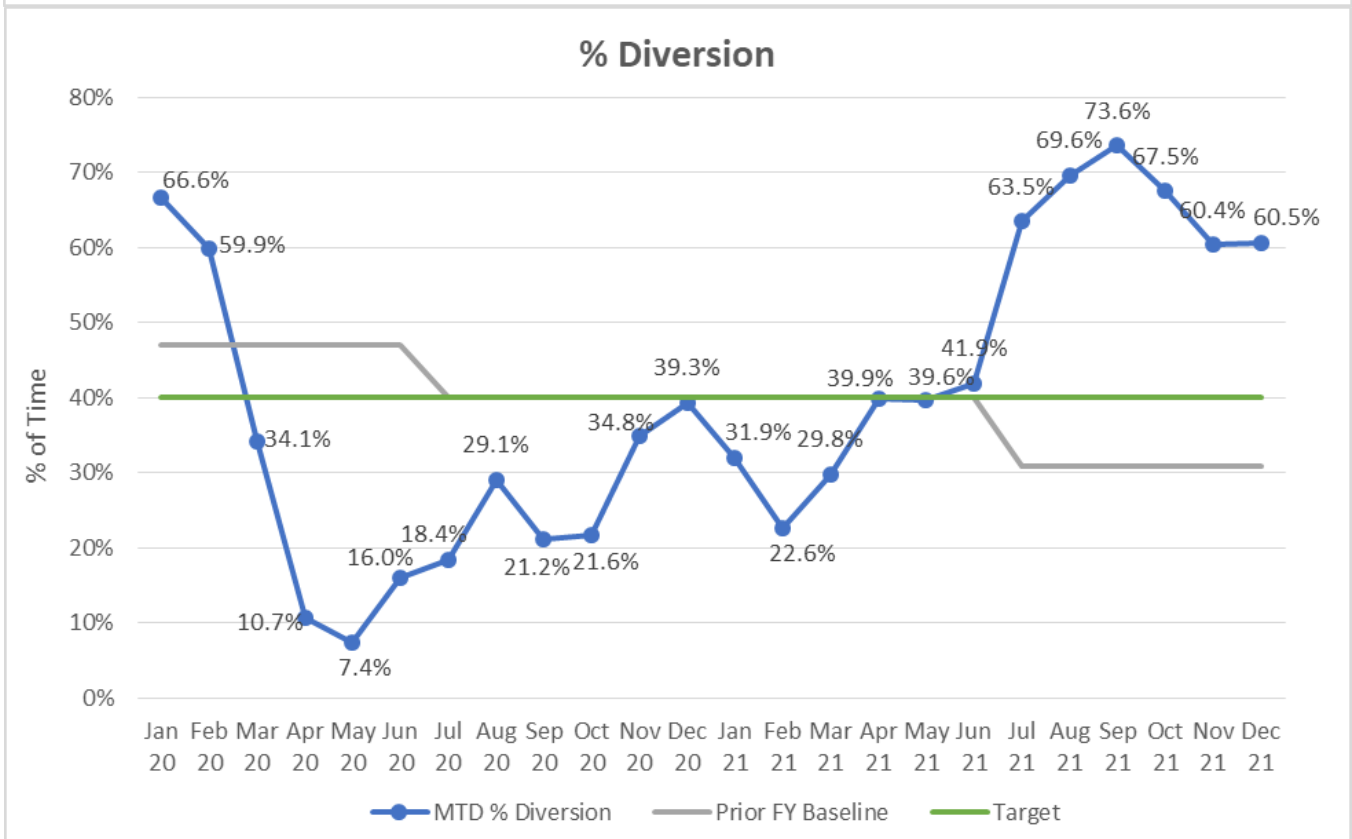
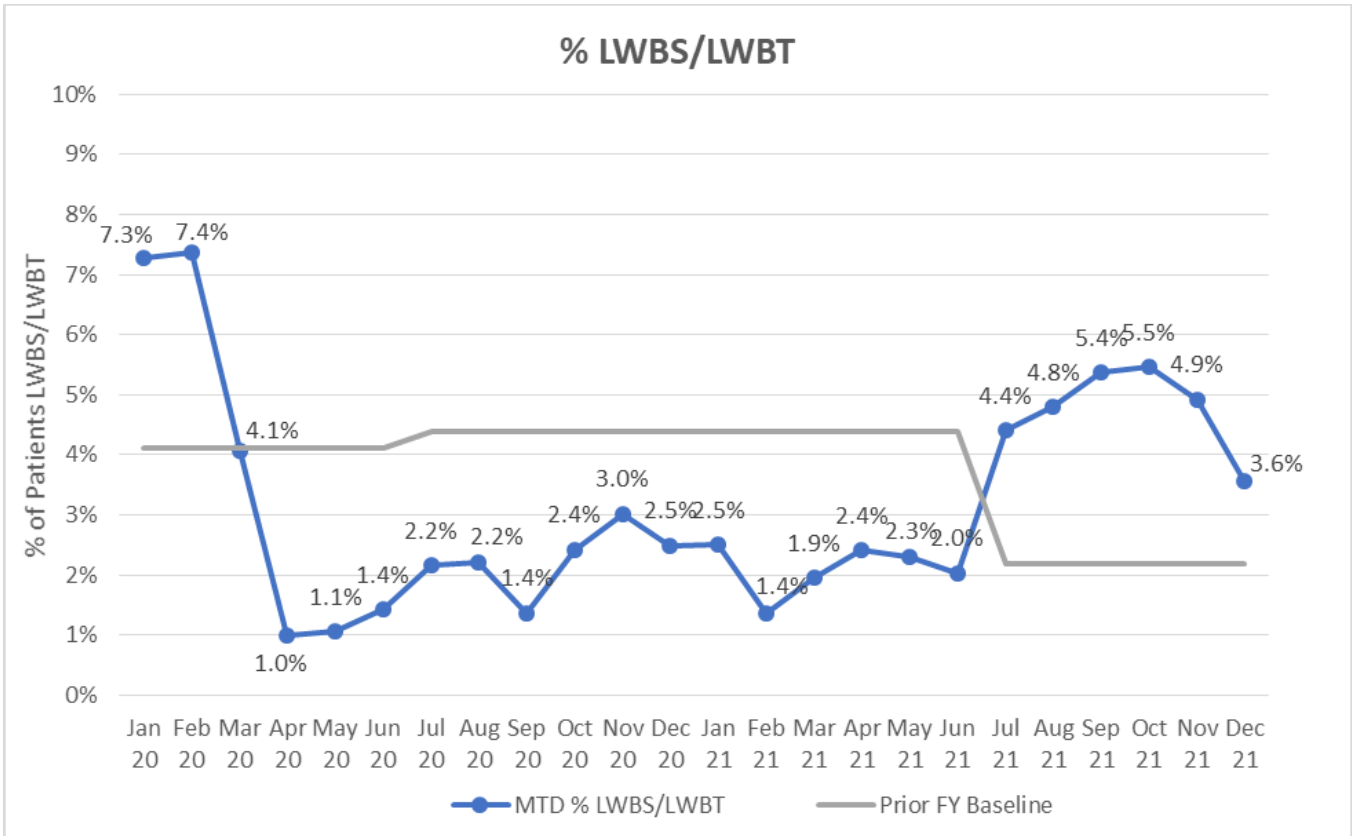
---

# QUALITY ZSFG COVID+ Patients

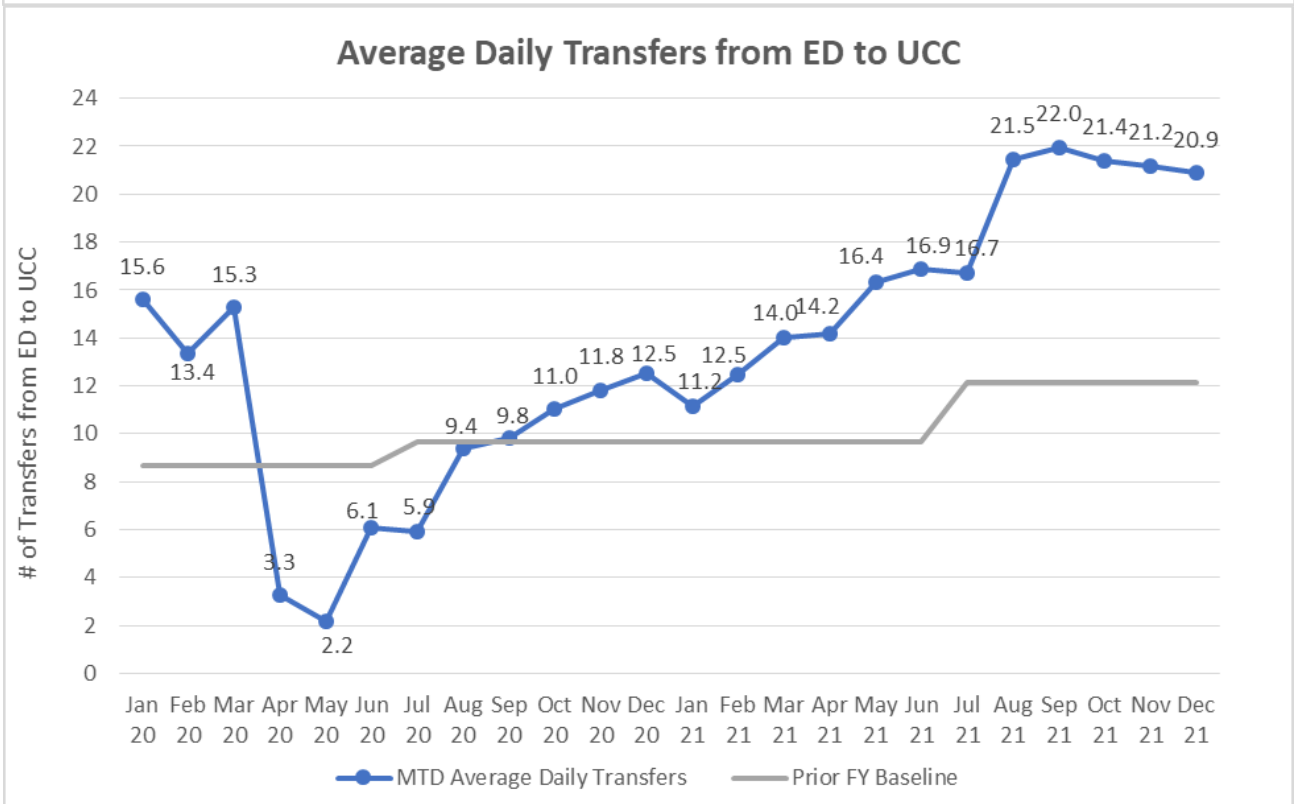
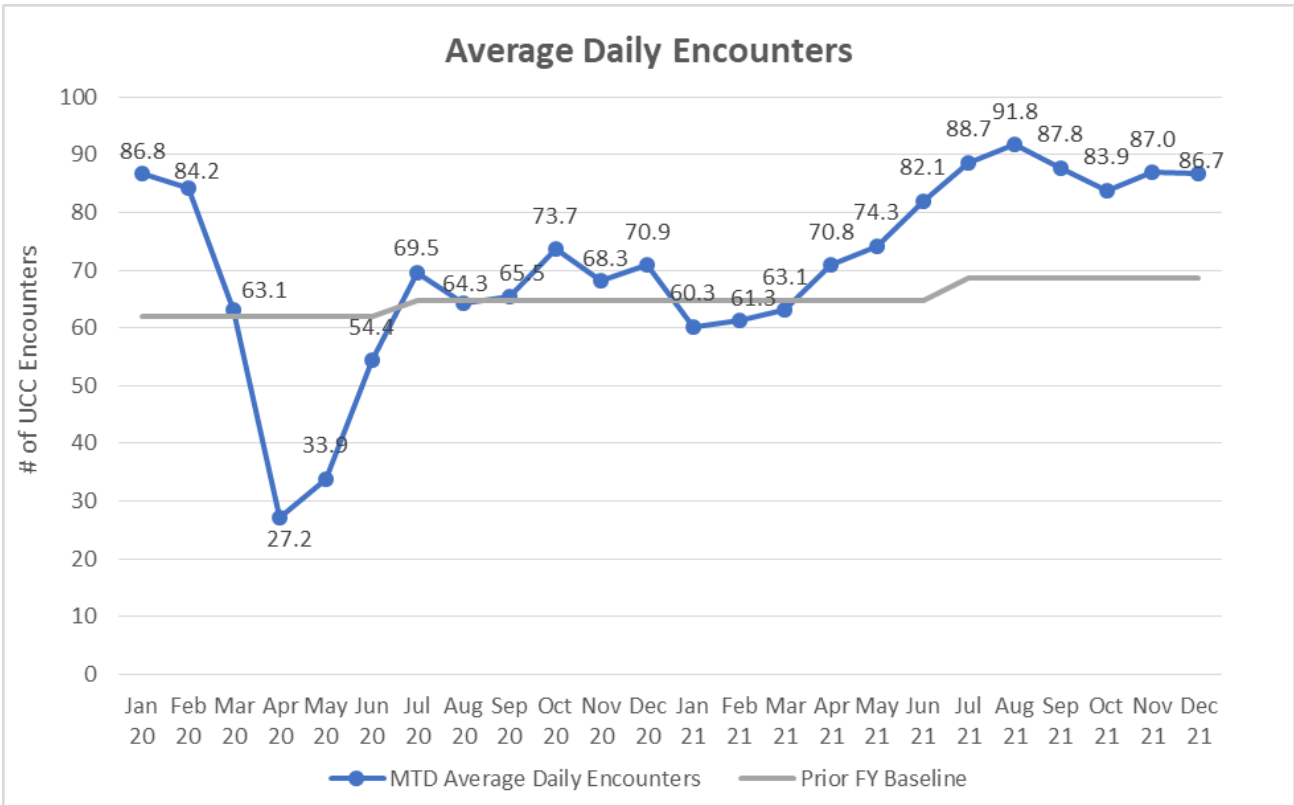


# QUALITY Emergency Department Activities

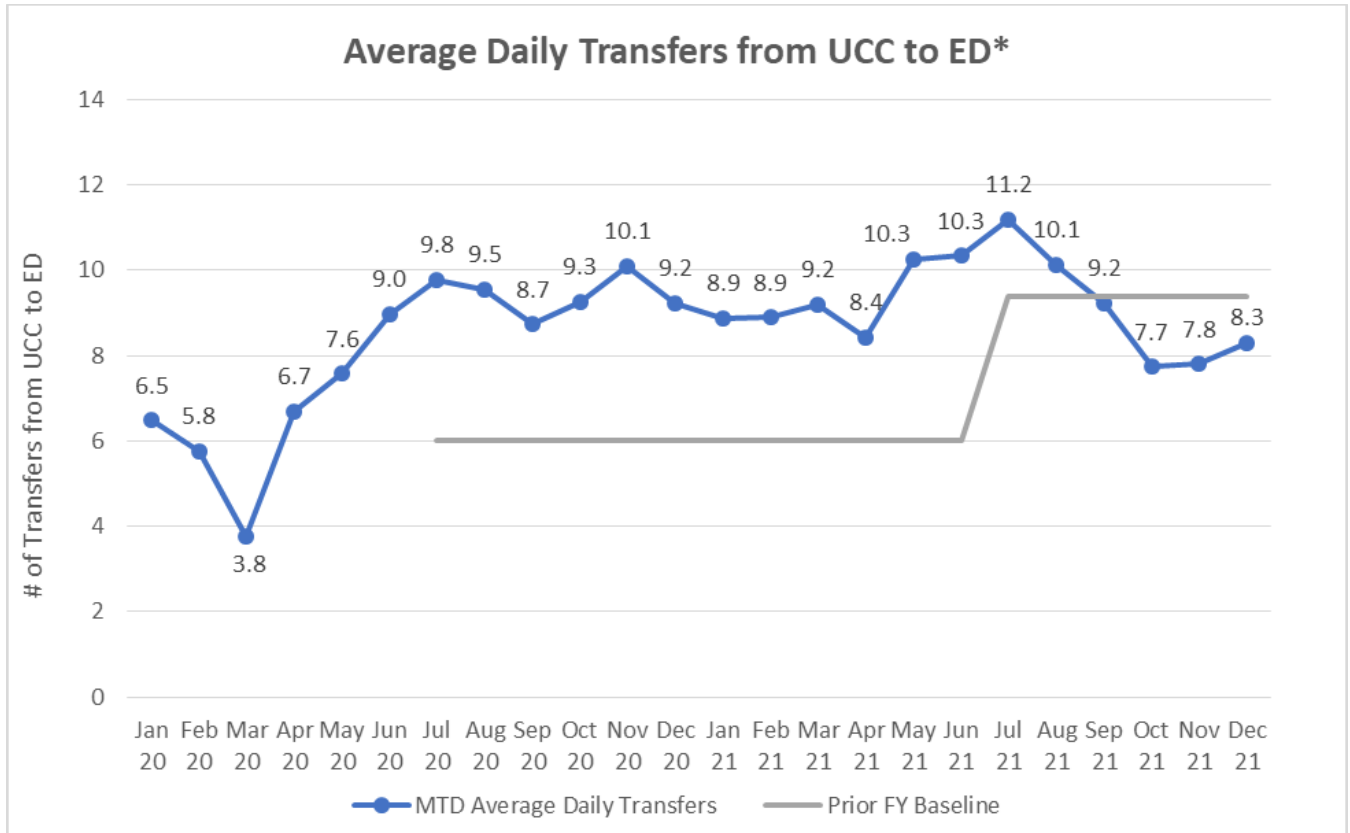




# QUALITY Urgent Care Clinic Activities

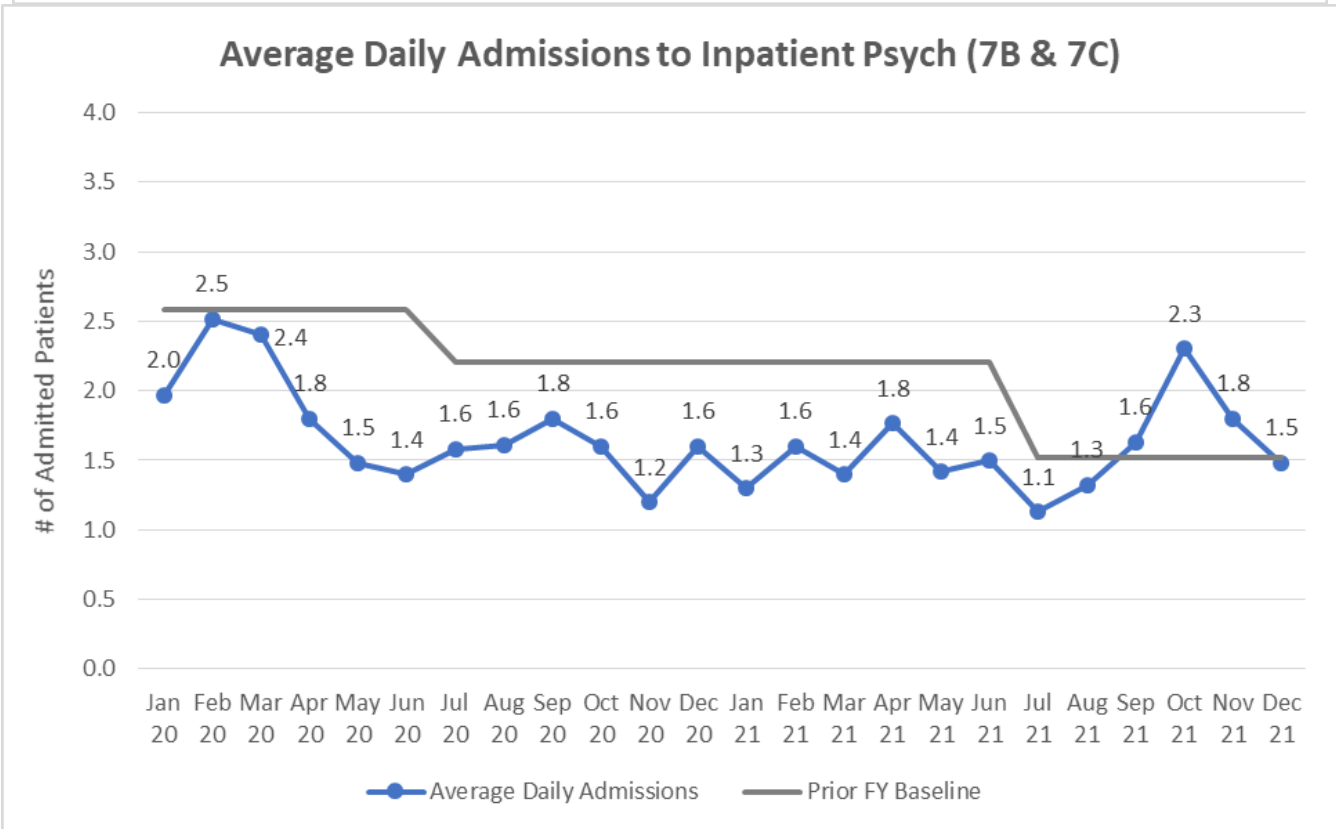
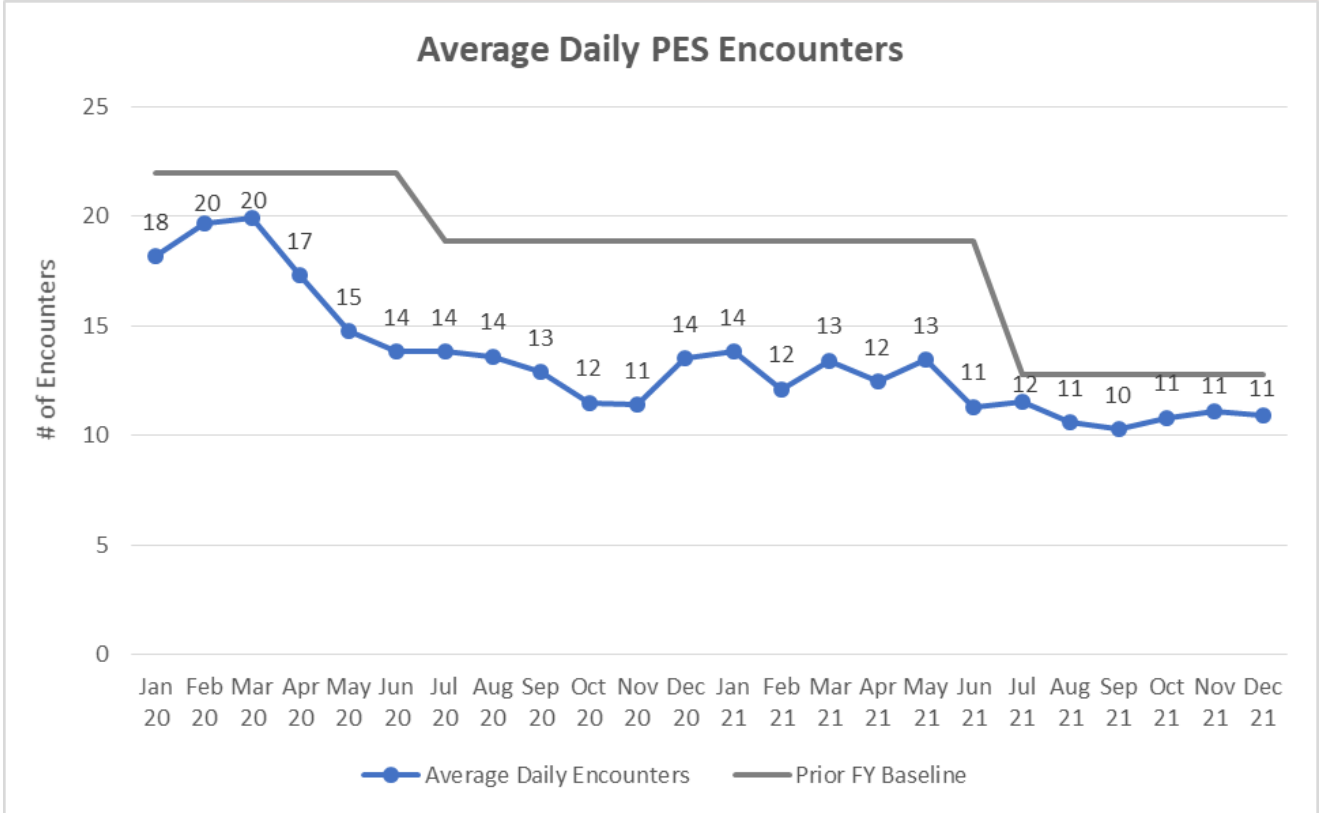




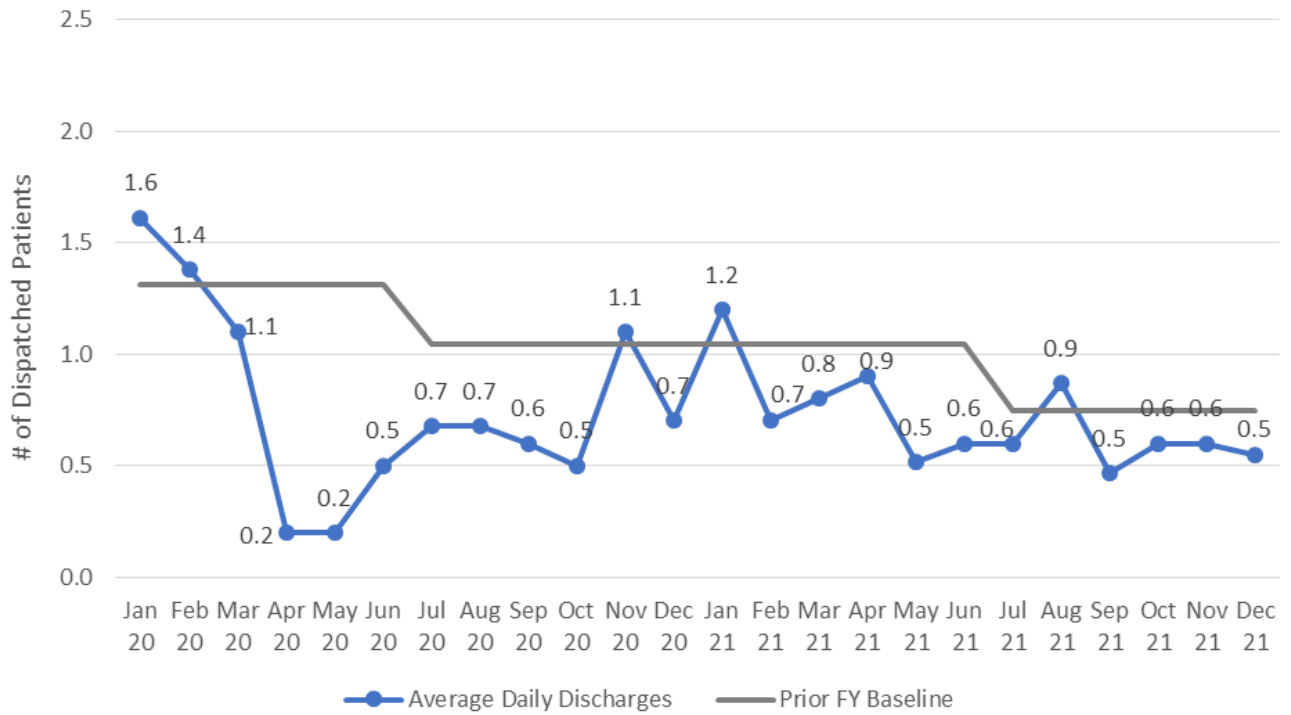


**\*As this is a new metric that ZSFG is tracking, data prior to Epic Implementation in August 2019 is not available.**

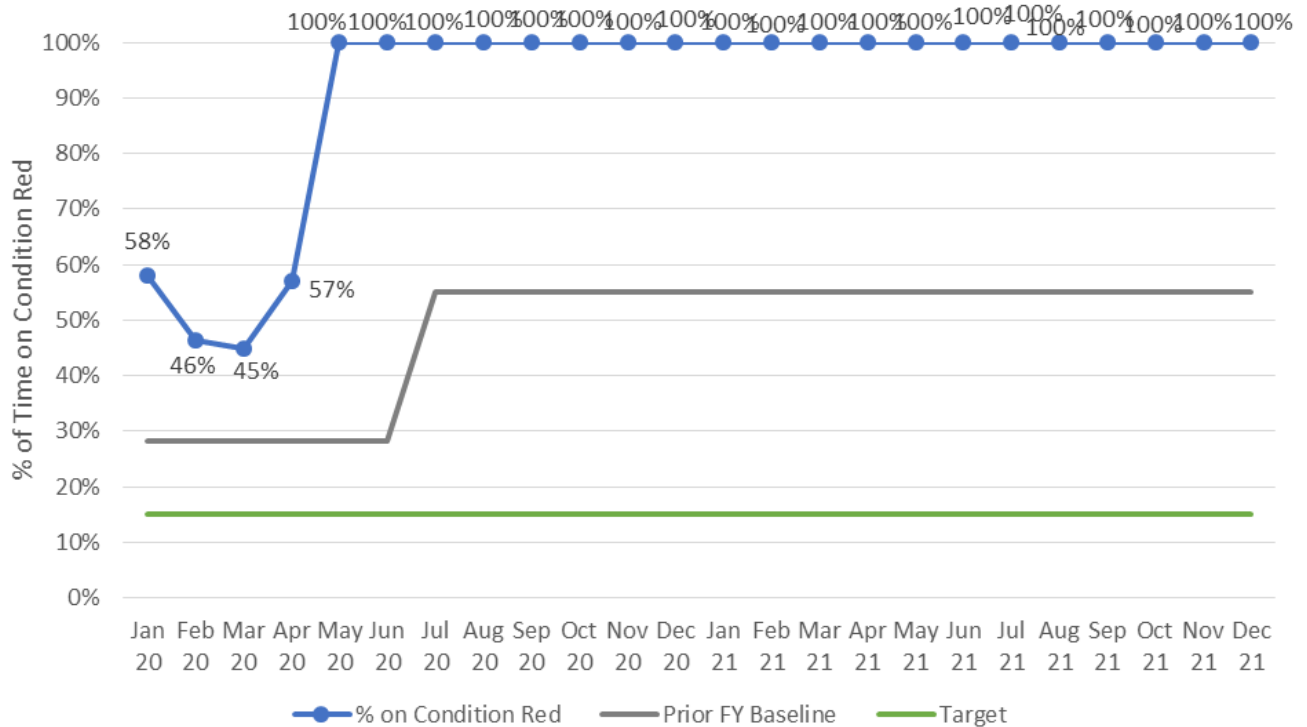
# QUALITY Psychiatric Emergency Services Activities



### 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 168.32 which is 107.90% of budgeted staffed beds and 94.03% of physical capacity. 18.53% of the Medical/Surgical days were lower level of care days: 7.53% administrative and 11.00% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 31.00 which is 110.71% of budgeted staffed beds and 53.45% of physical capacity of the hospital.

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

Average Daily Census of MCH was 24.03 which is 80.11% of budgeted staffed beds and 57.22% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

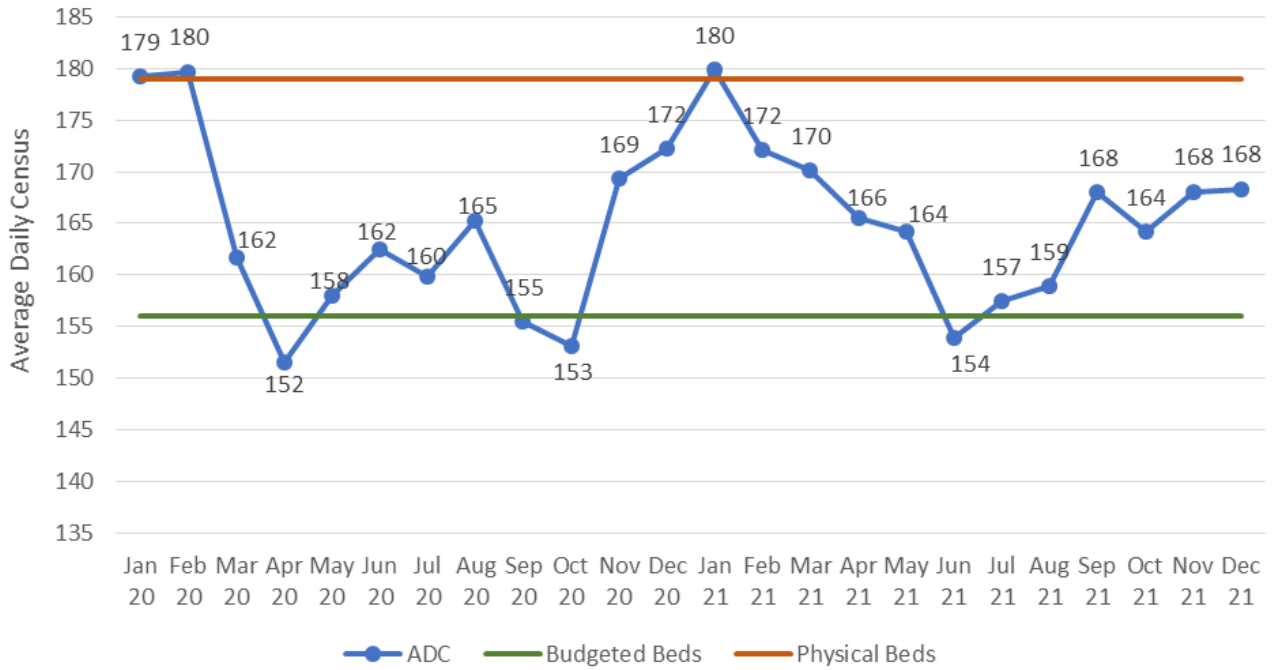
Average Daily Census for Psychiatry beds, excluding 7L, was 37.65, which is 85.56% of budgeted staffed beds and 56.19% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.97, which is 85.25% of budgeted staffed beds (n=7) and 49.73% of physical capacity (n=12). Utilization Review data shows 71.72% non-acute days (23.91% administrative and 47.81% non-reimbursed).

## **4A SKILLED NURSING UNIT**

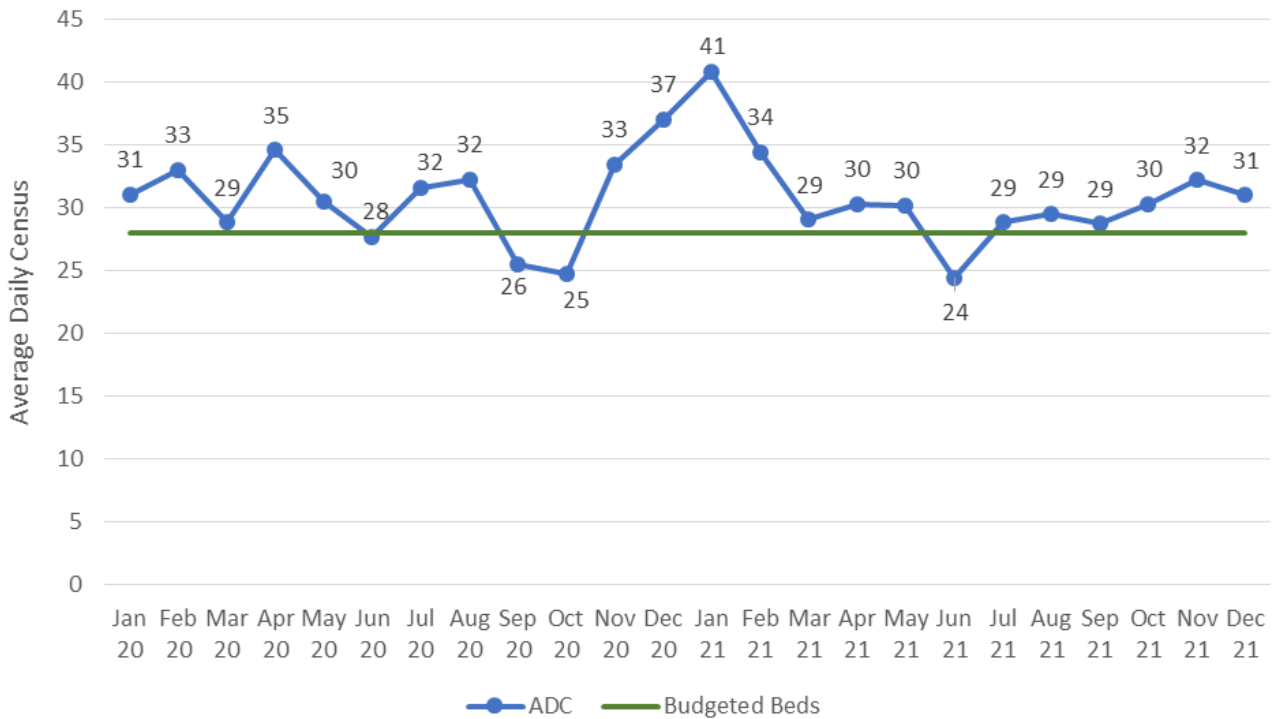
Average Daily Census for our skilled nursing unit was 26.55, which is 94.82% of our budgeted staffed beds and 88.49% of physical capacity.

---

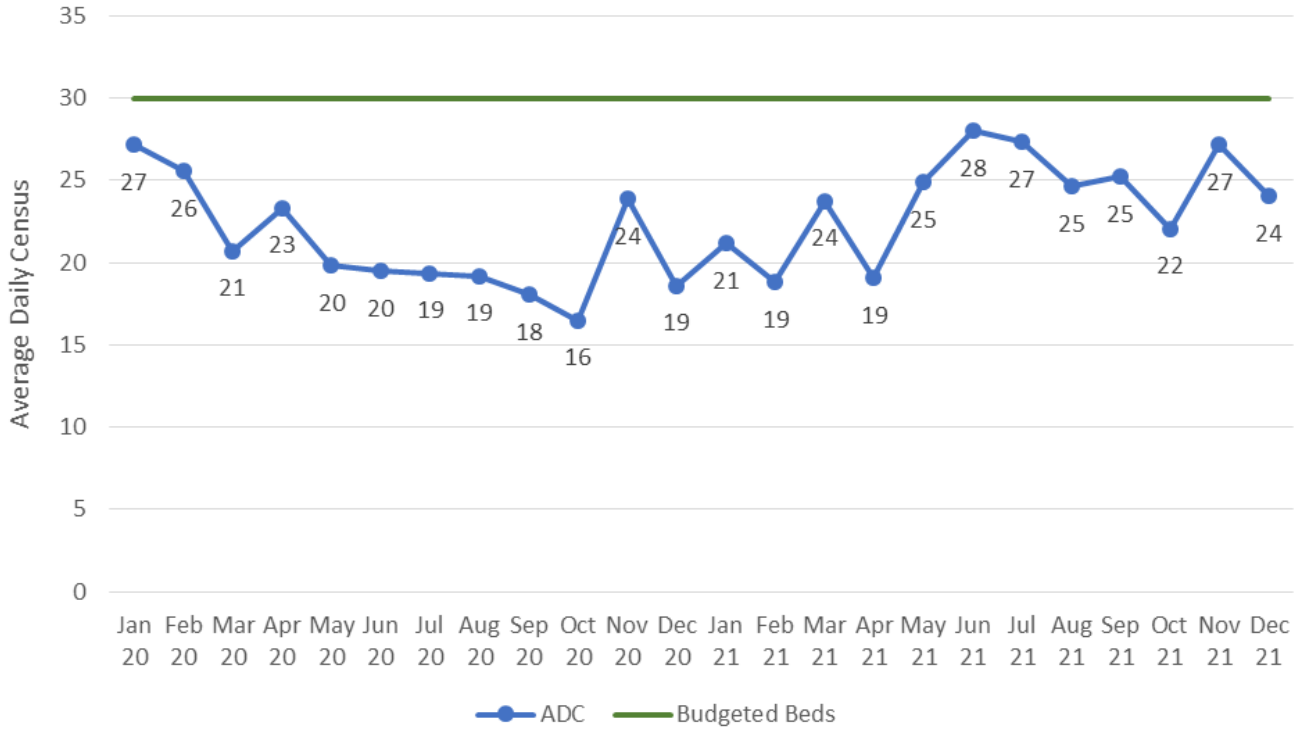
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



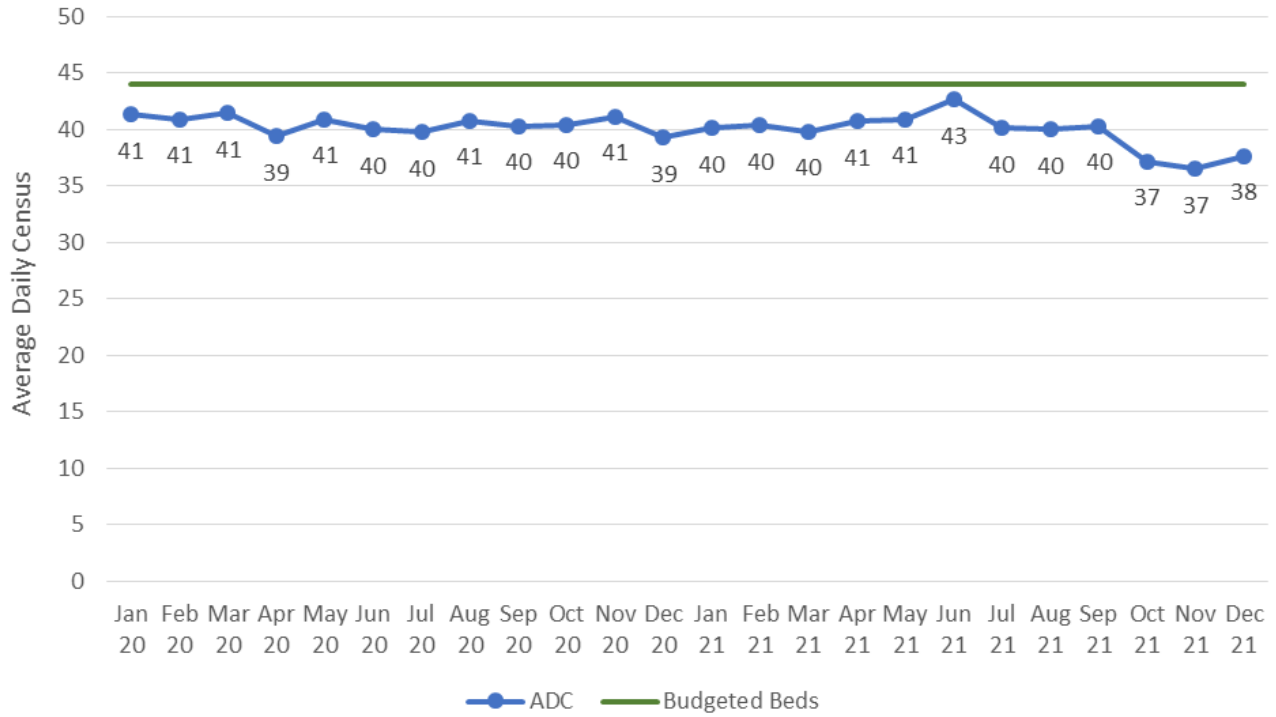
### Intensive Care Unit Average Daily Census



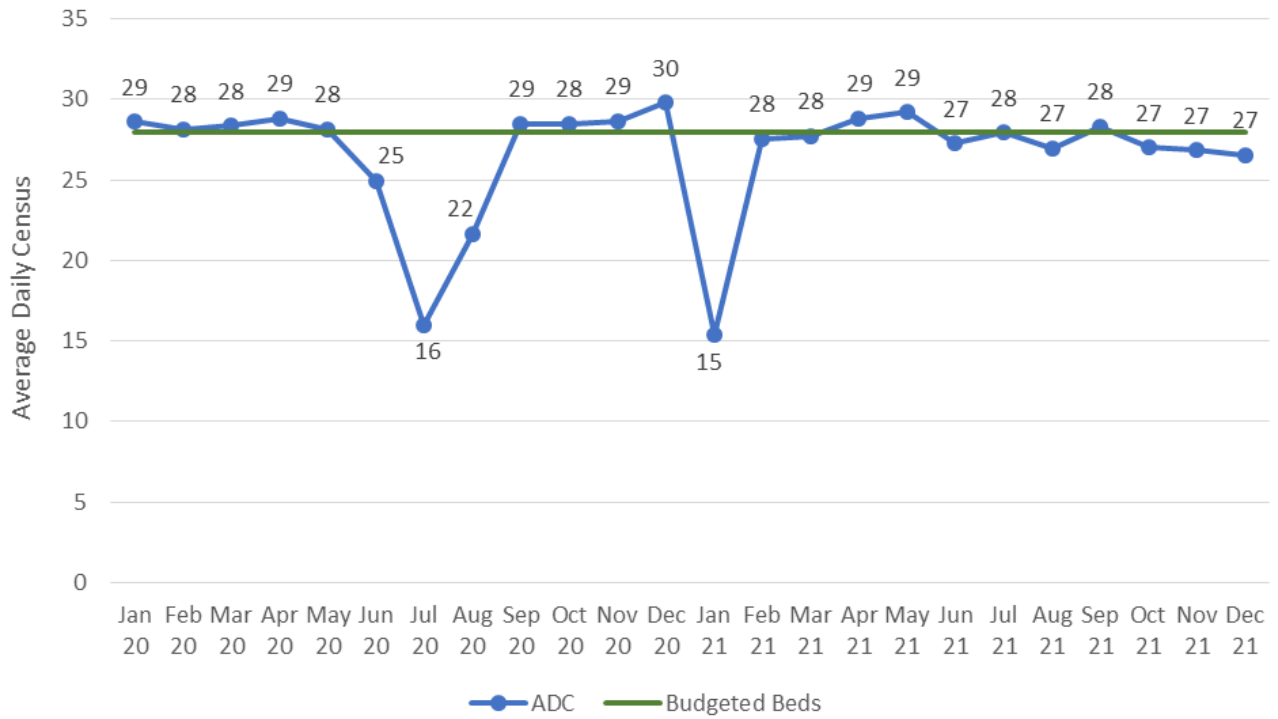
### Maternal Child Health Average Daily Census



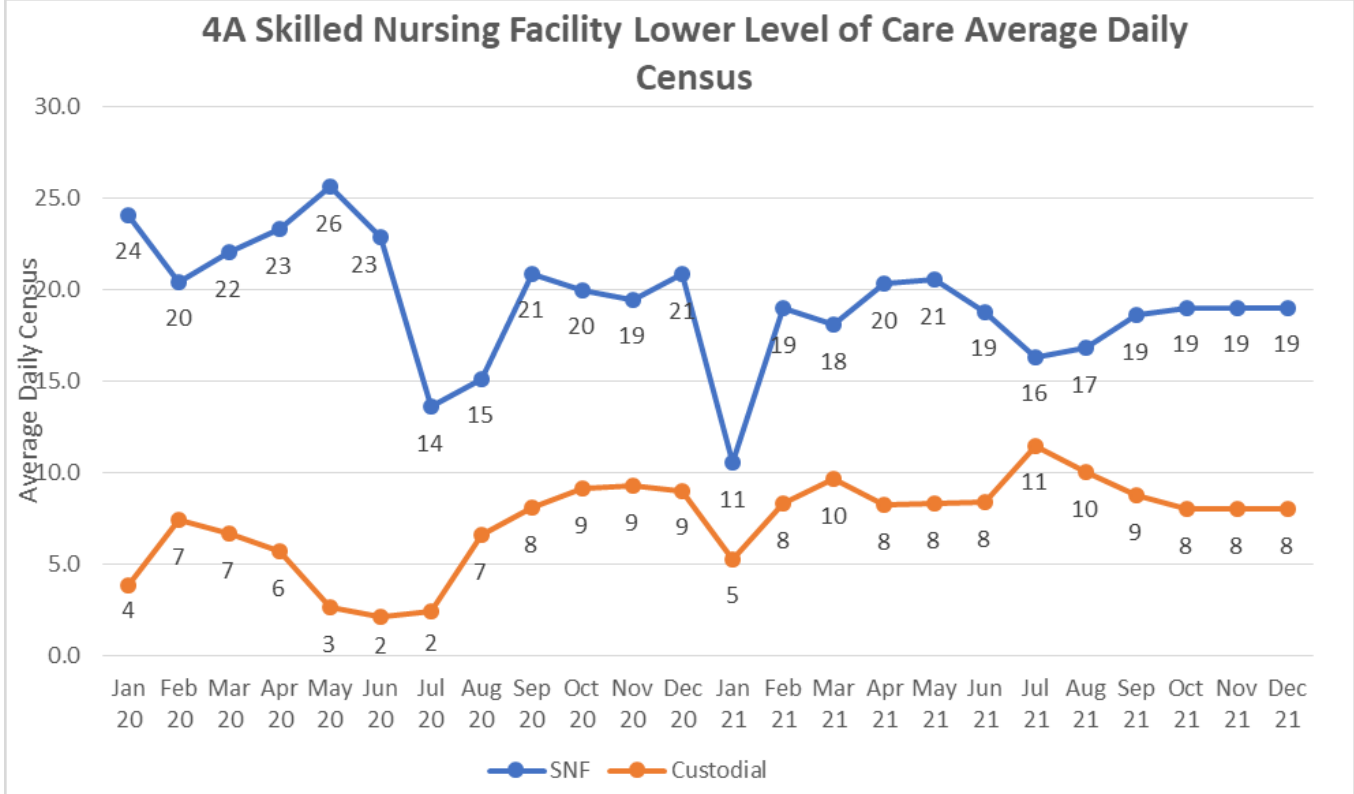
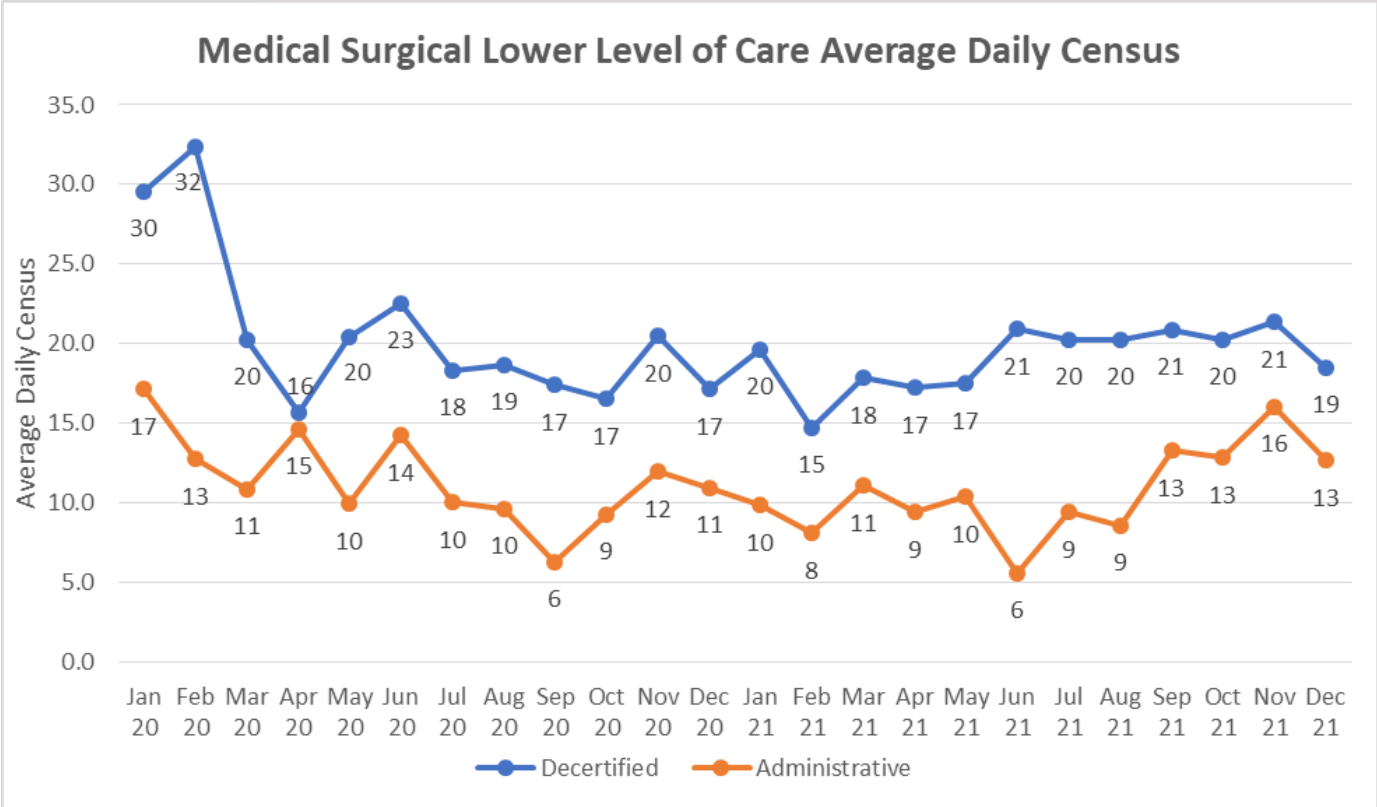
### Acute Psychiatry (7B & 7C) Average Daily Census



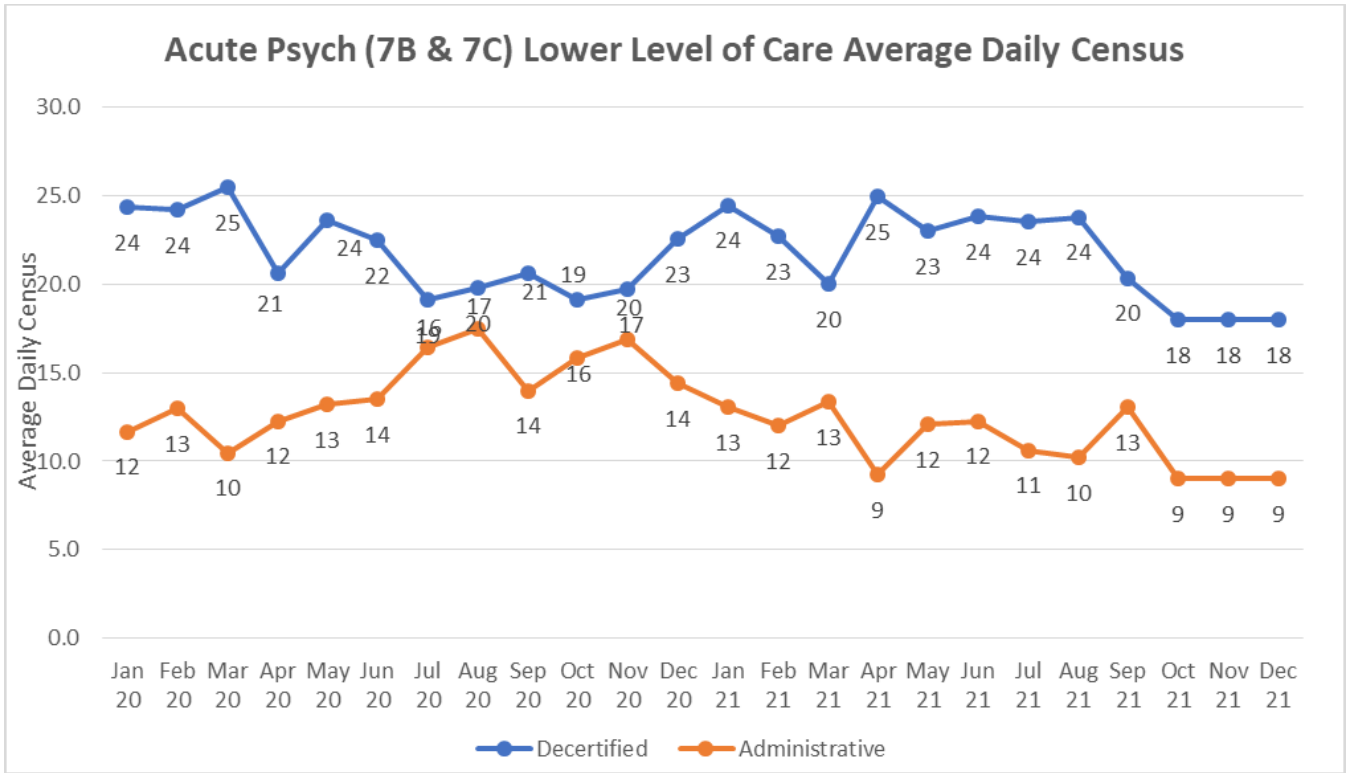
### 4A Skilled Nursing Facility Average Daily Census



# QUALITY Lower Level of Care Average Daily Census

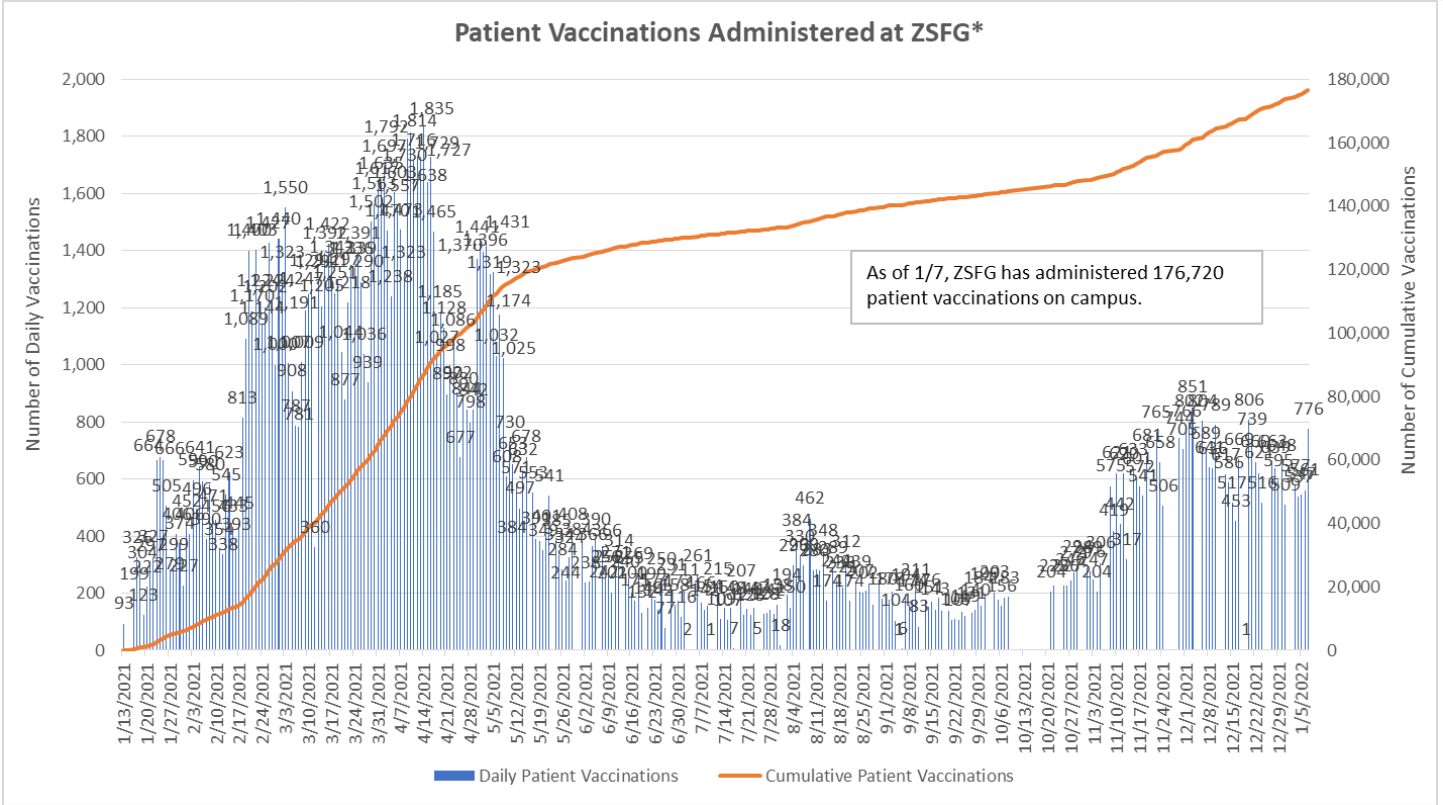




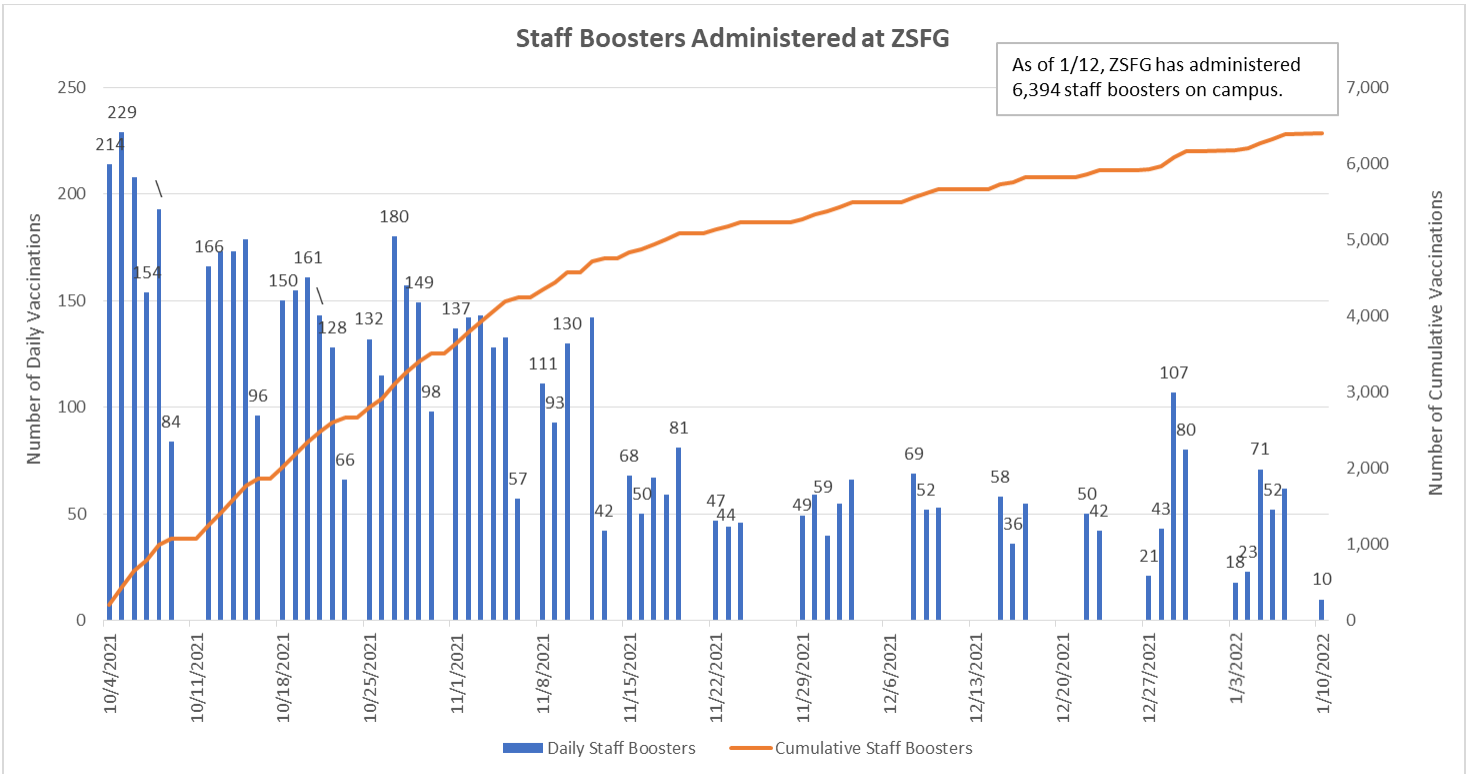


# SAFETY

# COVID-19 Vaccinations Administered at ZSFG

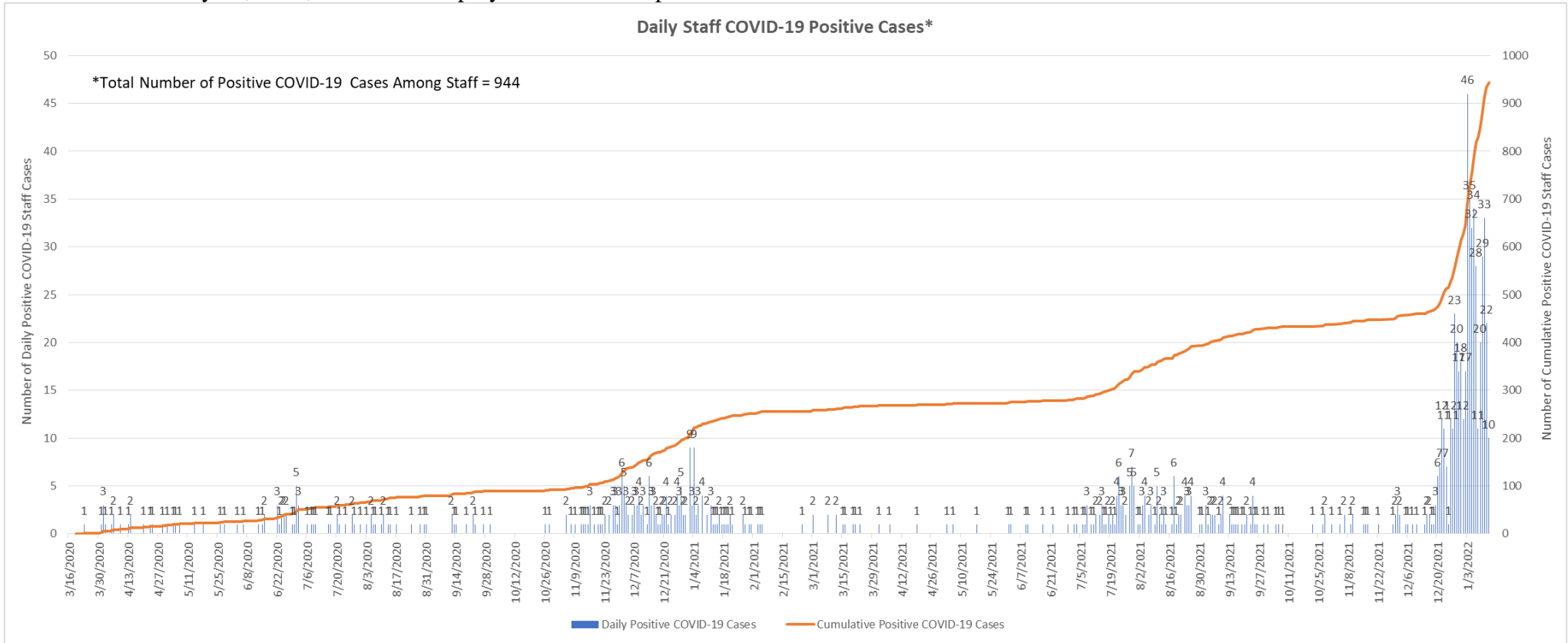


\*Includes network-wide patients and members of the community.



# SAFETY Occupational Health COVID+ Staff Cases

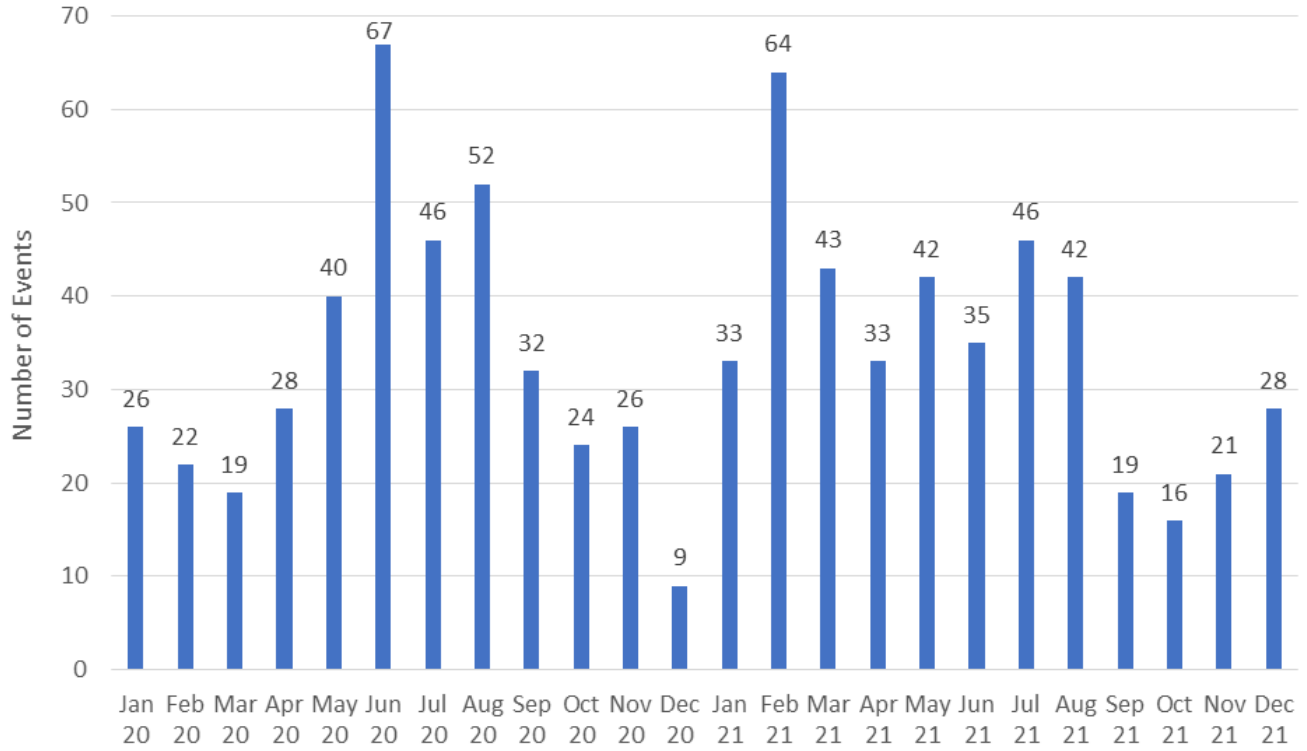
As of January 13, 2022, 944 ZSFG employees have tested positive for COVID-19.



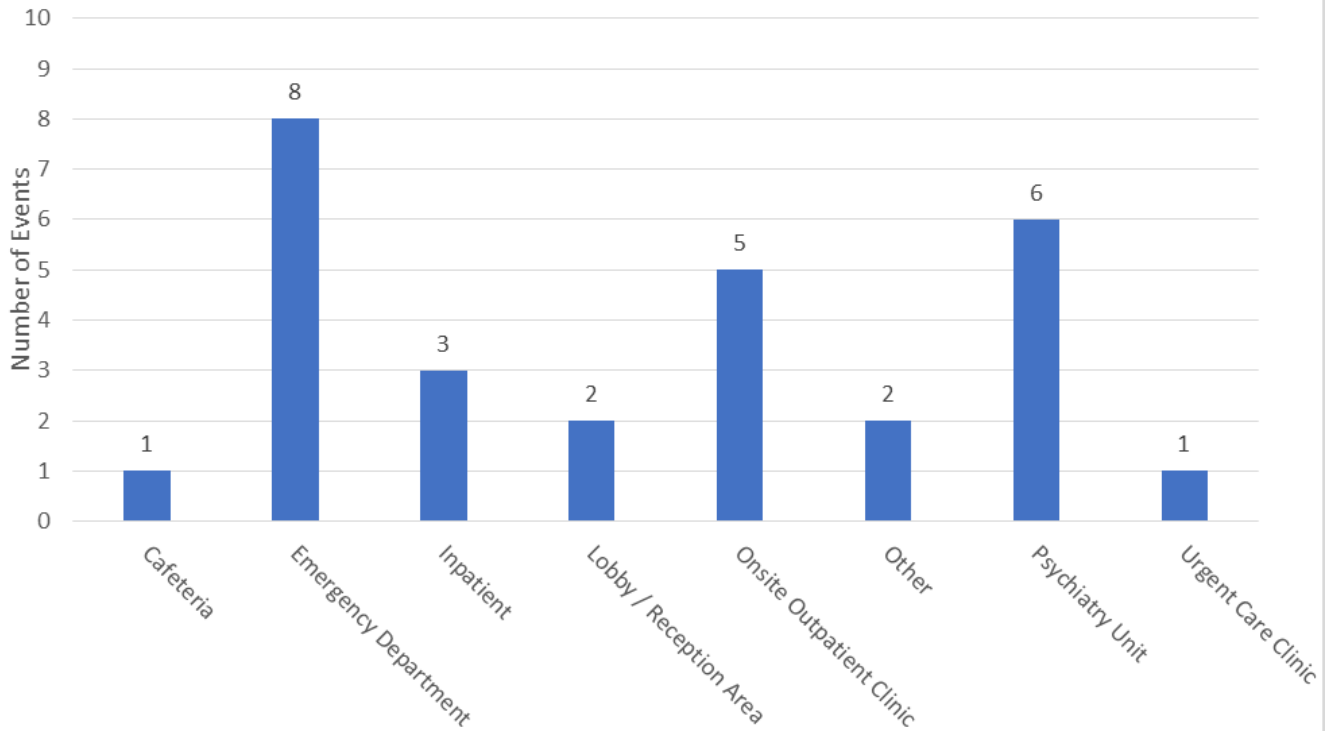
# SAFETY

## Workplace Violence Activity

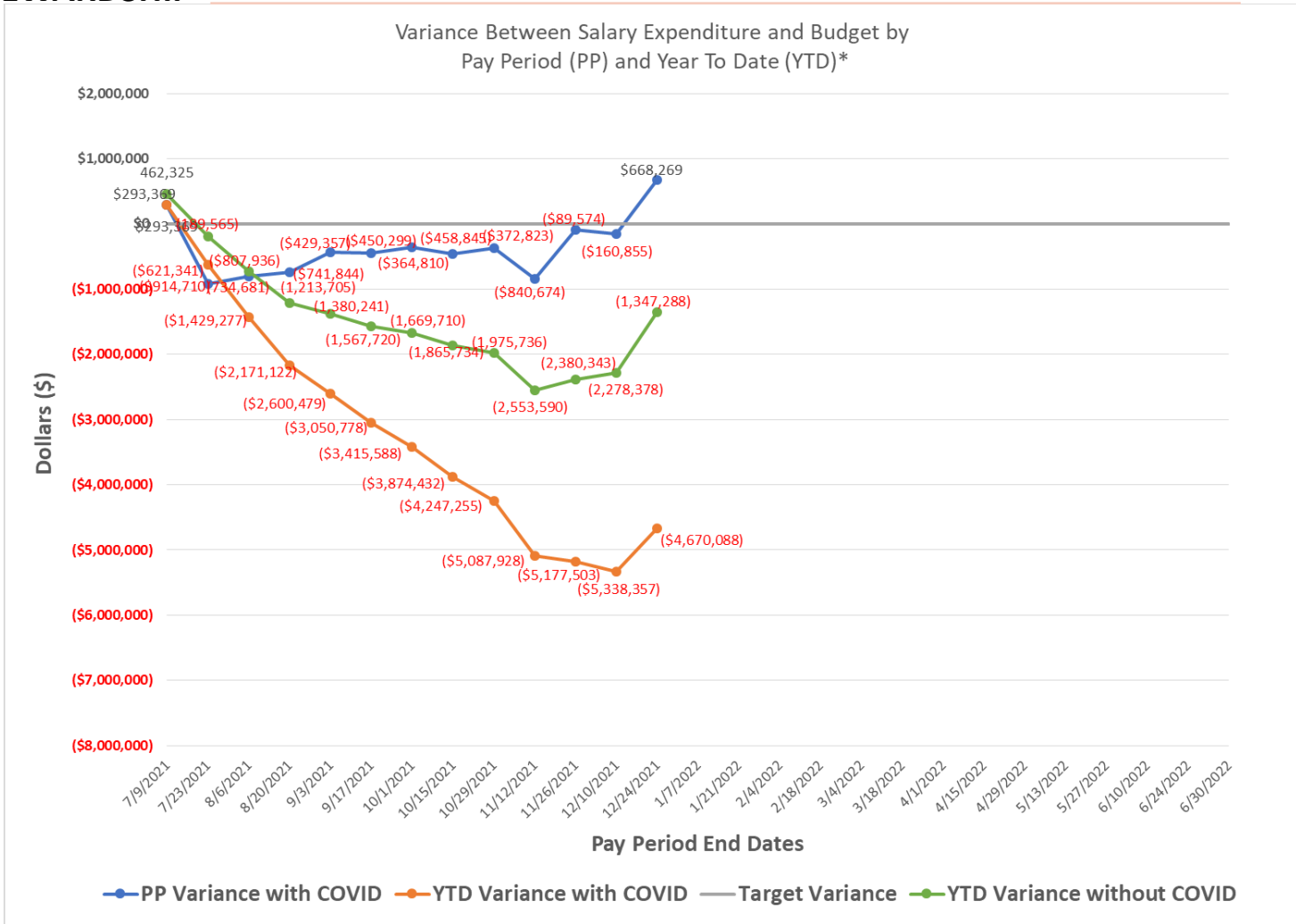
### Total Events by Month



### Total Events by Location - December 2021



# 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)	\$1,492,300
2	H48 COVID Staffing	\$88,800
3	H52	\$88,000
4	H58 (Non-COVID Census Project)	\$0
5	COVID Sick Time	\$1,653,700
	<b>TOTAL</b>	<b>\$3,322,800</b>

Commissioner Comments:

Commissioner Green noted that she is impressed that ZSFG has systems in place to route patients at the door for COVID screening and other precautions. Dr Day stated that all attempts are made to maintain social distancing and staff strive to ensure no one waiting has a respiratory system issue. He added that the Urgent Clinic team has been very helpful in triaging patients sent from the ED. The Urgent Care Clinic is now seeing almost as many patients as the ED.

Commissioner Green asked for an estimate when ZSFG expects to go from red to a lower COVID precaution level. Dr. Ehrlich stated that the number of hospitalized COVID patients should decrease in the next week or two, which would enable ZSFG to go down to the orange level.

Commissioner Chow asked if a patient is coming to ZSFG for non-COVID reasons and finds out they are positive, does ZSFG admit the patient to a COVID unit. Dr. Day stated that all COVID patients are cohorted in one area. Once ZSFG was classified in the red level, symptomatic patients were cohorted on the 6<sup>th</sup> floor.

Commissioner Chow asked if all staff are tested before they go to work on the 6<sup>th</sup> floor, housing COVID patients. Dr. Day stated that all staff are required to wear N-95 masks and eye protection. ZSFG return-to-work guidance is dependent on whether the staff member was exposed and/or is experiencing symptoms. Depending on their situation, some staff would be tested. Dr. Ehrlich stated that ZSFG is more conservative than CDPH; no staff member returns to work before 5 days after a positive test. She added that permission to return to work is based on symptoms and testing.

Commissioner Chow asked if ZSFG will be able to utilize wisdom gained during the pandemic in its ED patient flow. Dr. Ehrlich stated that ZSFG hopes to extend regulatory flexibility as long as possible.

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

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

### Commissioner Comments:

Commissioner Green asked for an estimate of the number of applicants for the BERT positions that will qualify. Ms. Johnson stated that there were not a lot of candidates for this team; therefore, some of the requisitions were changed to LVN positions, hoping the applicant pool would be larger.

Commissioner Green noted that those nurses who are considering retiring may impact the ZSFG nursing staff numbers. Ms. Johnson stated that ZSFG conducts exit interviews to gain understanding about why a staff member is leaving. This has led to focused efforts to increase diversity in nurse hiring. Mr. Dentoni shared an example of a ZSFG nurse resigning after receiving a \$20,000 sign-on bonus from another hospital. She added that other nurses are joining traveling nurse firms. Dr. Ehrlich stated that California's nursing to patient ratios are a draw from some out-of-state nurses.

## **6) MEDICAL STAFF REPORT**

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

*THE COMMITTEE WILL HEAR A SUMMARY OF REPORTS THAT WERE PRESENTED TO THE ZSFG MEDICAL EXECUTIVE COMMITTEE. APPROVAL REQUESTED FOR SURGERY RULES AND REGULATIONS AND ANESTHESIA STANDARDIZED PROCEDURES.*

### Commissioner Comments:

Commissioner Chow asked for clarification regarding the increase in trauma surgery for the geriatric population. Dr. Winston stated that during the pandemic, people were at home alone more often and there was a sharp increase in falls.

Action Taken: The ZSFG JCC unanimously approved the following:

- Surgery Rules and Regulations
- Anesthesia Standardized Procedures

#### **7) OTHER BUSINESS**

This item was not discussed.

#### **8) PUBLIC COMMENT**

There was no public comment.

#### **9) 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 January 2022 Credentialing Report and Performance Improvement and Patient Safety Report. The Committee voted not to disclose other discussions held in closed session.

#### **10) ADJOURNMENT**

The meeting was adjourned at 4:50pm.