

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 Giraudo 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, July 26, 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, Jennifer Boffi, Karen Hill, Basil Price
Lukejohn Day MD, Michael Gerchow, Jim Marks MD, Leslie Safier,
Aiyanna Johnson, Andrea Turner, Terry Dentoni, Christopher Ross,
Elena Fuentes-Afflick MD, Susan Brajkovic, Clare Horton

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

**2) APPROVAL OF THE MINUTES OF THE JUNE 28, 2022 ZUCKERBERG FRANCISCO GENERAL
JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the June 28, 2022 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, ZSFG Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked if the Joint Commission puts the survey results in a matrix. Mr. Smith stated that the matrix is the way the Joint Commission presents its findings.

Commissioner Green thanked the team for written responses to her questions.

4) QUALITY CORE MEASURES SCORECARD

Leslie Safier, Director of Performance Improvement, presented the item

Commissioner Comments:

Commissioners Chow and Green thanked Ms. Safier for her work helping to organize the quality measure activities and reporting so well during her ZSFG tenure.

Commissioner Chow asked for an explanation regarding the dashes between the number. Ms. Safier stated that ZSFG chooses the best score from two quarters of data. The dashes represent data not chosen for reporting.

Commissioner Chow asked if ZSFG loses points for not meeting a goal. Ms. Safier stated that these are not pay-for-performance metrics.

Commissioner Green asked for clarification on the Electronic Clinical Quality Metrics (eCQMs) program data reporting. Ms. Safier stated that the data is submitted through a vendor. She noted that the eCQMs are more like value-based purchasing metrics. Commissioner Green noted the raw data for cesarian rates is important to understand.

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

Susan Ehrlich, 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:

Rising Staff Infections

ZSFG's Occupational Health Services (OHS) team produces a chart (page 20) every day to track what is happening with COVID-19 and the DPH workforce. In this sixth unique surge, there are 478 DPH staff under OHS management, leaving us very nearly at the height of our last surge during the winter, when 550 people were under OHS management. Unlike the fifth surge though, this one was preceded by a very long "mesa": relatively high rates of infection over a long period of time. This means that staff were either sick with COVID-19 or working hard to make sure patients were taken care of while others were out. This has been a truly challenging situation.

Though most infections among our staff are acquired in the community, there have been a few incidents on campus recently where the infections have been acquired on campus, resulting in larger numbers of staff and patients becoming ill. About 40% of COVID-19 infections can be asymptomatic, increasing the chance for transmission on campus.

To attenuate this surge, ZSFG implemented the following countermeasures, which went into effect on Friday, July 8th:

- Staff are to be vigilant about masking at work unless in a room by oneself. At no time should staff be eating or drinking together inside.
- Staff are required to wear an N95 face mask for ALL direct patient care activities. Currently, there are adequate supplies of N95 face masks. ZSFG will continue to monitor the SF COVID-19 case/positivity rates and revisit this policy once they begin to decline.
- Staff are to ask patients to mask before entering patient rooms.
- There are no changes to our visitor policy. Visitors are still required to be fully vaccinated or present a negative COVID-19 test before entering any building on the ZSFG campus.
- Staff are encouraged to obtain COVID-19 testing if they have any symptoms, exposure or concerns regarding COVID-19. Staff can obtain COVID-19 testing at the OHS employee testing tent in the parking lot by the Avon Breast Center Mon-Sun 6:30am-4:30pm.

My thanks to all staff for taking steps to protect themselves, our patients and the community during this very challenging time.

SAFETY

2. Monkeypox Update

Monkeypox is a virus that has been spreading more widely across San Francisco. Most recently there have been 141 confirmed cases in the city, which leaves SF with the highest case rate in the United States. At ZSFG there have been two patients admitted thus far.

In response, our teams in the Urgent Care Clinic, Positive Health, and the Primary Care Clinics have been agile in evaluating, managing, and treating patients at risk or exposed to Monkeypox. Additionally, as of July 8th, ZSFG began offering Monkeypox vaccines for patients at high risk of exposure and/or contracting the virus. Since then, ZSFG has become the largest and only walk-in vaccine clinic in SF providing Monkeypox vaccinations to our community, having already administered 1,165 vaccines to date.

Many thanks to all our teams for continuously adapting to our rapidly changing environment and continuing to keep our patients and community safe!

EQUITY

3. 2022 Juneteenth Celebration

On June 19th, we celebrate Juneteenth, which commemorates the date when the last African American slaves in the Confederacy were freed in Texas in 1865. Since that date, Juneteenth has been recognized by African American communities across Texas and the South, spreading nationwide and becoming a federal holiday last year on June 17, 2021. Over the last 157 years, America has made some efforts to redress the original sin of slavery. However, there are still significant disparities between Black/African American people and other racial groups in most social and economic indicators, including health outcomes in San Francisco.

At ZSFG, Equity has been one of our six True North organizational pillars since 2017, and the organization is taking steps to become an anti-racism organization that promotes equity both within our workforce and among our patients and community members. This includes the following actions led by our new Department of Diversity, Equity, & Inclusion and Equity Council:

- Re-examining our workforce policies and practices to ensure equitable experiences for staff;
- Developing training and resources to support our managers and staff to promote a culture of equity and inclusion within their teams; and
- Increasing the percent of Departments with Equity Drivers in their Performance Improvement plans to reduce health disparities.

ZSFG recognizes that making equity real for our staff, patients and community is an ongoing journey and is committed to supporting the racial equity effort.

QUALITY

4. Clinical Laboratory and Anatomic Pathology Lab Accreditation Survey

After a long year of waiting, The Joint Commission arrived for the unscheduled Clinical Laboratory and Anatomic Pathology Lab Accreditation Survey on June 21st. Two Joint Commission surveyors were there all week and conducted a thorough review of our laboratory practices and point-of-care testing. After two and a half years, six COVID-19 surges and a large capital project underway, it wasn't the best of circumstances for an unannounced, high-pressure, high-stakes visit. Yet, when all was said and done, our team knocked it out of the park!

The lab's success is well captured by these statistics: of the 226 lab standards and 993 elements of performance, only 8 findings were identified, representing 99% compliance. Additionally, zero deficiencies were ranked high likelihood for harm, widespread scope, or immediate threat to life. The Anatomic Pathology Lab was inspected with no findings and

many compliments about their lab, staff, and procedures. The two surveyors stated ZSFG has a fantastic lab team and were impressed with our clinical teams where observations and tracers were performed.

Many thanks and congratulations to all our teams that contributed to a successful survey: Respiratory Care Services, H62/H64, 4C, the Emergency Department, Critical Care Services, the Cardiac Catheterization Lab, Performance Improvement, and Human Resources.

DEVELOPING OUR PEOPLE

5. 2022 ZSFG Nursing BEE Awards

The inaugural ZSFG Nursing Being Extraordinary Everyday (BEE) Awards took place in late June. This event was created in 2022 to recognize our nursing ancillary team members which include: Licensed Psychiatric Technicians, Medical Assistants, Certified Nursing Assistants, Patient Care Assistants, Health Workers, Transporters, and Staffing Assistants. These staff work closely with licensed nurses to provide safe, patient-centered care and nursing services at the hospital. BEE Award honorees could be nominated by patients, families, visitors and staff and must exemplify the following characteristics:

- Caring: Exhibits empathy and compassion in their interactions
- Integrity: Maintains the trust and confidence of others, follows through on what they say
- Connections: Creates connections with their team, promotes teamwork and communication
- Quality: Strives to provide the highest quality care and services
- Professionalism: Role models ICARE key behaviors, customer-service oriented

Congratulations to this year's BEE Award winners:



Esmeralda Varela



Robert Cancio



Pamela Wilson



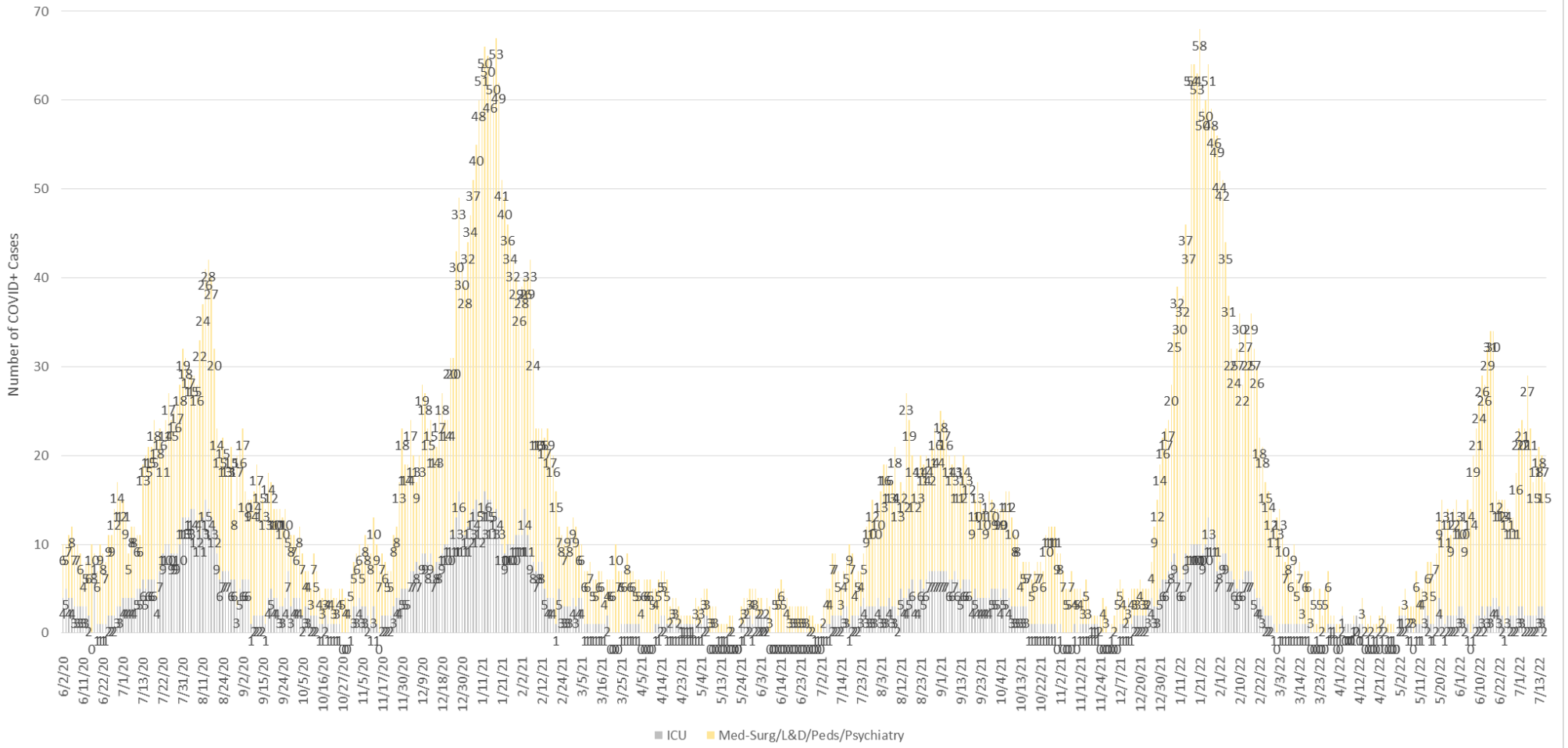
Clarisa Zamora Fuentes



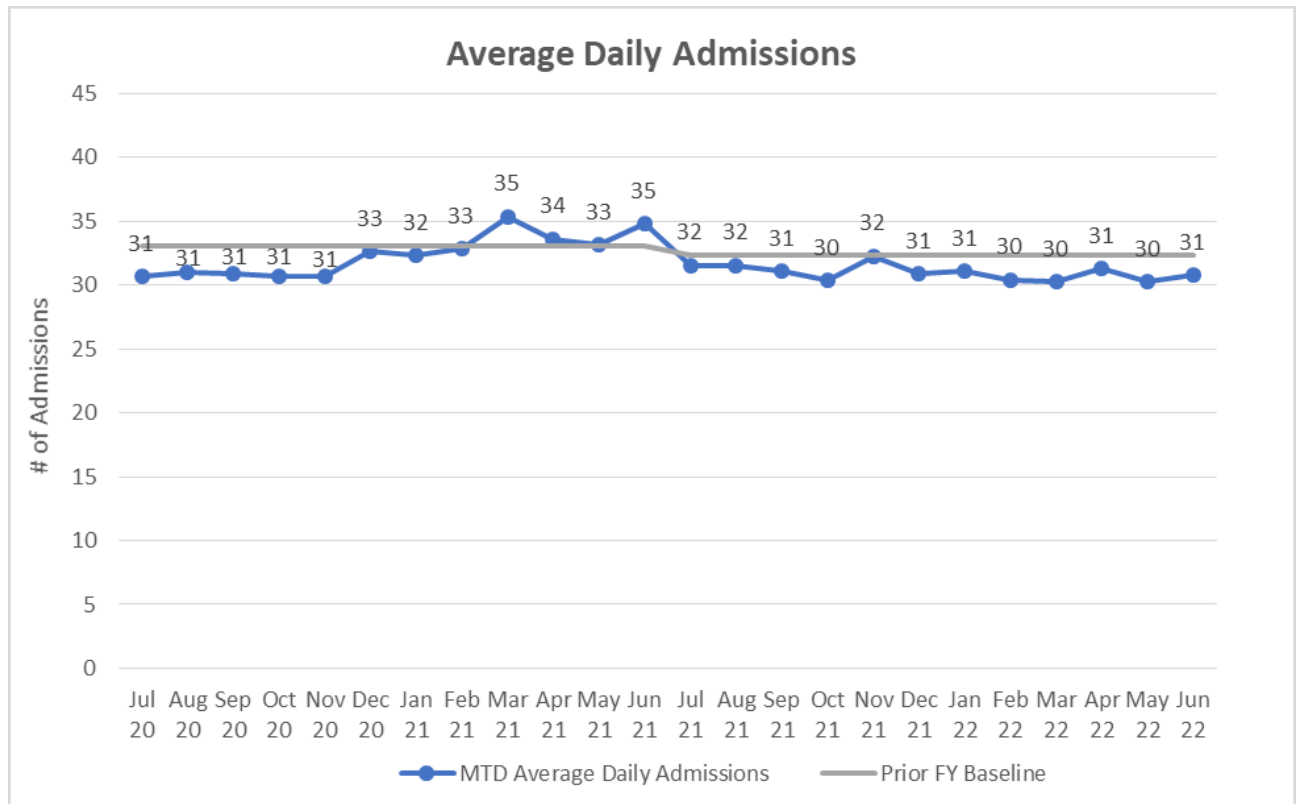
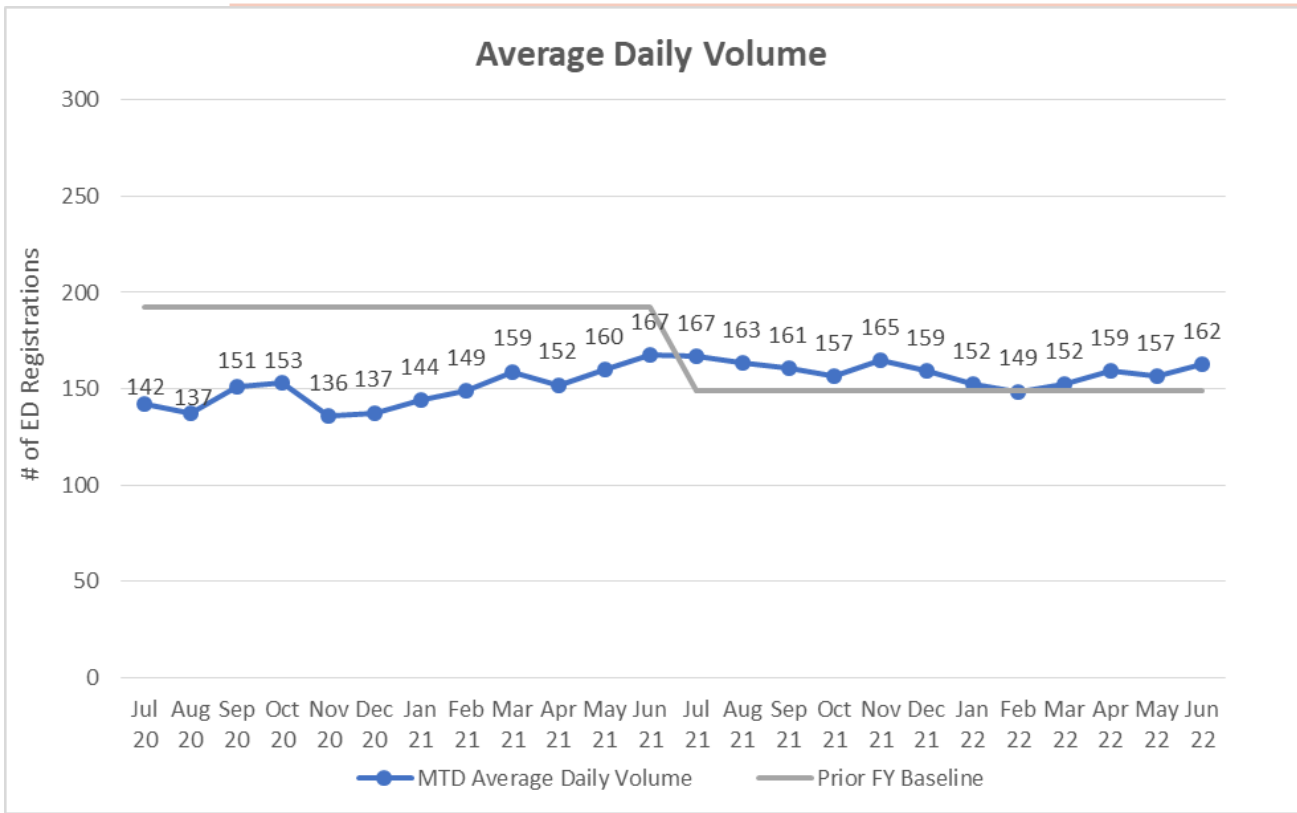
Jeane Guillermo, Edith Campos, and Grethel Balladares

QUALITY ZSFG COVID+ Patients

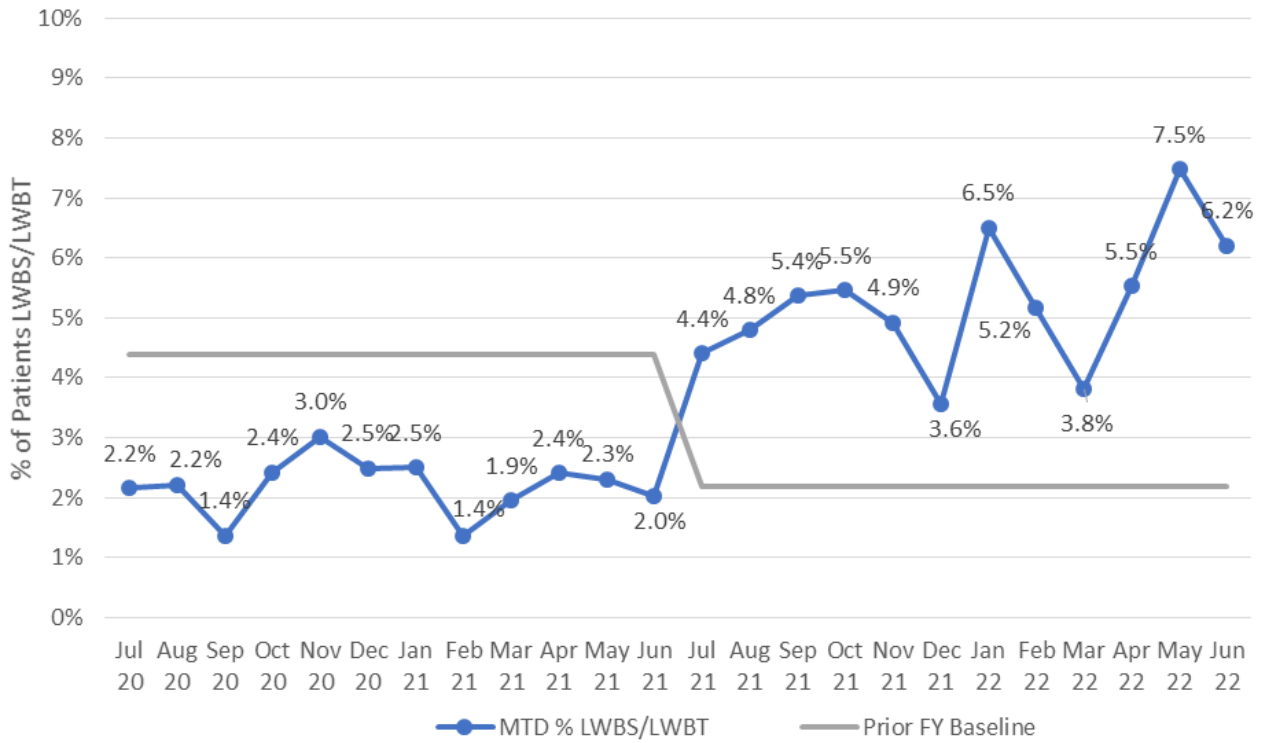
Number of COVID+ Patients at ZSFG



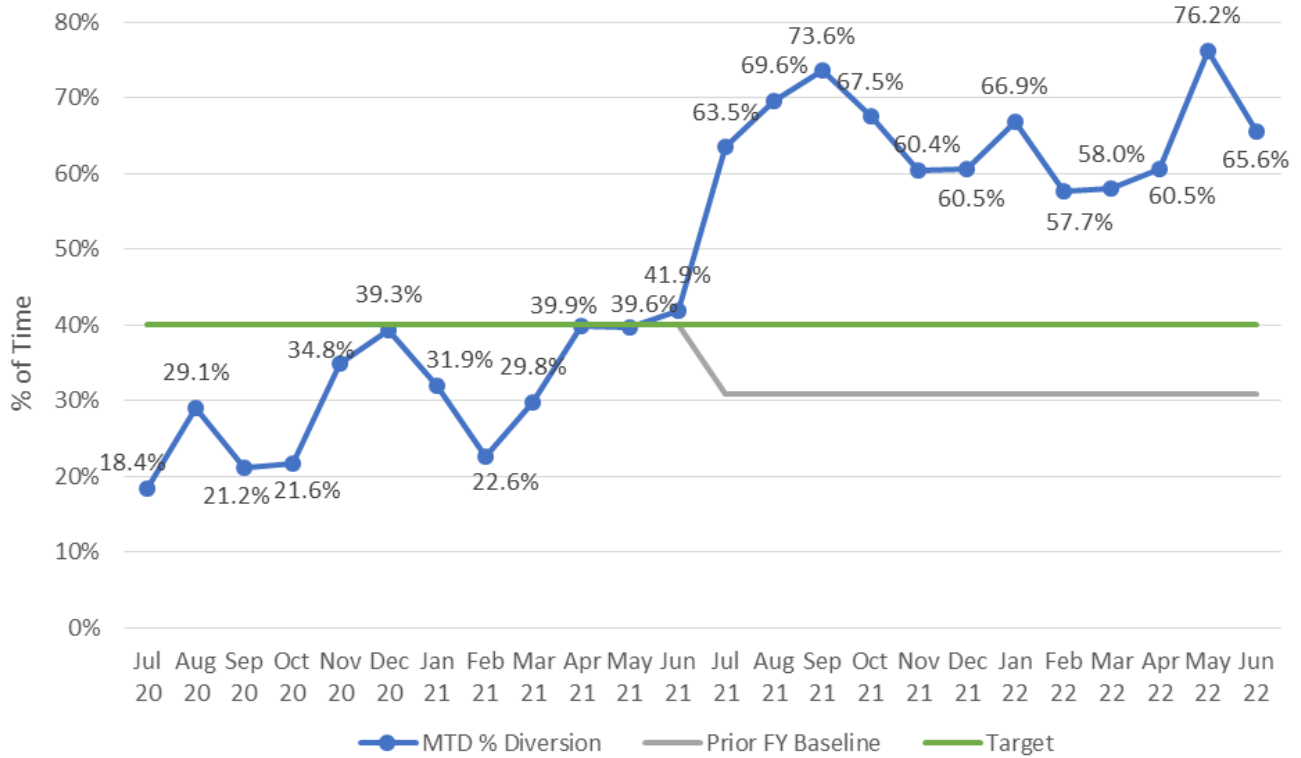
QUALITY Emergency Department Activities



% LWBS/LWBT

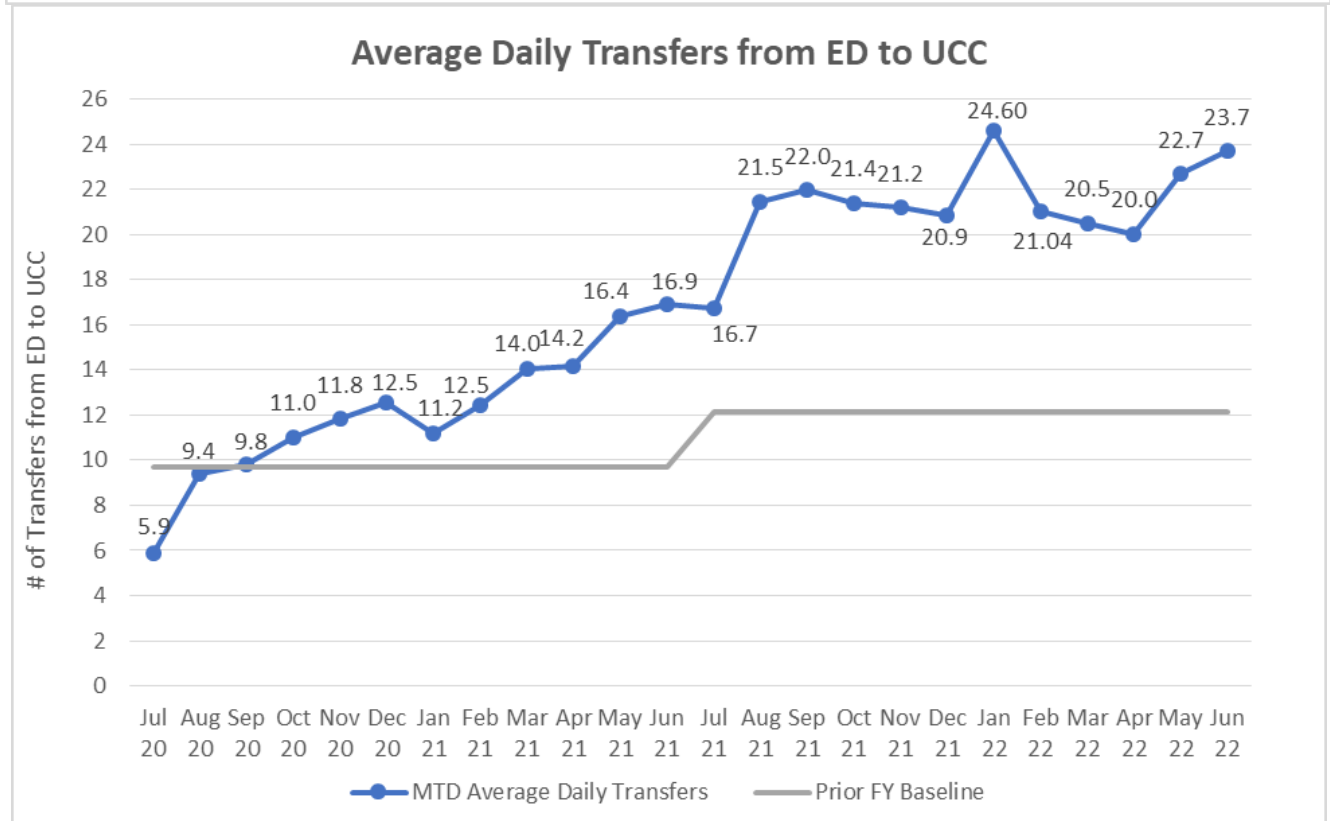
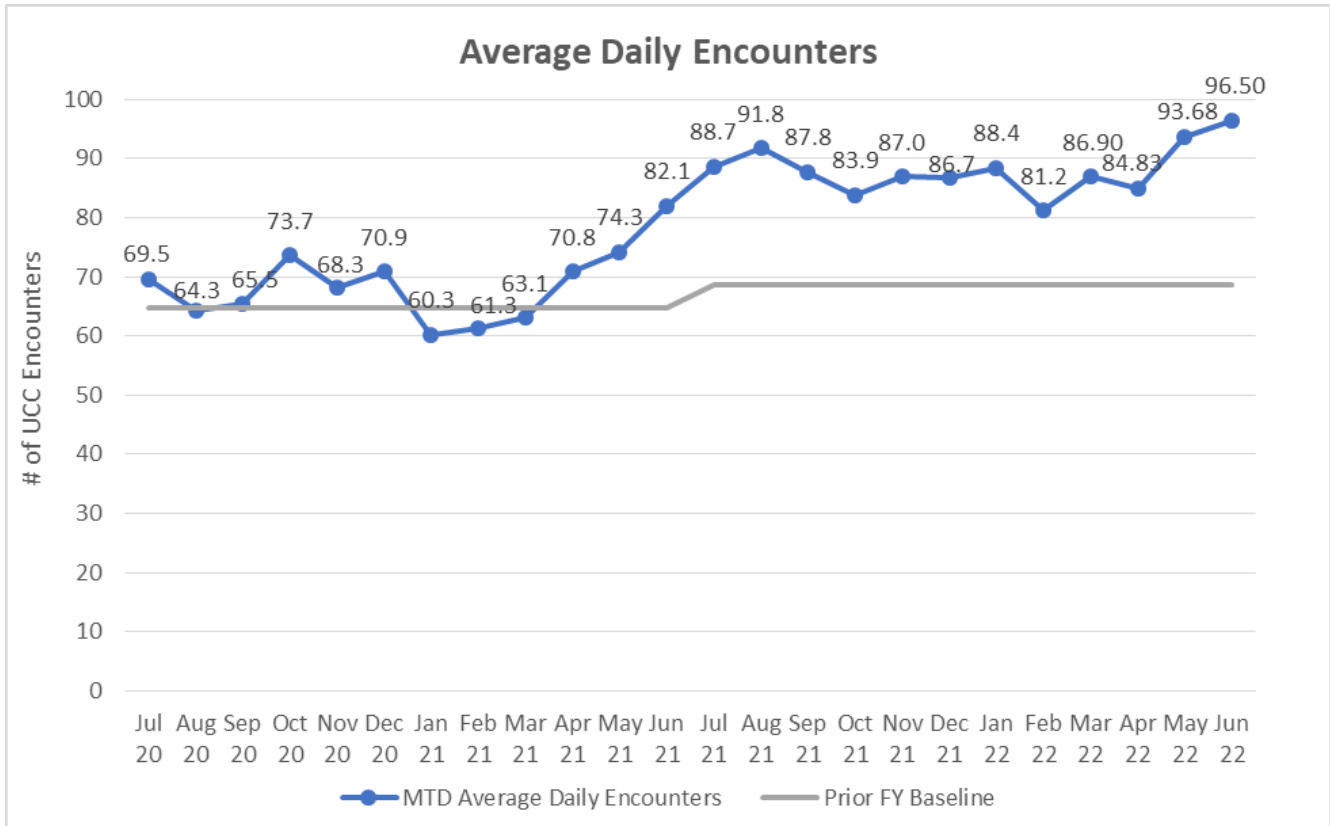


% Diversion

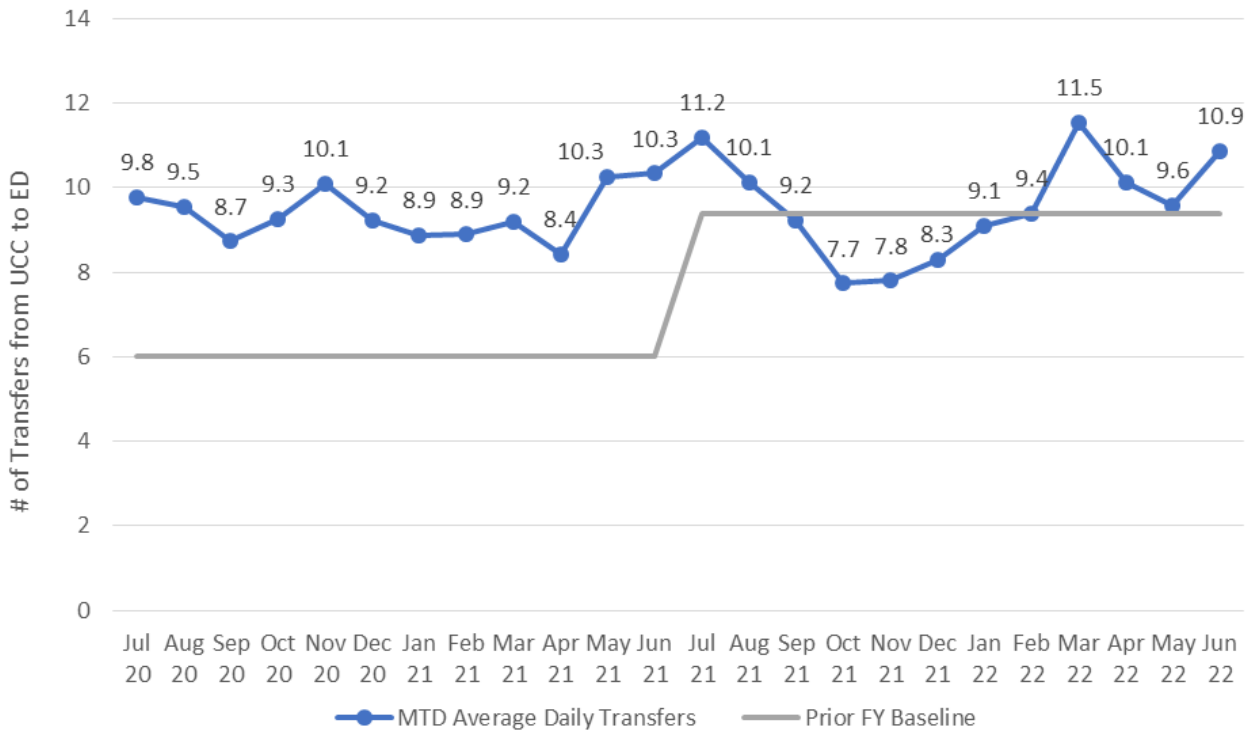


QUALITY

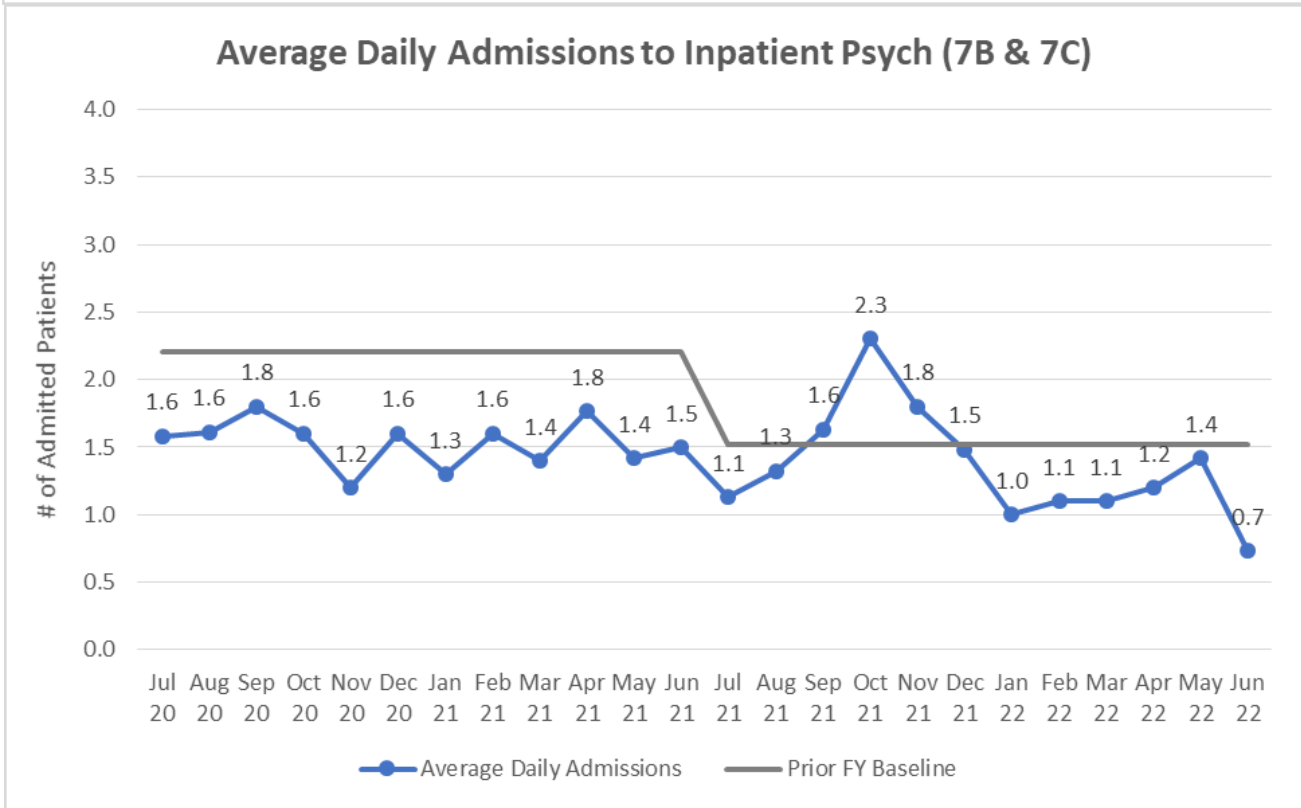
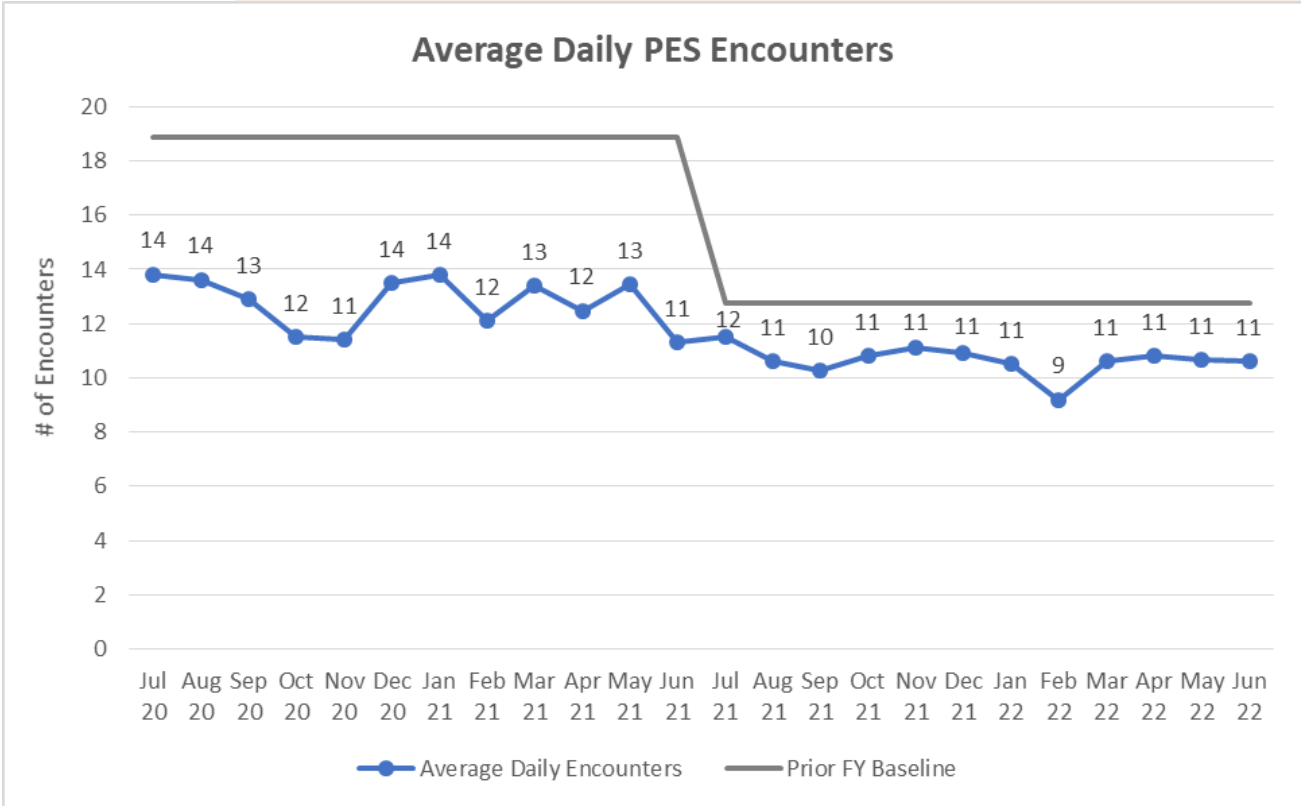
Urgent Care Clinic Activities



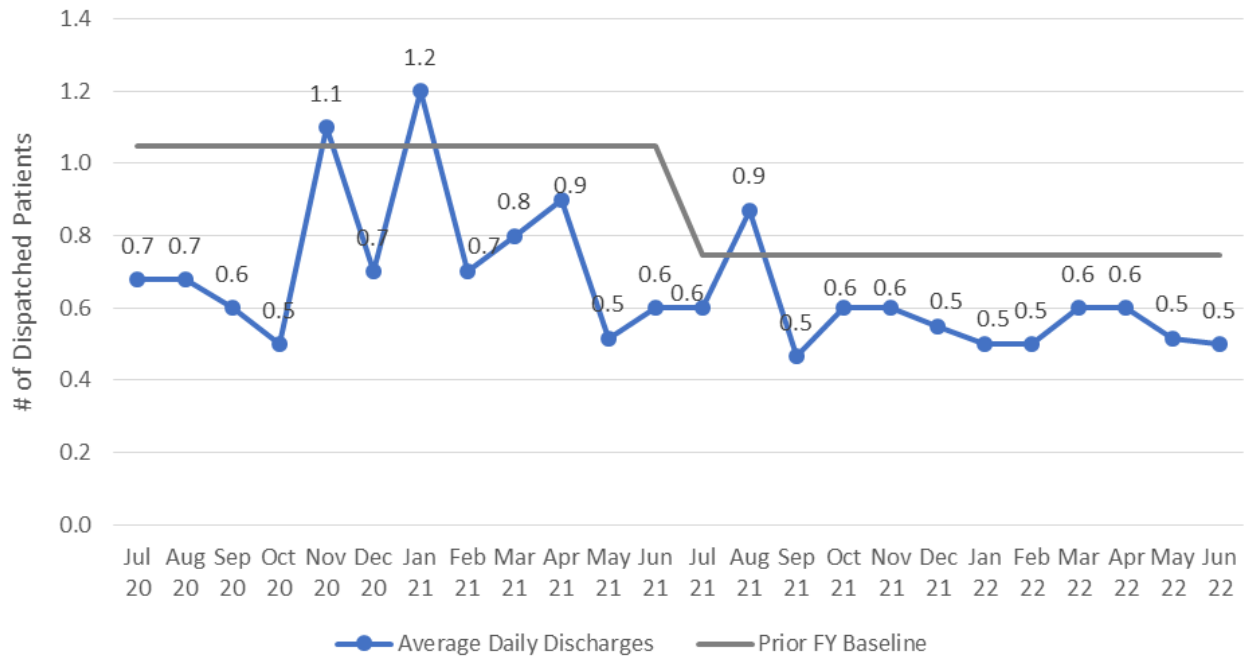
Average Daily Transfers from UCC to ED



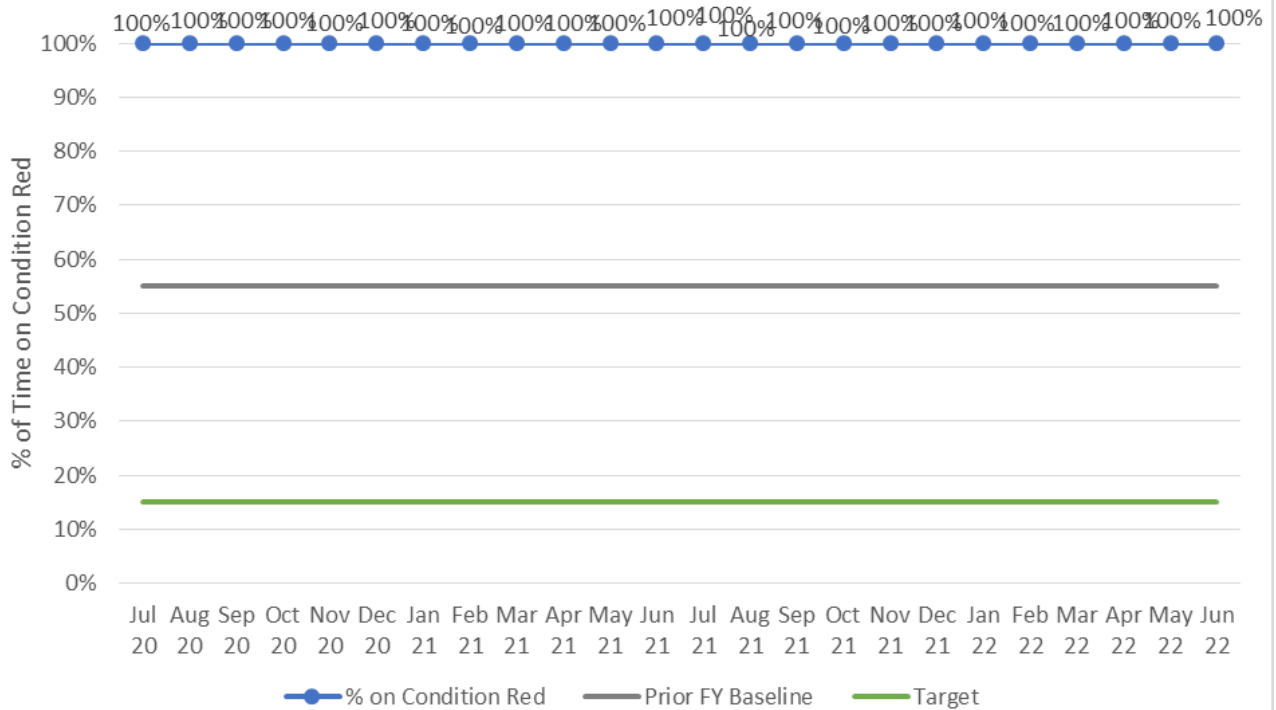
QUALITY Psychiatric Emergency Services Activities



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 168.07 which is 107.74% of budgeted staffed beds and 93.89% of physical capacity. 32.19% of the Medical/Surgical days were lower level of care days: 8.45% administrative and 23.47% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29.17 which is 104.17% of budgeted staffed beds and 50.29% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

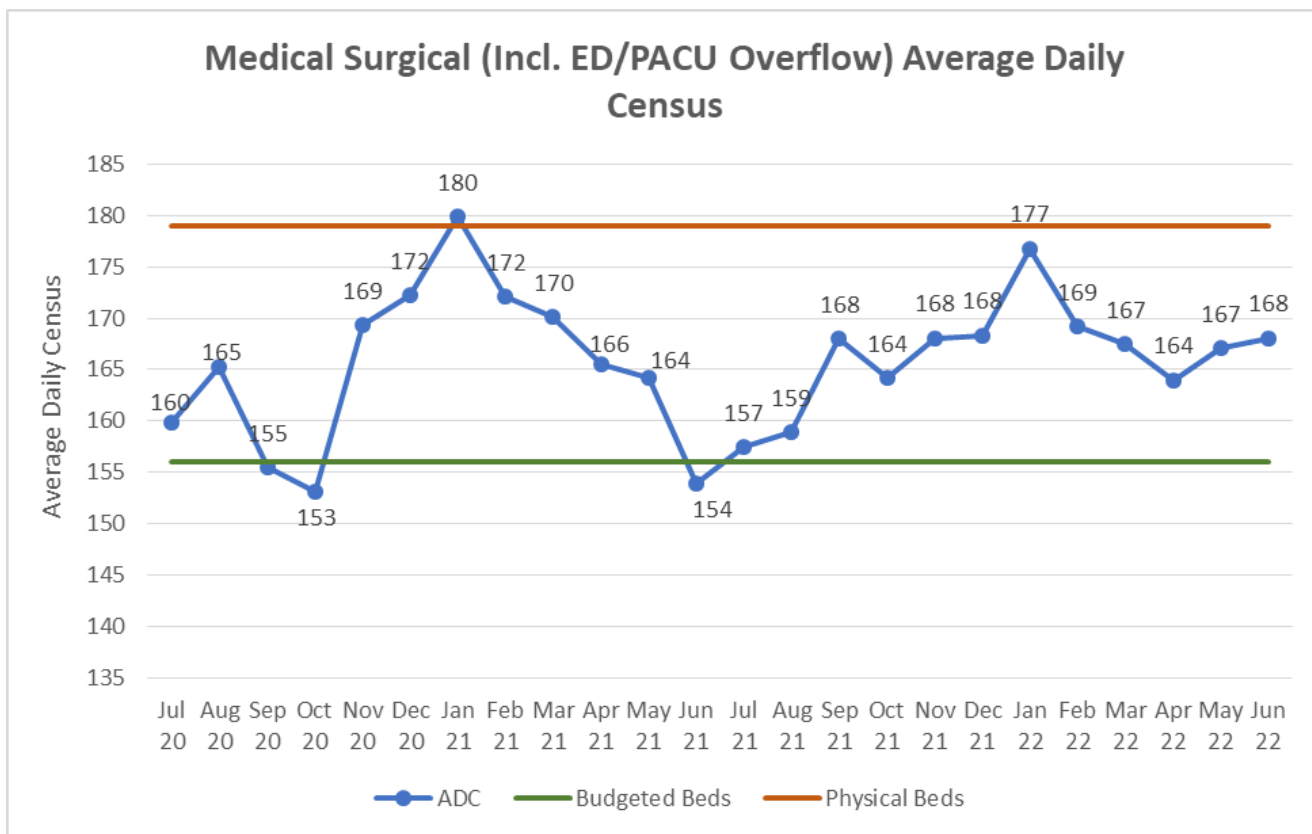
Average Daily Census of MCH was 27.10 which is 90.33% of budgeted staffed beds and 64.52% of physical capacity of the hospital.

ACUTE PSYCHIATRY

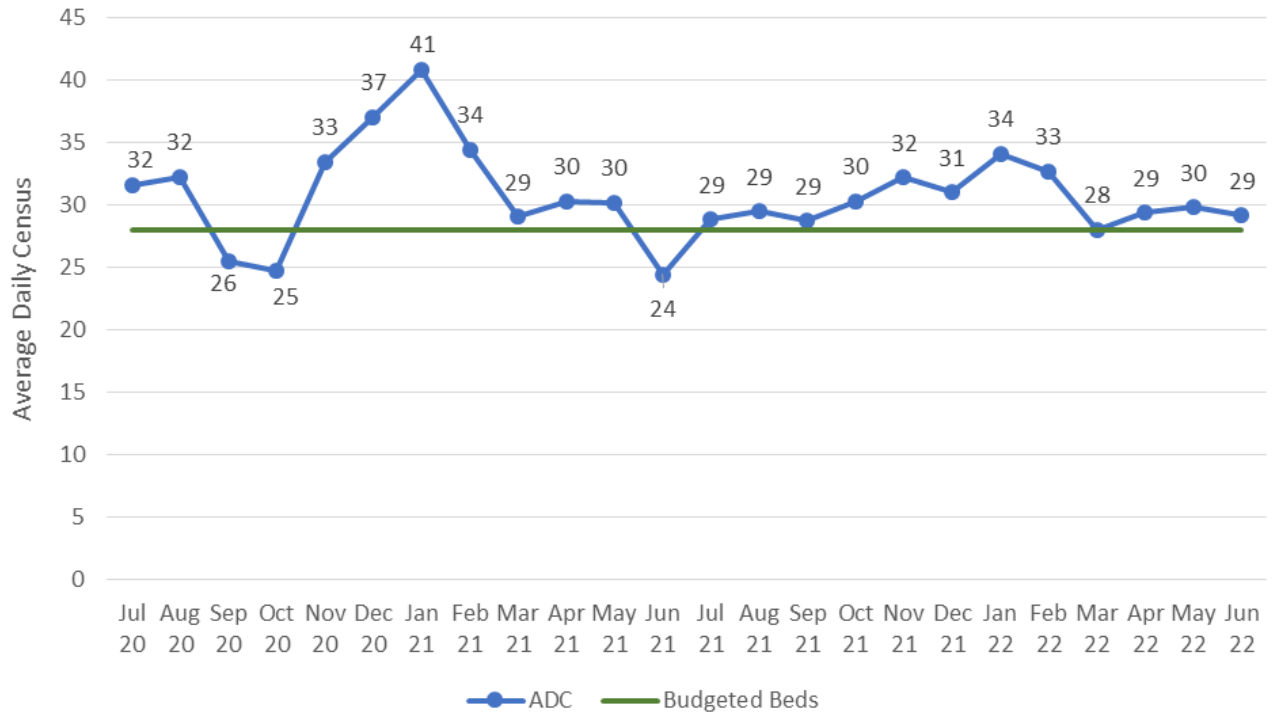
Average Daily Census for Psychiatry beds, excluding 7L, was 37.77, which is 85.83% of budgeted staffed beds and 56.37% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.90, which is 84.29% of budgeted staffed beds (n=7) and 49.17% of physical capacity (n=12). Utilization Review data shows 92.23% non-acute days (49.17% administrative and 50.84% non-reimbursed).

4A SKILLED NURSING UNIT

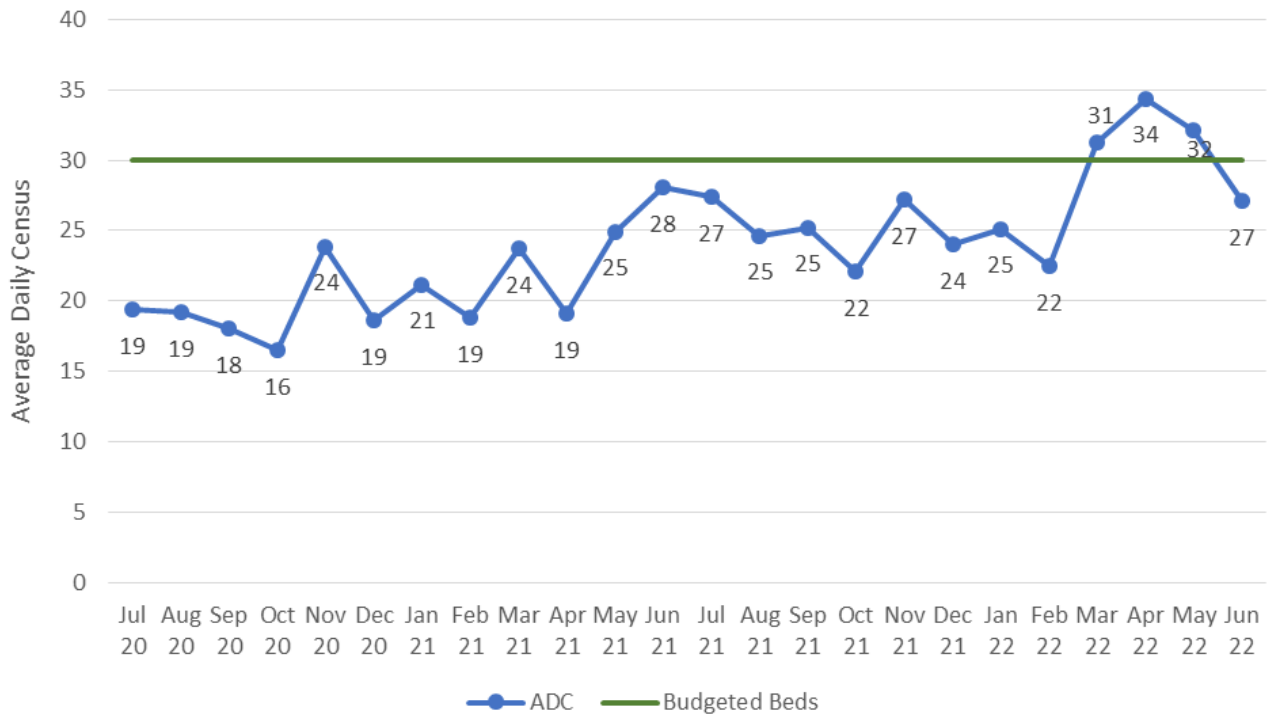
Average Daily Census for our skilled nursing unit was 28.47, which is 101.67% of our budgeted staffed beds and 94.89% of physical capacity.



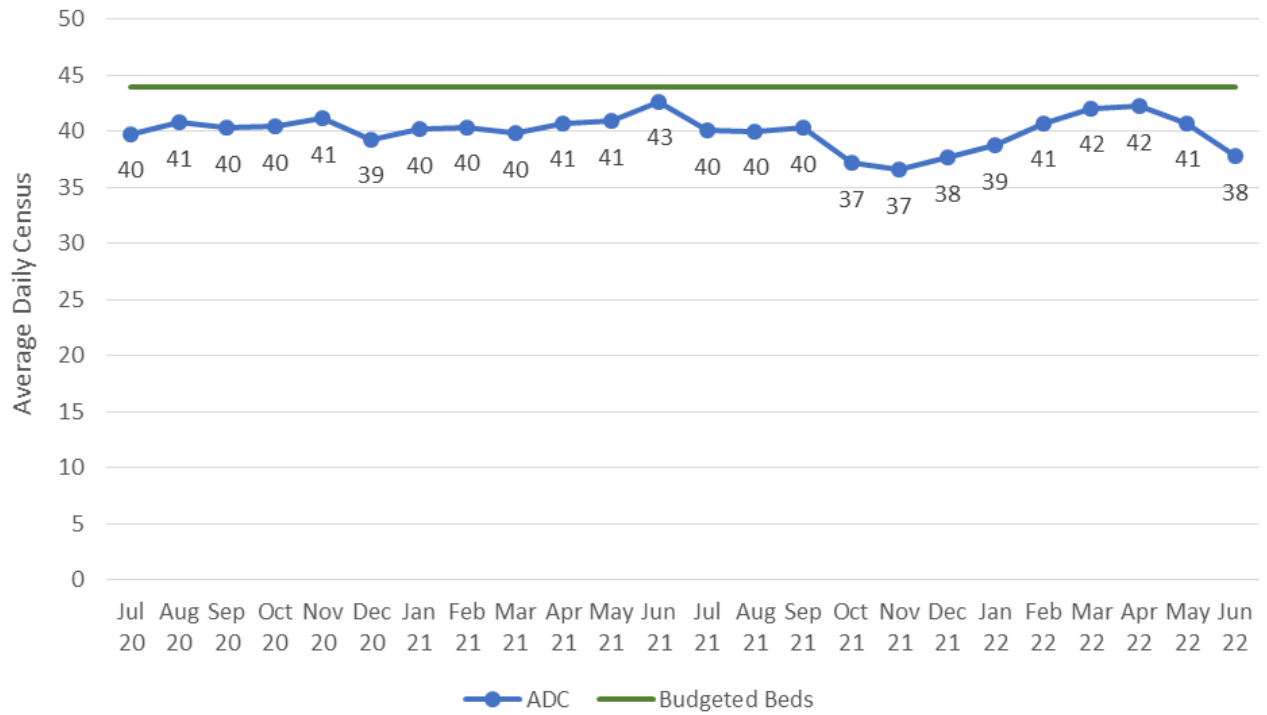
Intensive Care Unit Average Daily Census



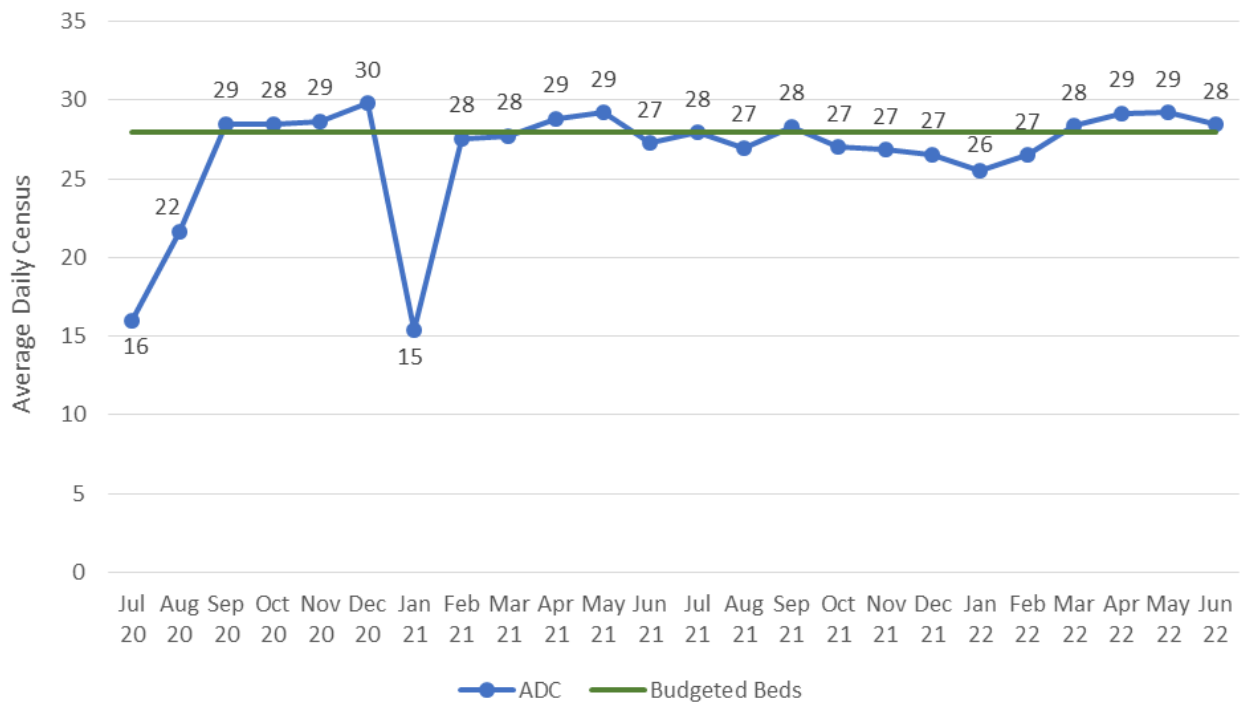
Maternal Child Health Average Daily Census



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

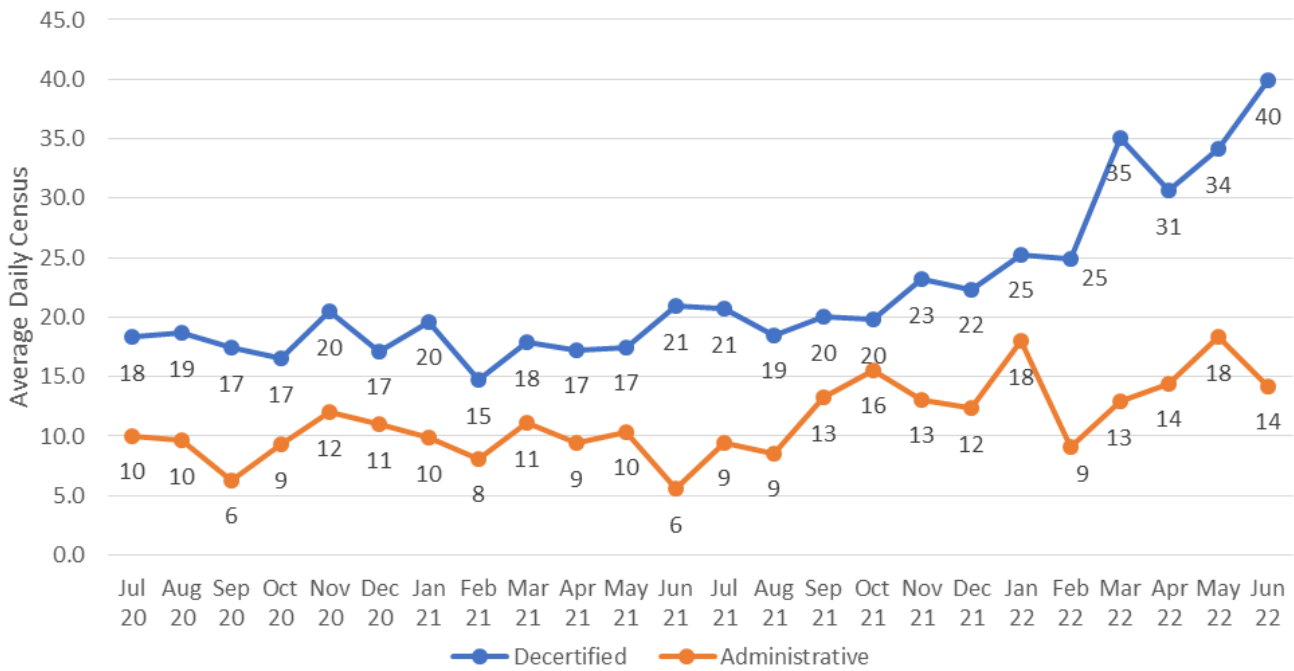


4A Skilled Nursing Facility Average Daily Census

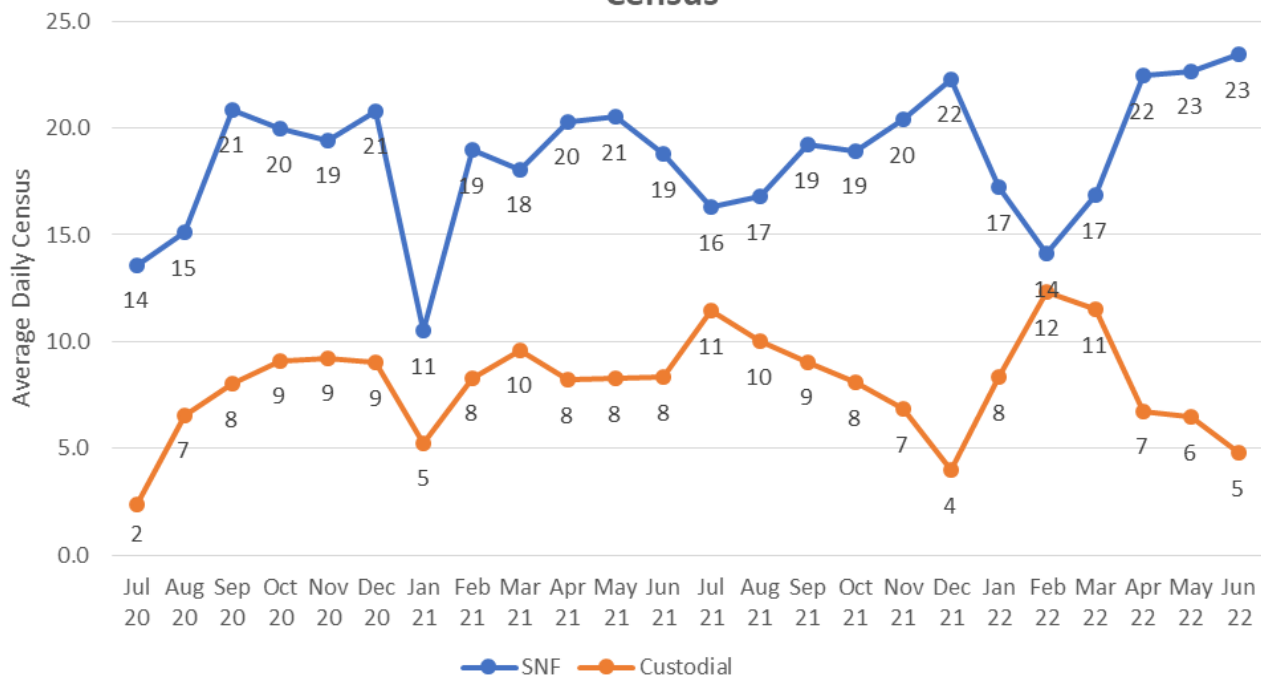


QUALITY Lower Level of Care Average Daily Census

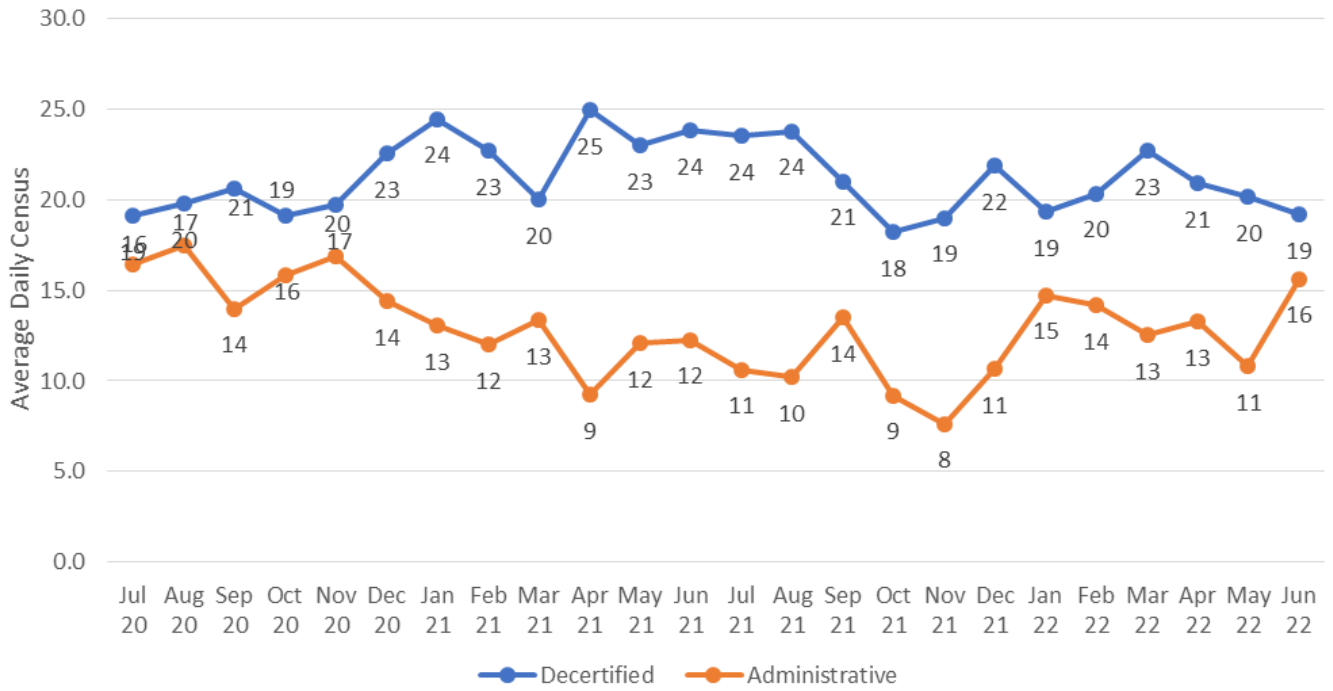
Medical Surgical Lower Level of Care Average Daily Census



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

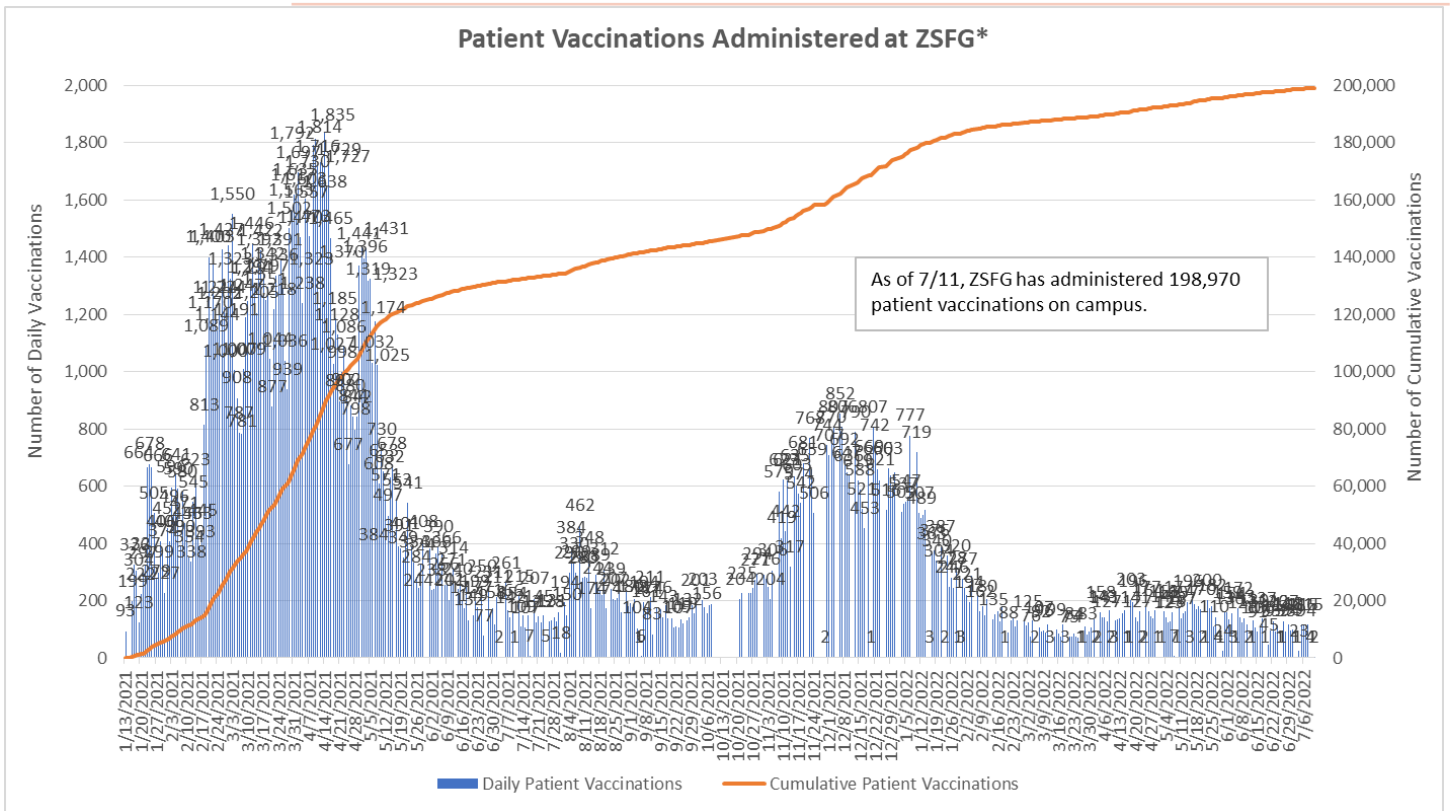


Acute Psych (7B & 7C) Lower Level of Care Average Daily Census

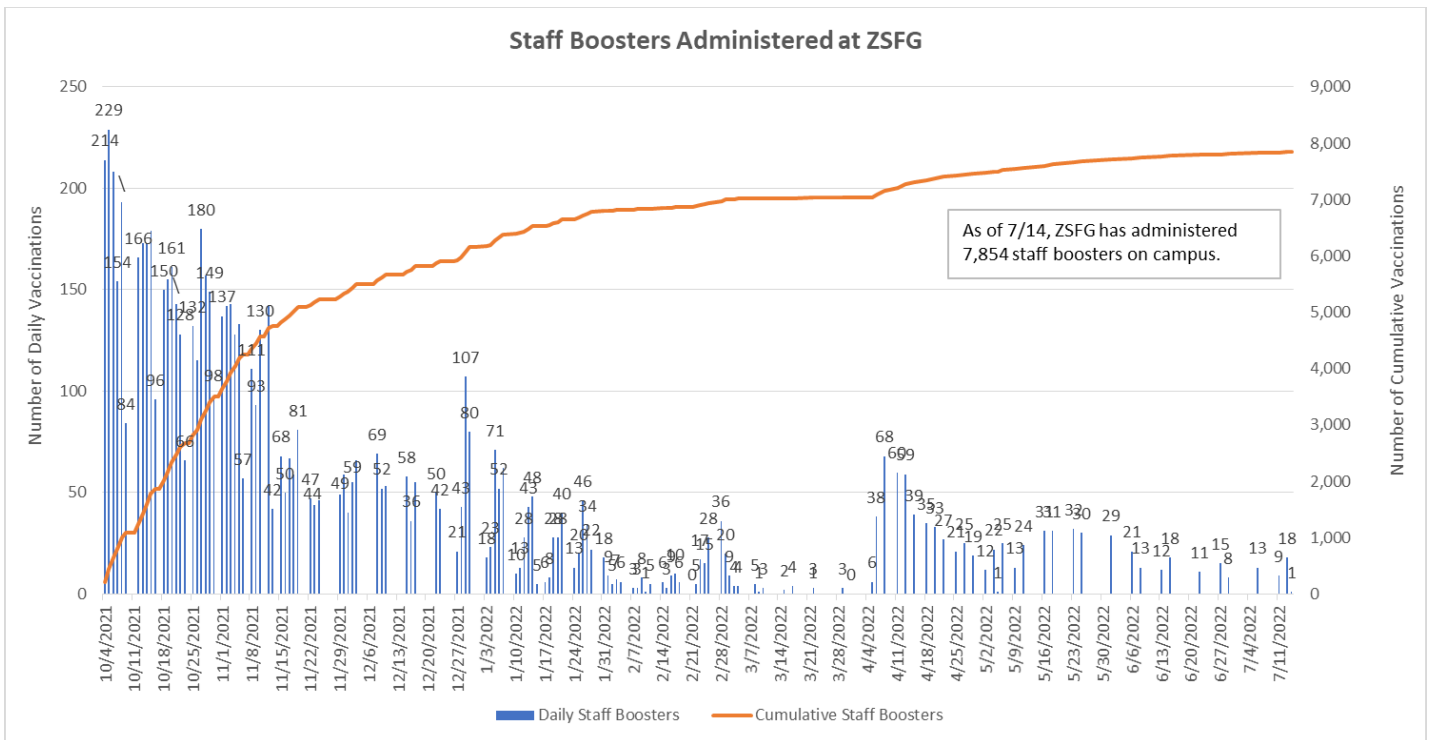


SAFETY

COVID-19 Vaccinations Administered at ZSFG



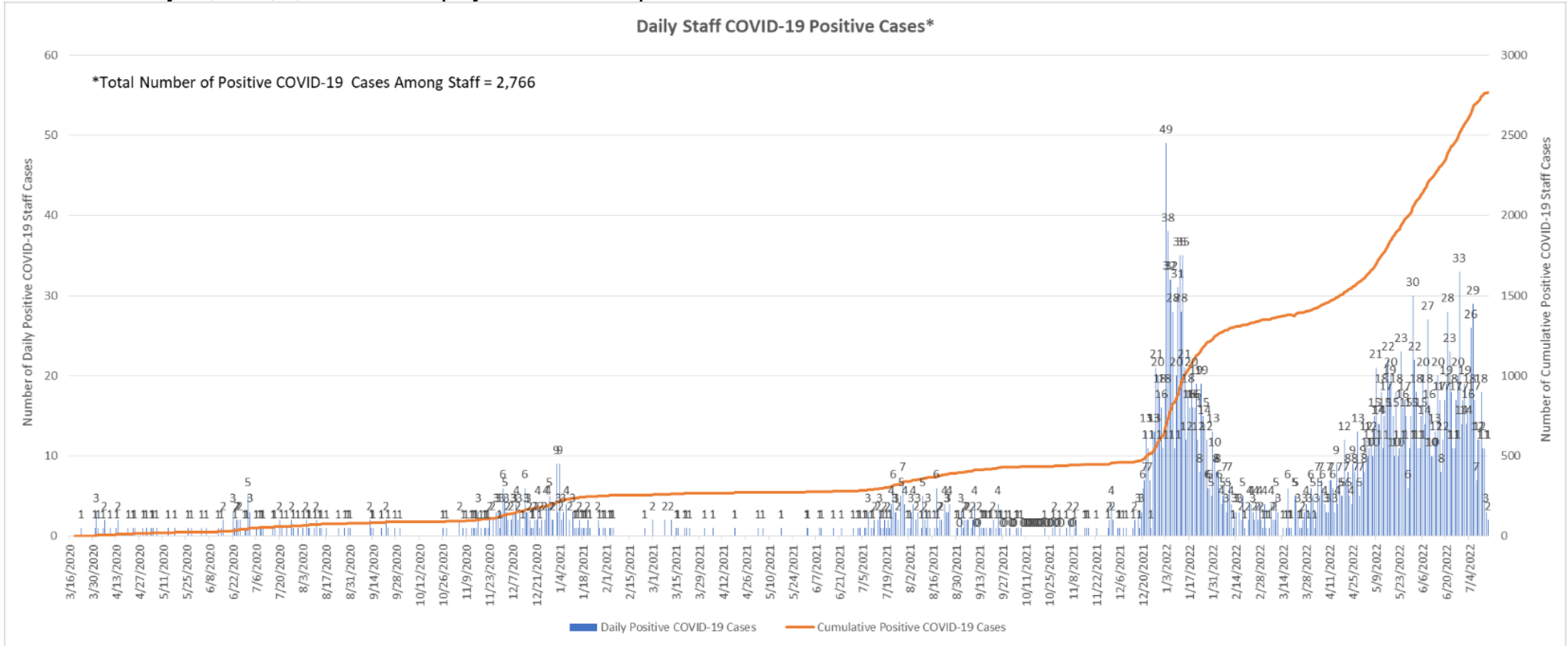
*Includes network-wide patients and members of the community.



SAFETY

Occupational Health COVID+ Staff Cases

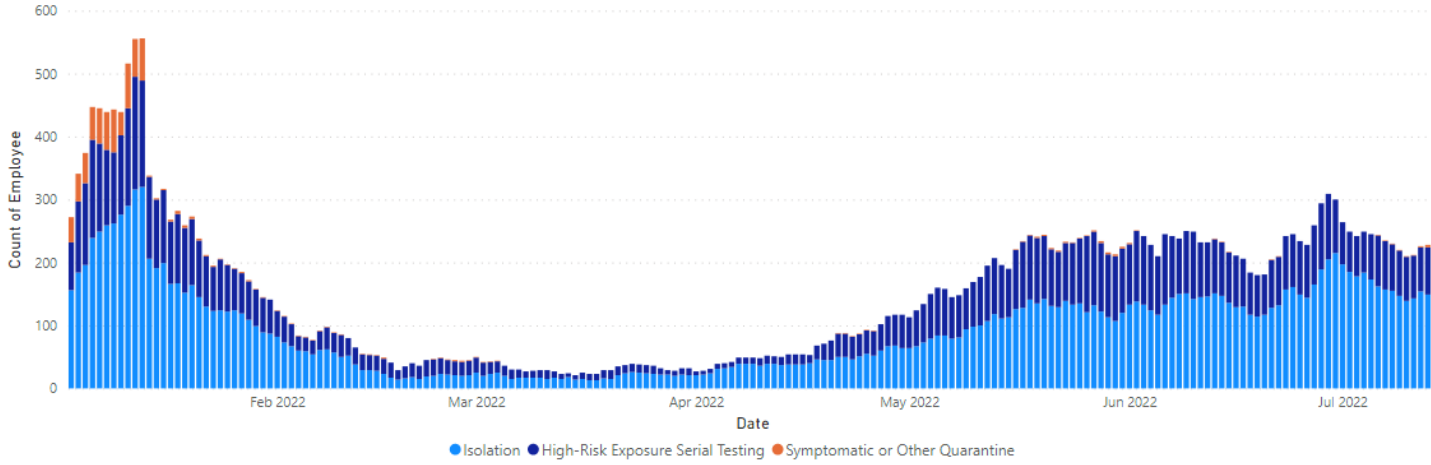
As of July 15, 2022, 2,766 ZSFG employees have tested positive for COVID-19.



SAFETY

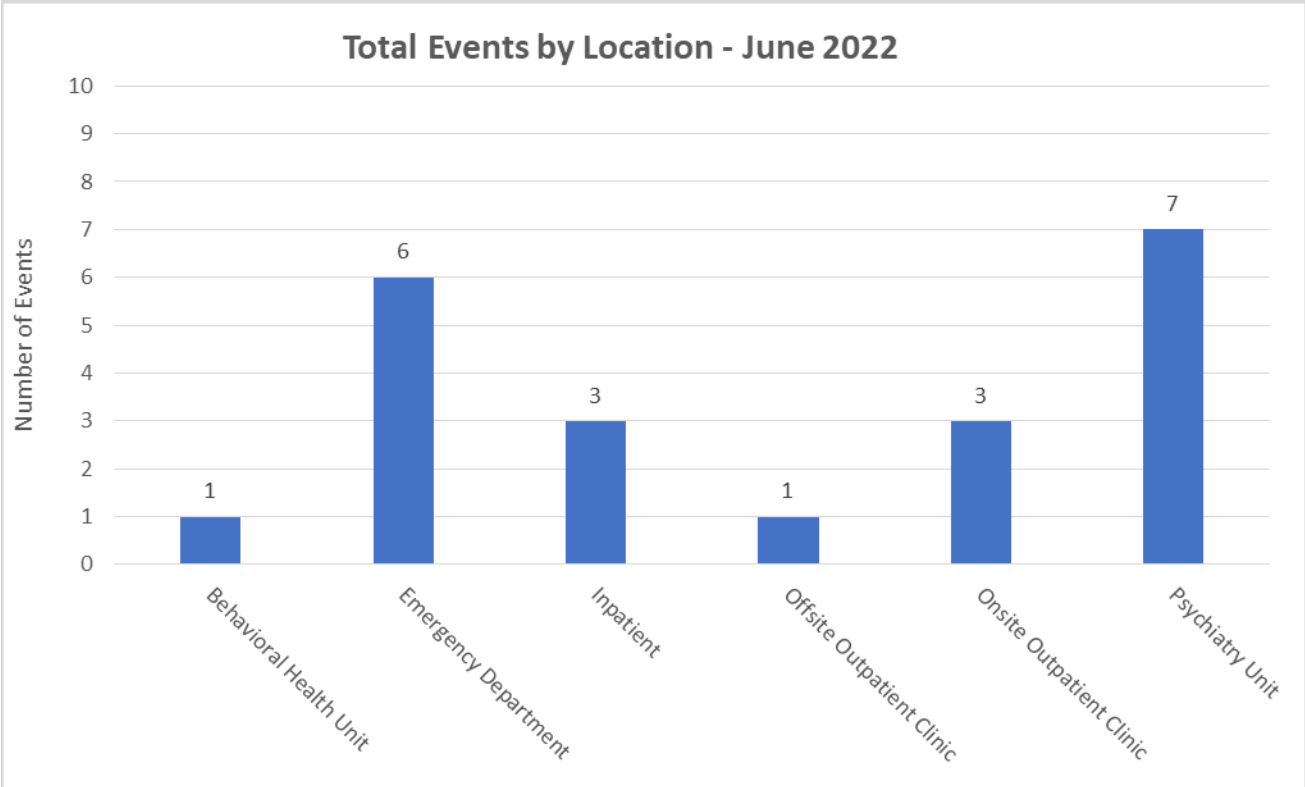
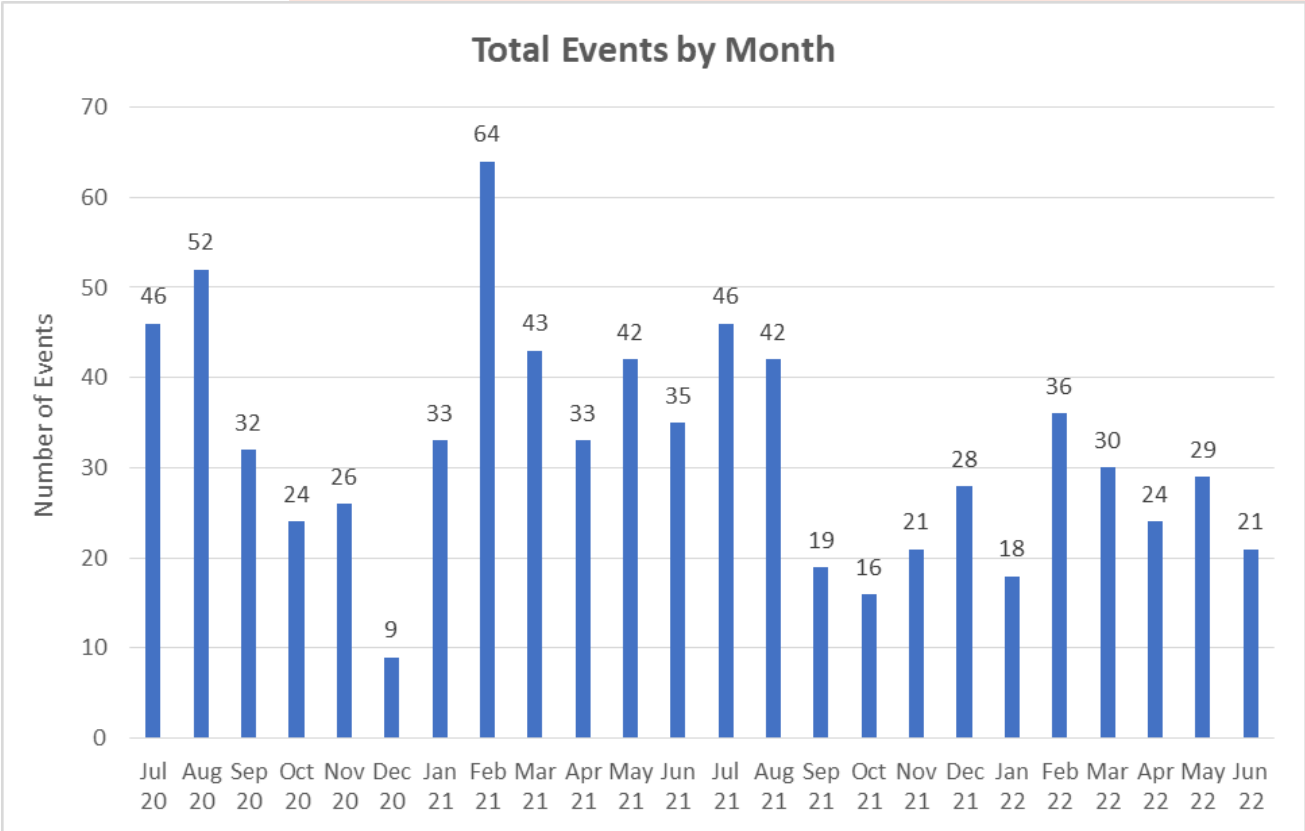
Occupational Health COVID-19 Staff Management

Employees in Occupational Health Services COVID Management

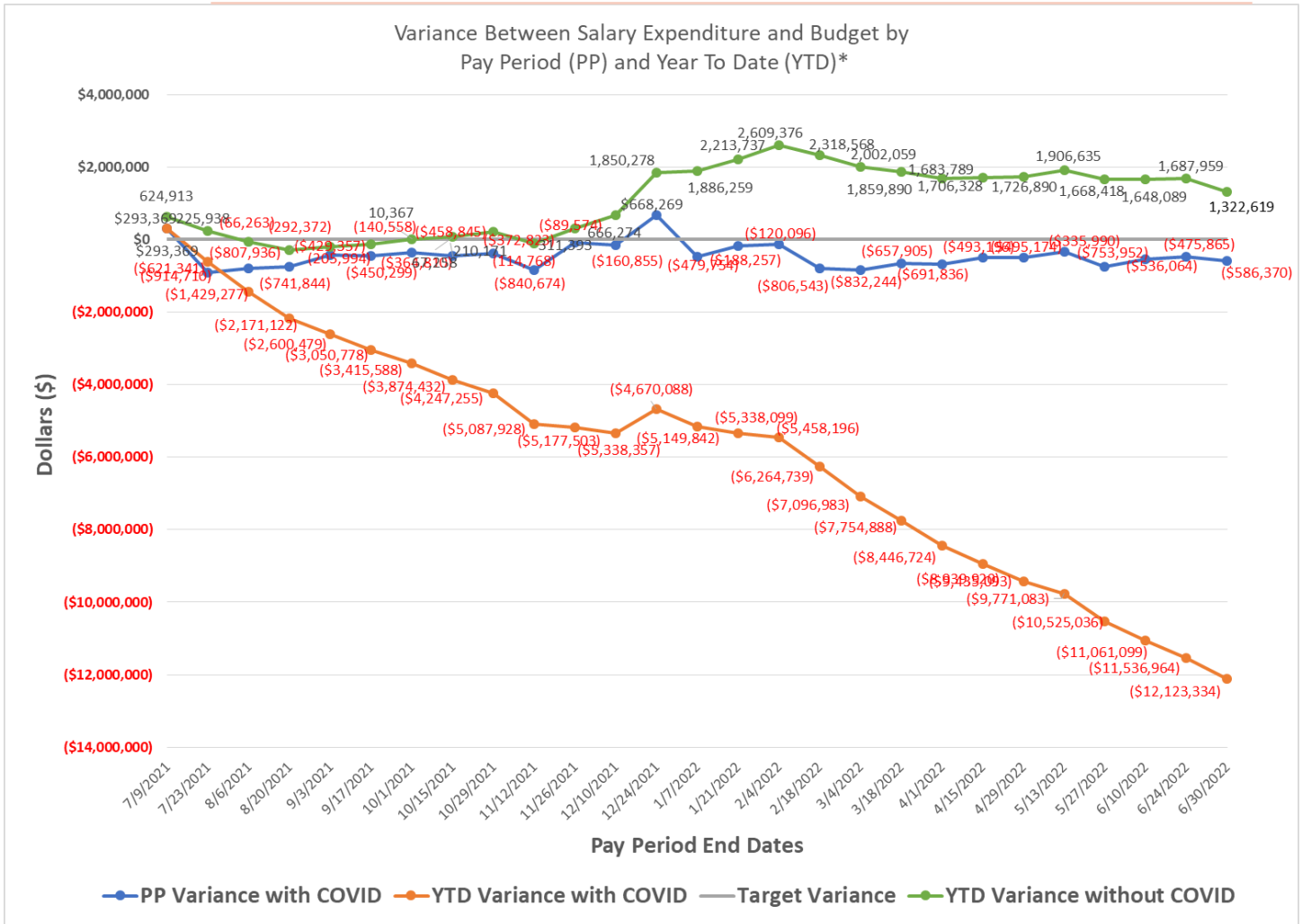


SAFETY

Workplace Violence Activity



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)	\$2,626,242
2	H48 COVID Staffing	\$415,200
3	H52	\$339,200
4	H58 (Non-COVID Census Project)	\$42,400
5	COVID Sick Time	\$10,022,911
	TOTAL	\$13,445,953

Commissioner Comments:

Commissioner Chow asked if online Monkey Pox vaccine appointments will be made available. Dr. Ehrlich stated that DPH does not often know until the day before the vaccine doses arrive and until then does not know how much of the vaccine will be sent. Therefore, it is not possible to offer appointments at this time.

Commissioner Green asked how ZSFG is staffing the Monkey Pox vaccine clinic, noting the staffing shortages since the COVID-19 pandemic began. Dr. Ehrlich stated that the Monkey Pox vaccine is administered at the same clinic as the COVID-19 vaccine clinic.

Commissioner Chow noted that the workplace violence data indicates that there was only 1 incident in Behavioral Health Unit. Dr. Ehrlich stated that, in general, the largest number of incidents occur at Psychiatric Emergency Services and the Emergency Department. Mr. Smith noted that the Behavioral Health Unit is not under Psychiatry. Commissioner Chow requested adding trend data for these data to help understand the issues over a period of time.

6) ZSFG HIRING AND VACANCY REPORT

Karen Hill, Director of Staffing, DPH Human Resources, presented the item.

Commissioner Comments:

Commission Green asked how difficult it is to hire staff during the current labor shortage. She also noted the current emergency declaration ended on July 8th and asked how this impacts hiring processes for ZSFG. She also asked what can be done to expedite the medical examination requirement for some staff. Ms. Hill stated that although the Mayor's emergency declaration has ended, those positions which were filed during the declaration, still can move forward with no list or exam necessary. However, all new positions moving forward will require a list and an exam, which will add time to hiring processes.

Commissioner Green asked about how much time will be added since the emergency declaration has ended. Ms. Hill stated that the focus is on slowing the rate of staff leaving so that Human Resource staff can focus on processing the positions filed during the emergency. The goal is to keep the number of nurses leaving and/or retiring to under 10 per month.

Commissioner Chow asked if Human Resources is working to streamline city-wide hiring processes. Ms. Hill stated that during the pandemic, the city hired thousands of temporary employees and have asked Departments to ascertain if they can make many of these positions permanent. She indicated that this did not impact the hiring processes for nurses. She added that Human Resources is looking into the reasons why many nurses offered positions are not accepting ZSFG employment.

7) MEDICAL STAFF REPORT

Claire Horton MD, Chief Medical Officer, San Francisco Health Network, presented the item.

Commissioner Comments:

Commissioner Green asked if all ZSFG privileges will need to be reviewed for necessary change of language. Dr. Horton stated that all privileges have been reviewed and she does not anticipate additional reviews of other privileges will be necessary.

Commissioner Chow asked if Dr. Jackson, who is Acting Chair of UCSF OB GYN Health, expects to return to ZSFG. Dr. Fuentes-Afflick stated Dr. Jackson intends on returning to ZSFG.

Action Taken: The committee unanimously approved the following:

- Otolaryngology Rules and Regulations
- Botox Standardized Procedures
- Surgical Privileges List
- Family and Community Medicine Privileges List
- Orthopaedic Surgery Privileges List

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 unanimously voted to not disclose discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 5:26pm.