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**MINUTES**  
**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER**  
**Tuesday, May 28, 2024 3:00 p.m.**  
**101 Grove Street, Room 300**  
**San Francisco, CA 94102 & via Webex**

**1) CALL TO ORDER**

**Present:** Commissioner Laurie Green, M.D.  
Commissioner Susan Belinda Christian, J.D.

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

**Staff:** Susan Ehrlich MD, Gabe Ortiz MD, Ana Delgado, Emma Moore, Emma Uwodukunda,  
William Huen, MD, James Frieberg, Mary Lee, Melanie Thomas, Angelica Journagin,  
James Frieberg, Emma Perez, Adrian Smith

Commissioner Green called the meeting was called to order at 3:02pm.

**2) APPROVAL OF THE MINUTES OF THE APRIL 23, 2024 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING**

**Action Taken:** The ZSFG JCC unanimously approved the April 23, 2024 minutes.

**3) UPDATE ON PSYCHIATRIC SERVICES AT ZSFG**

Mark Leary, M.D., Interim Chief of Psychiatry; Rosaly Ferrer, R.N., Director of Nursing for Medical and Surgical Specialty Clinics, presented the item.

Commissioner Comments:

Commissioner Christian asked how many shelter beds are available for PES patient discharges. Dr. Ehrlich stated that there are just 2 shelter beds available each day for all local hospitals to use for discharging patients. She noted that these two beds are not specialized beds for mental health.

Commissioner Christian asked for more information on situation in which PES is full and there are more patients in the Emergency Department. Dr. Leary stated that the ZSFG Emergency Room assesses individuals for mental health issues. A psychiatrist can assess someone to determine if PES is a suitable placement and/or if the police have brought someone in on a 5150 hold. If PES is full, then these individuals are kept in the Emergency Department, sometimes in the hallway, until space is available. In addition, if someone in the Emergency Department is found to need referral to other mental health programs and resources, there are none available at night and early morning, so those people may also be boarded in the Emergency Department until appropriate resources are available. The BERT team may assist Emergency Department staff in interactions with these patients with mental health issues, as needed.

Commissioner Christian asked if there is any data on what happens to individuals after they are discharged from PES. Dr. Leary noted that the BHS Office of Care Coordination track discharge planning for PES patients. Over 30% of people discharged from PES are seen at a community behavioral health clinic within 7 days; the rate increases to 40% for this cohort being seen at a community behavioral health clinic within 30 days of discharge from PES.

Commissioner Green thanked Dr. Leary for all his work addressing some of the big challenges in our health care system.

**4) REGULATORY AFFAIRS REPORT**

Emma Moore, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Green asked for more information regarding expected regulatory affairs work ahead related to recent surveys. Ms. Moore stated that there will be a CMS validation survey related to acute psychiatry and work to address any findings from the Joint Commission survey.

**5) ZSFG CHIEF EXECUTIVE OFFICER’S REPORT AND BERT NEWSLETTER**

Susan Ehrlich, M.D., Chief Executive Officer, presented the item.

Launched in 2020, the Equity Champions program was created by the SF Department of Public Health Office of Health Equity to empower staff at every level to advance equity in their workplace. Now in its third cohort, the Equity Champions of ZSFG’s 2023-2024 cohort share their projects in efforts to eliminate disparities in staff experience and improve patient health outcomes.



**Brenda Barros**  
Patient Access Coordinator, Patient Access, Specialty Clinics  
Brenda identified pressing equity issues affecting staff and patients and took on the role of an equity champion. Her focus areas include mentoring others to engage in equity initiatives, addressing hiring practices, improving employee relationships, and resolving conflicts between managers and employees.



**Joan Torres, MSN, MBA, RN**  
Nurse Manager, Behavioral Emergency Response Team (BERT)  
Joan initiated a monthly All-Staff gathering within her department to facilitate discussions on race and equity. These meetings aim to review interventions for patients in crises, identify best practices, and understand patient demographics through focused data collection. The gatherings have significantly enhanced staff trainings and heightened awareness within the hospital workforce.



Kathleen Bautista RN, BSN

Clinical Nurse Educator, Endoscopy

Kathleen's equity project aims to enhance medical transportation accessibility for ZSFG Endoscopy patients, addressing common barriers within the community that hinder access to preventative screening and care.



Liseli Mulala RPh BSc Pharmacy, MPH PhD CDCES

Transitions of Care Pharmacist, Pharmacy

Liseli formed the Pharmacy Equity Affinity Team (PhEAT), comprising pharmacy supervisors, pharmacists, technicians, clerks, and administrative staff from different departments. PhEAT currently meets monthly to address identified issues and gather staff perceptions of equity and inclusion. They collaborate with stakeholders to assess gaps and needs in equity and inclusion across various pharmacy divisions.



Sandra Hall, LCSW

Social Work Supervisor, Medical Social Services Division, Department of Care Coordination

Sandra initiated the DPH Unlearning Racism Employee Affinity Group, aiming to aid White staff in enhancing their racial literacy and personal accountability to address racism, without adding burdens to people of color. This monthly group facilitates discussions and activities geared towards fostering understanding and promoting equitable practices.

## EQUITY

## 2. Counseling Awareness Month and Spotlight on OTOP Counselors

Counseling Awareness Month provides an opportunity to celebrate both the counseling profession and the individuals who perform this important work. At ZSFG, our counselors with our Opiate Treatment Outpatient Program (OTOP), Behavioral Emergency Response Team (BERT), Psychiatric Emergency Services (PES), Addiction Care Team (ACT) - and many other teams work with individuals in providing essential care everyday – helping people through their challenges and providing solutions to live a happier and healthier life. Counselors at ZSFG are critical to integrating health care with support for personal life circumstances, such as housing insecurity, food insecurity, or any of the many life challenges



and barriers our patients experience, as well as helping patients understand and make decisions about the treatment option that's right for them.

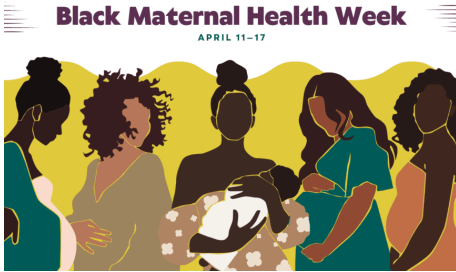
The Opiate Treatment Outpatient Program (OTOP) counselors play an important role in lives of people with substance use disorder,

ensuring we treat the whole patient, not just their illness or injury. They help patients on their recovery journey through evidence-based practices such as motivational interviewing and cognitive-behavioral therapy. OTOP counselors are experts at building trust with patients and supporting them through the ups and downs of recovery, with an eye toward harm reduction and meeting patients where they are. They can also connect patients to everything from primary care and mental health support to housing and vocational assistance.

Counseling awareness month reminds us to fully see our patients as individuals and to know that there isn't just one treatment that fits all, highlighting the importance of the wraparound services ZSFG offers to our patients at OTOP and all the other departments at ZSFG.

## Equity

### 3. Black Maternal Health



The focus during Black Maternal Health Week, April 11th – 17th, was bodily autonomy and reproductive justice. These themes resonate deeply with our patients and community. Recent changes to abortion laws make our unwavering commitment to reproductive justice and choice especially vital. ZSFG stands firmly with Black women, and birthing people, ensuring they feel supported, heard, and respected in all their health care needs. Our goal is to honor their choices and let their voices lead the way in their care. ZSFG supports autonomy not just through the Women’s Option Center, but through the many programs ZSFG aligns with to help Black women and birthing people from pre-

to post-partum and beyond.

The Obstetrics, Midwifery, and Gynecology (OMG) Division’s Community Advisory Board (CAB) is made up of community members, patients and family members of those who receive care at ZSFG. They provide instrumental insights and recommendations that resonate with the community’s needs and expectations. The CAB also informs the vision and practice of the Solid Start Family Program at ZSFG, ensuring pregnant people receive supportive care beyond giving birth at ZSFG.

Programs like Black Centering Pregnancy highlight our approach to fostering community, safety, and healing. Through such initiatives, ZSFG not only offers care but creates spaces where Black pregnant people can find support, understanding and solidarity. ZSFG also partners with initiatives like Pop-Up Village, which mobilizes pre-natal care into neighborhoods such as the Bayview, and our connection to the Black Infant Health Center in the Fillmore.

These collaborations are vital steps toward breaking down barriers to care and making comprehensive reproductive services accessible to all. They symbolize our pledge to not just offer care but to actively engage in the community's wellbeing.

## EQUITY

### 4. Passover Celebration and Learning Event



On Tuesday, April 23, Sojourn Chaplaincy hosted a virtual event welcoming staff to learn more about the meaning of Passover and to celebrate with colleagues.

Passover began at sundown on April 22 and ended the evening of April 30. Many members of the Jewish Community celebrated the first night of Passover with the ceremonial Seder meal. During the eight days of Passover, Judaic tradition requires its followers to avoid leavened food, such as bread. In addition to kosher meals, which are always available, patients can request matzah crackers from Food and Nutrition Services.

## SAFETY

### 5. Milestone Alert: 10,000 SAFE Reports Filed

The ZSFG SAFE reporting system went live on January 4, 2023, and recently crossed the milestone of 10,000 SAFE reports filed. The goal of switching to the SAFE system was to increase reporting of Safety Events, which is the way ZSFG tracks and trends events to provide data on workplace safety and how safe is the care provided to our patients.

A SAFE report means that there is an incident that is out of the usual, could be an unsafe condition that has potential to cause harm to patients, staff or visitors, or could be an actual condition that caused harm to patient, visitor or staff. Risk Management reviews the submissions daily and the findings are disseminated through process improvement groups such as workplace violence prevention, falls and medication event prevention efforts. Everyone who submits a report is contributing to safer patient care and working environments.

## SAFETY

### 6. Citywide Mass Casualty Incident Exercise

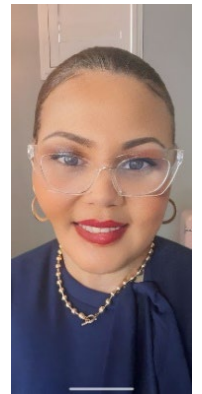
On April 25, ZSFG participated in a Citywide MCI Exercise hosted by DPH's Public Health Emergency Preparedness and Response (PHEPR) team. ZSFG received paper patients for this exercise and activated our Hospital Incident Command System to coordinate the response. As the only Level 1 Trauma hospital serving San Francisco and northern San Mateo County, ZSFG participates in these exercises to better prepare for the next disaster or emergency.



## DEVELOPING OUR PEOPLE

### 7. New ZSFG Leadership: Director of HIMS

ZSFG is pleased to announce the appointment of Mary Edith Holloway as the Director of Health Information Management Services for SFDPH. In this role, Mary will oversee all HIM departmental operations, ensuring smooth functioning and timely access to clinical information for SFDPH practitioners and authorized users. She will be responsible for providing expertise and oversight for clinical documentation improvement and regulatory compliance, collaborating with various departments to design and maintain systems essential for care delivery documentation at DPH, and serve as a subject matter expert on documentation standards and regulatory requirements. Mary is an accomplished healthcare leader with over 25 years of experience in revenue cycle management, health information management, and supply chain operations. She has spent the last three years as the Administrative Director of Health Information for the County of San Joaquin Hospital, Trauma Center, and Clinics, where she oversees HIM operations, Coding and Charge Capture, and Clinical Documentation Integrity, working to optimize hospital quality outcomes and revenue integrity.



## Developing Our People

### 8. New ZSFG Leadership: Nursing Organization Announcements

In April 2024, Gillian Otway, interim Chief Nursing Officer and Tanvi Bhakta, Director of Medical-Surgical Nursing and Skilled Nursing announced 3 organizational appointments.



Jennifer Berke, BSN, RN, was appointed the Nurse Manager of Nursing Workforce Development, Quality, and Clinical Education. Jen joined ZSFG as a registered nurse in 2007 after completing her MSN and MPA at the University of San Francisco. Over the last 17 years, she has served in various clinical and leadership roles in progressive care and medical-surgical care areas, including preceptor, educator, and performance improvement coordinator. Jen played a critical role in ZSFG's transition to EPIC and will remain the subject matter expert for ZSFG to support EHR workflow improvements.



Frank Ladra, BSN, RN, was appointed the Inpatient Med Surg Nurse Manager of H54/56/58 Mission Dolores. Frank joined ZSFG as a registered nurse in 2020 and has since served in various clinical and leadership roles over the last 4 years. Frank continues to demonstrate a commitment to excellence in his various roles as charge nurse, preceptor, and Unit Lead RN of our 4A Skilled Nursing Facility. He obtained his BSN in 2018 and is currently completing his MSN

in Nursing Leadership and Administration. Frank’s passion for nursing is greatly influenced by his experiences in the Army, where he witnessed the profound impact of compassionate care on patients.



Sukhdeep Randhawa, BSN, RN, was appointed the Inpatient Med Surg Nurse Manager of H42/44 Lombard and Med Surg Float Pool. Sukhdeep joined ZSFG as a registered nurse in 2015 and has since served in various clinical and leadership roles over the last 9 years. Sukhdeep continues to demonstrate a commitment to excellence in her various roles as charge nurse, preceptor, and Unit Lead RN of H42/44 and the Float Pool. Sukhdeep started her nursing career as a Certified Nursing Assistant and obtained her BSN in 2018 from Grand Canyon University. Prior to that, Sukhdeep studied nursing and midwifery in India.

## DEVELOPING OUR PEOPLE 9. Med-Surg Nursing Training Program



The Med-Surg Nursing Training Program ensures our new nursing school graduate hires are well-prepared to care for patients on the inpatient units and contribute as future problem solvers and leaders. The program agenda boasted local experts delivering the latest training on opioid use disorder, wound care, falls prevention, the Kaizen Promotion Office, IV care and telemetry.

## DEVELOPING OUR PEOPLE 10. ZSFG Healthcare Recognitions



April was Occupation Therapist Month. During this month we recognize the transformative impact they provide to our patients. They help patients with the challenges of today to the achievements of tomorrow. With each tailored intervention, they consider the whole person — mind, body, and spirit — ensuring seamless integration into every aspect of care coordination. Their unique skills help our patients adapt to different environments, enhance independence, and foster resilience.



From April 14-20, ZSFG celebrated Medical Laboratory Professionals week. At ZSFG, we have a diverse team of 165+ dedicated staff that work in the Clinical Laboratory. The Clinical Lab operates 24/7, 7 days a week, supporting the hospital and city clinics. They work in areas such as specimen collection and management, chemistry and toxicology, hematology, microbiology, lab support services, lab information systems and point of care testing/quality assurance. The Clinical Lab staff do a phenomenal job working behind the scenes to provide high quality laboratory services to support

patient care and public service.

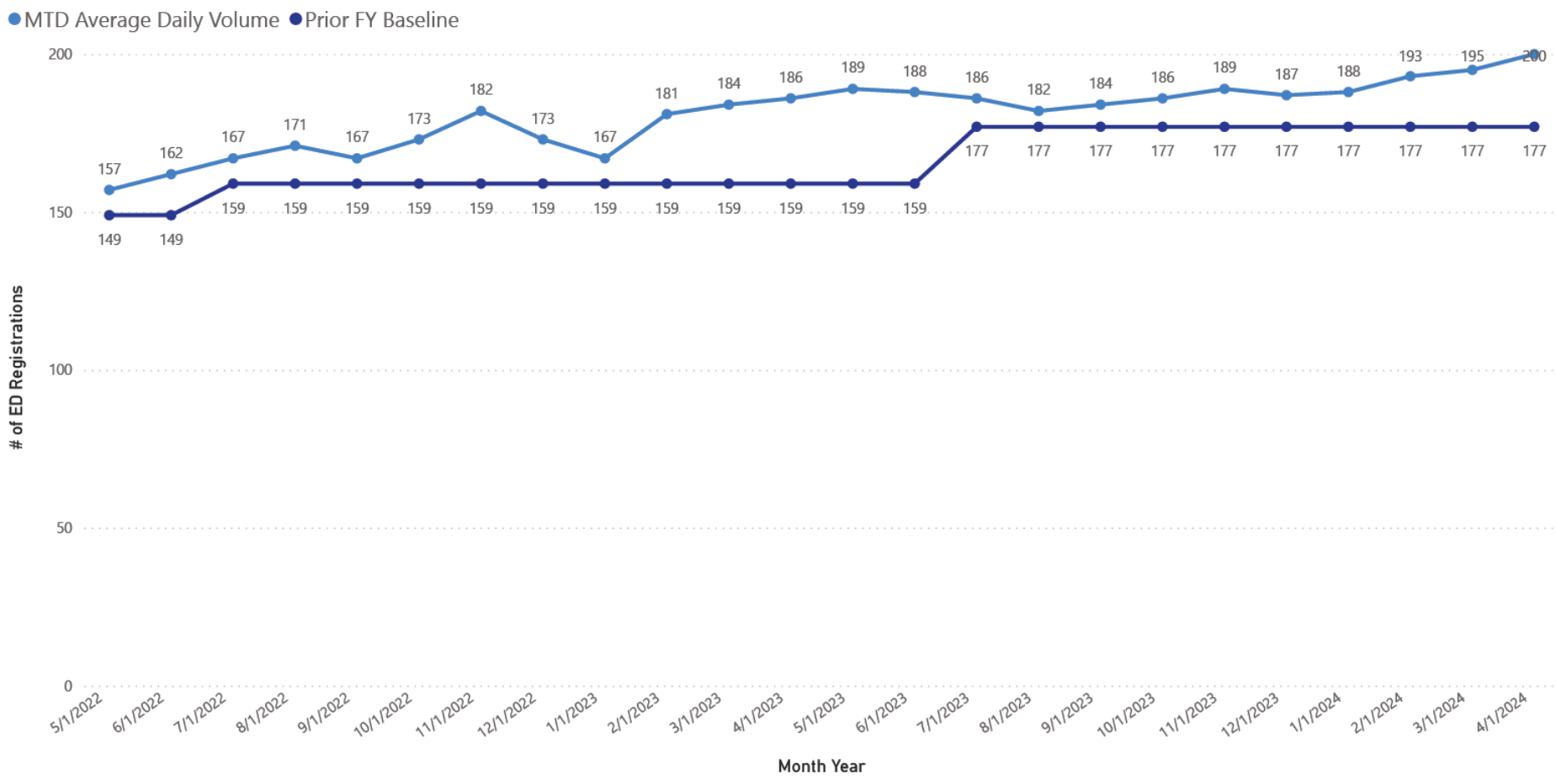
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That same week, ZSFG also celebrated Health Information Professionals week. The Health Information Management professionals support patients, data, and quality by ensuring the accurate, completeness, and timeliness of clinical documentation and revenue generation, as well as oversight of all associated activities.

Health Information Professionals (HIP) are well-versed in state/federal regulations and accreditation standards that govern health information and have unique competencies and skills that are essential in the accuracy, accessibility, delivery, and integrity of health data.

# QUALITY Emergency Department Activities

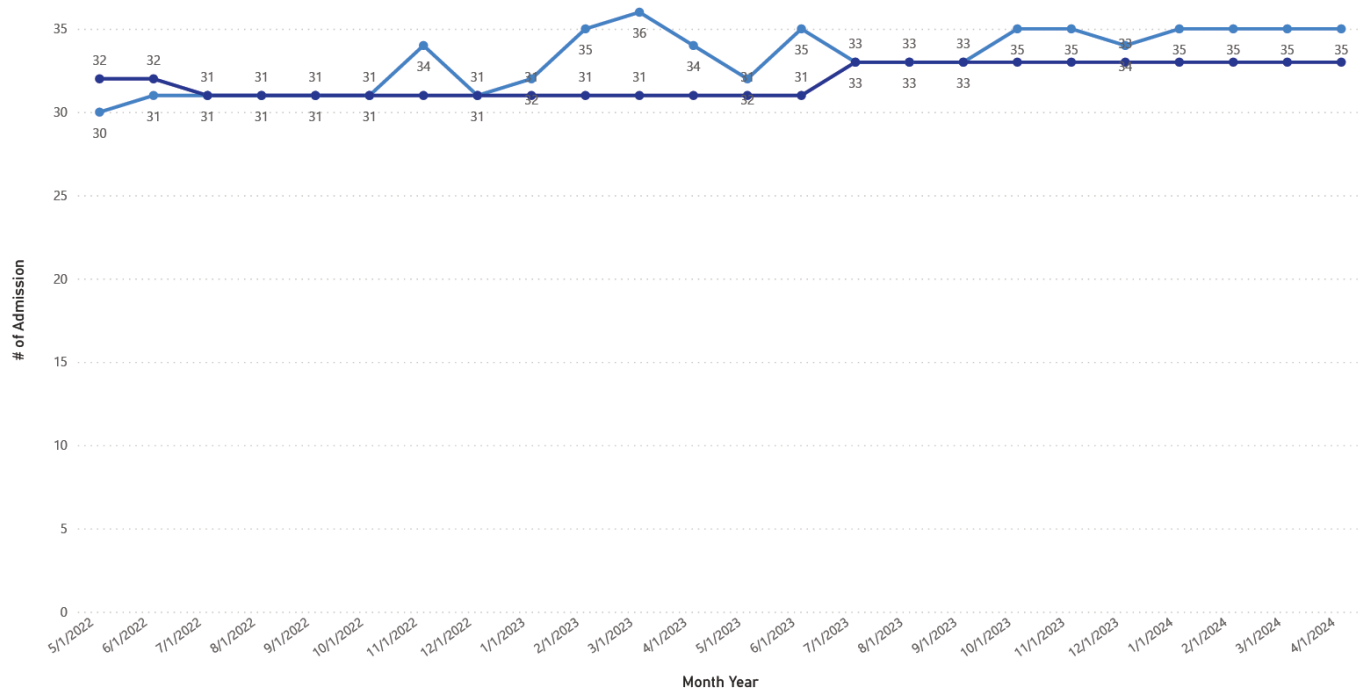
## Average Daily Volume





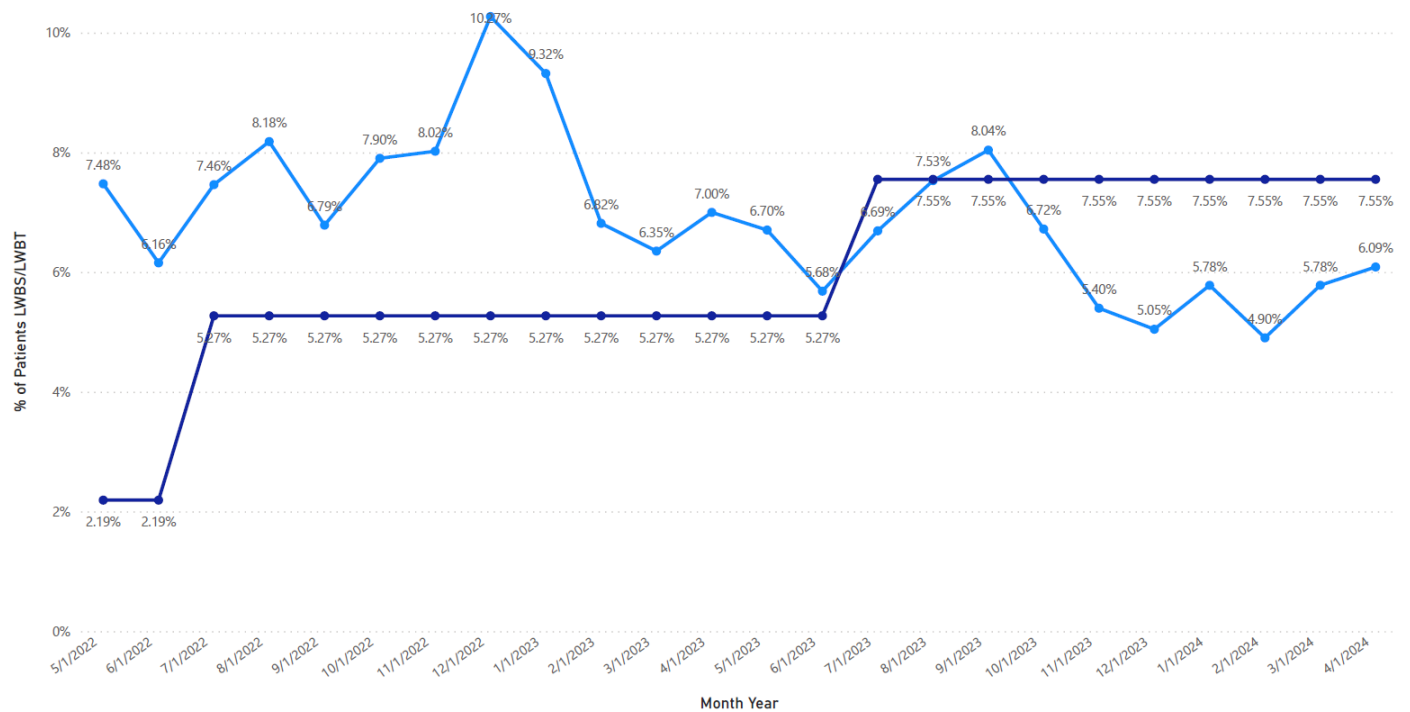
### Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline

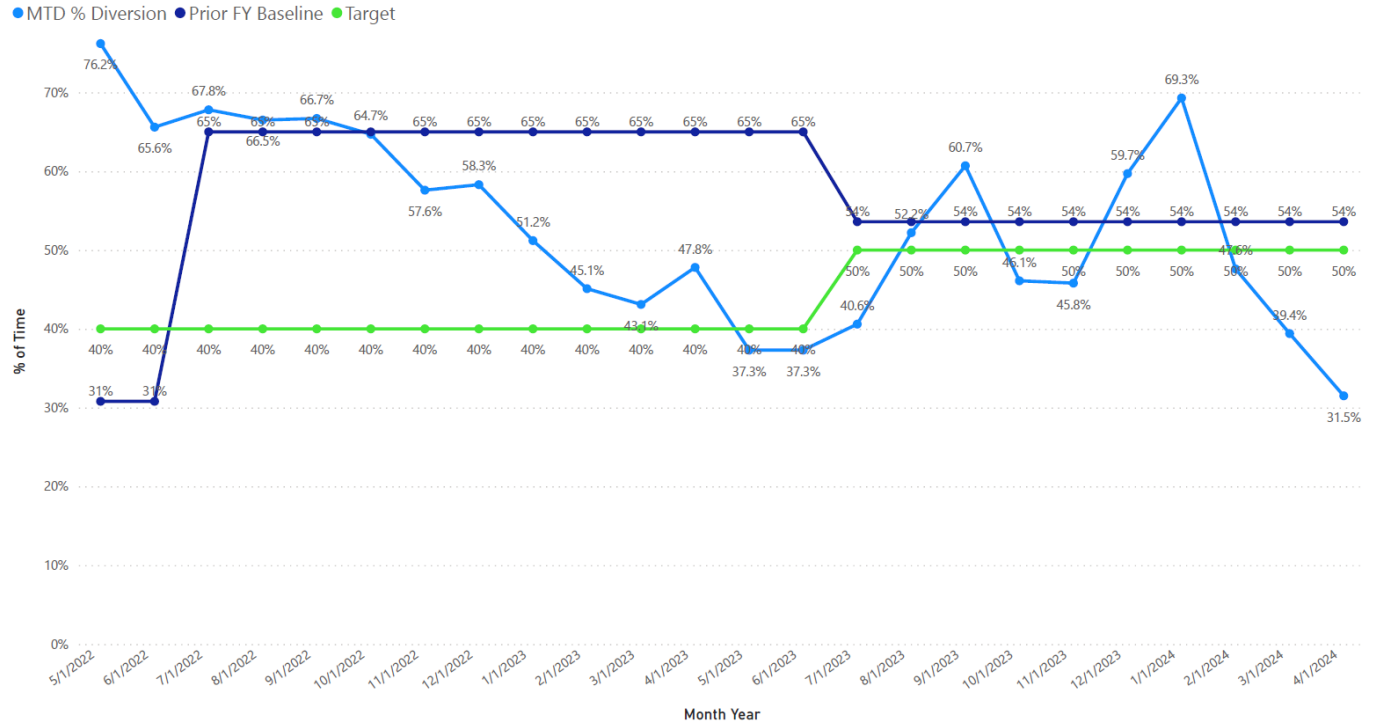


### % LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline

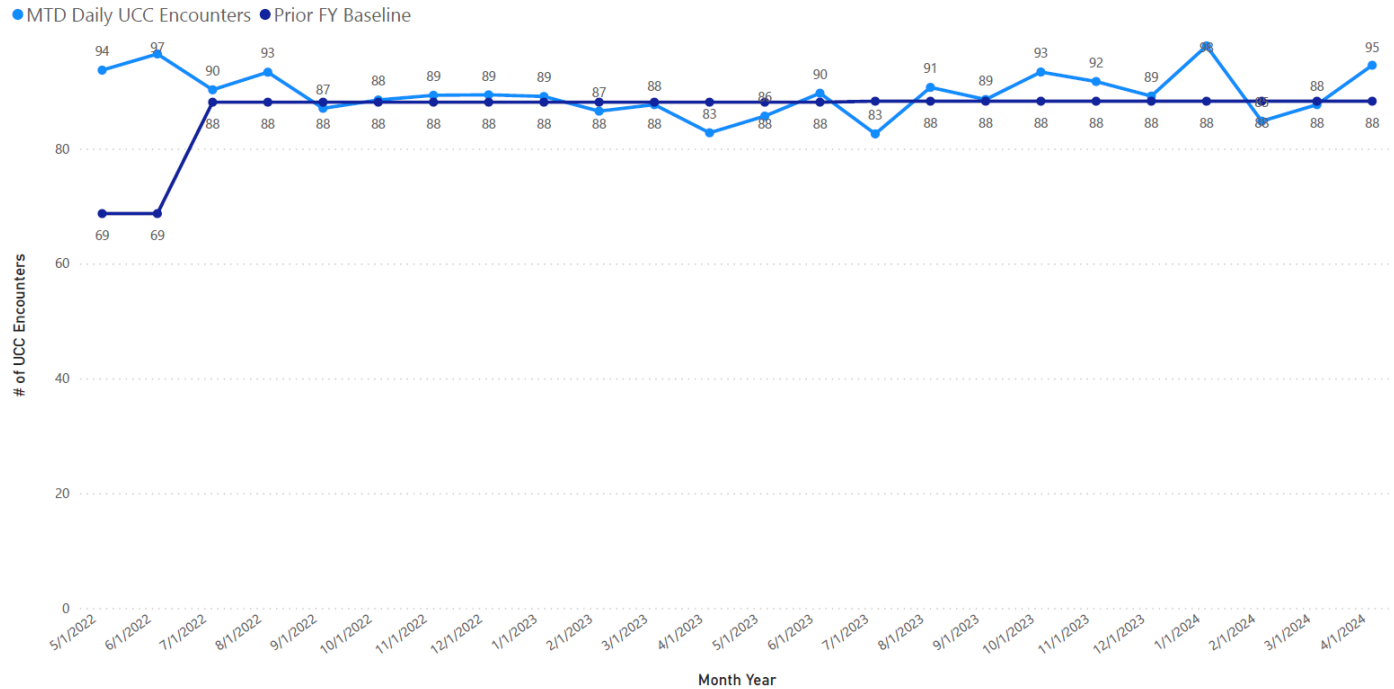


### % Diversion



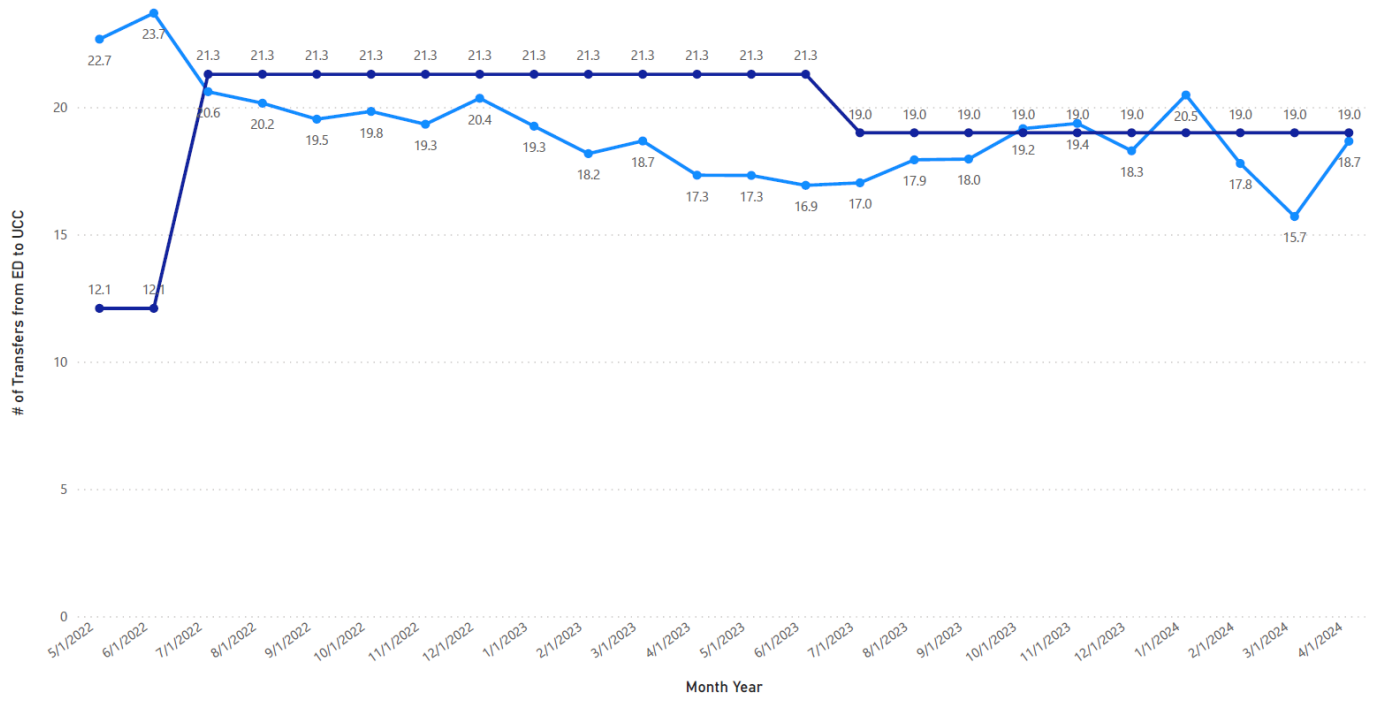
## QUALITY Urgent Care Clinic Activities

### Average Daily UCC Encounters



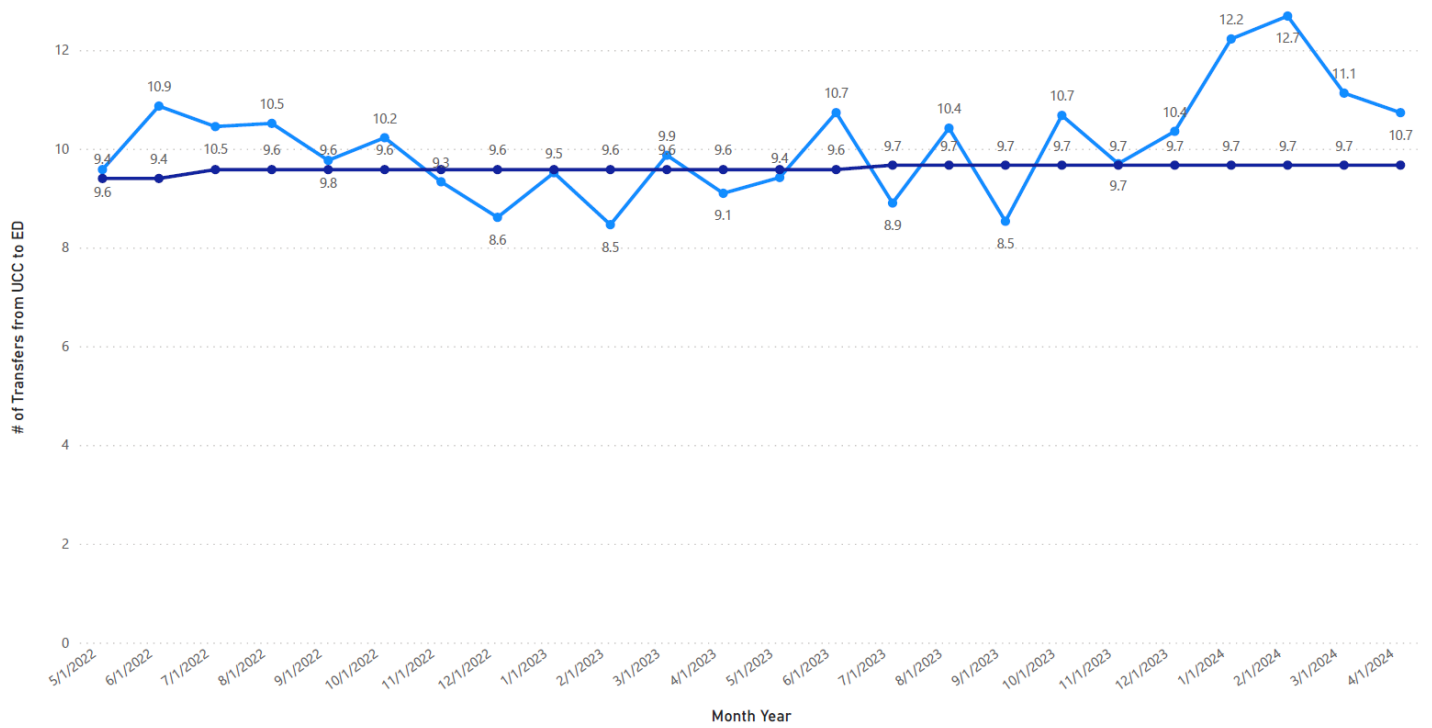
### Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



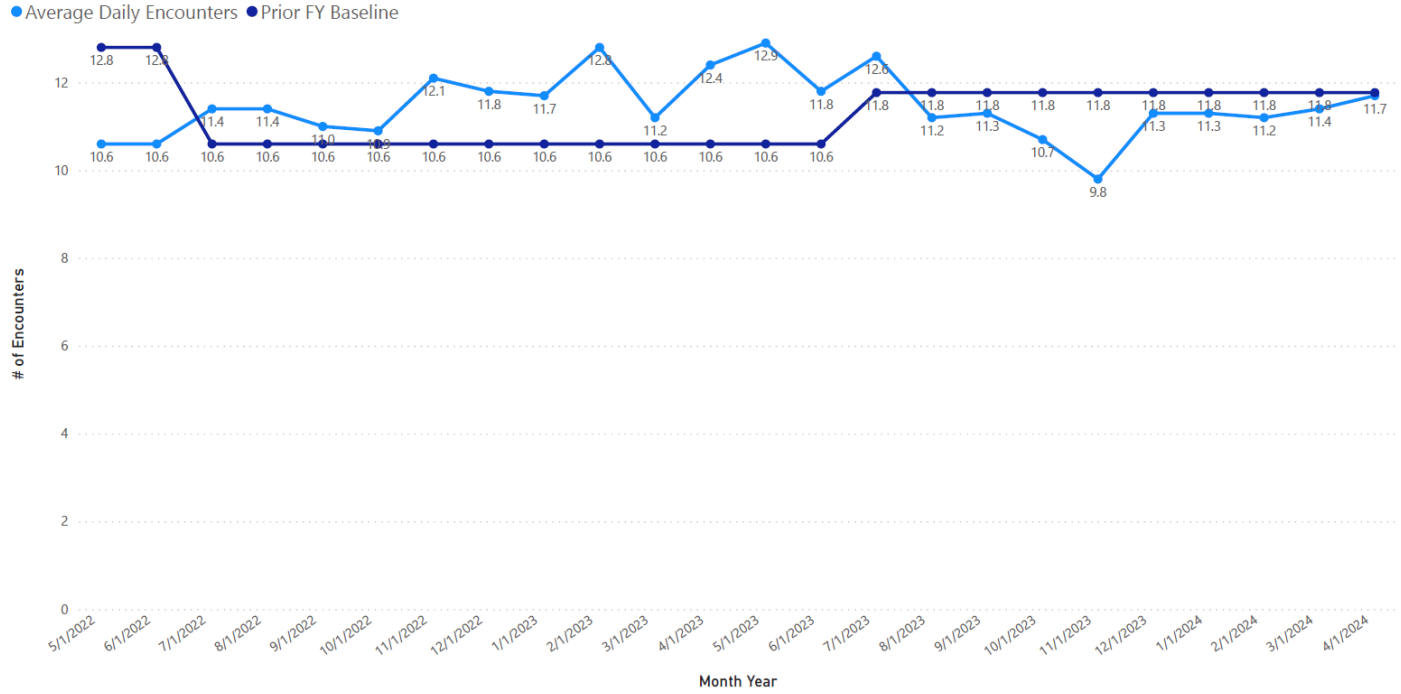
### Average Daily Transfers from UCC to ED

● MTD Average Daily Transfers ● Prior FY Baseline

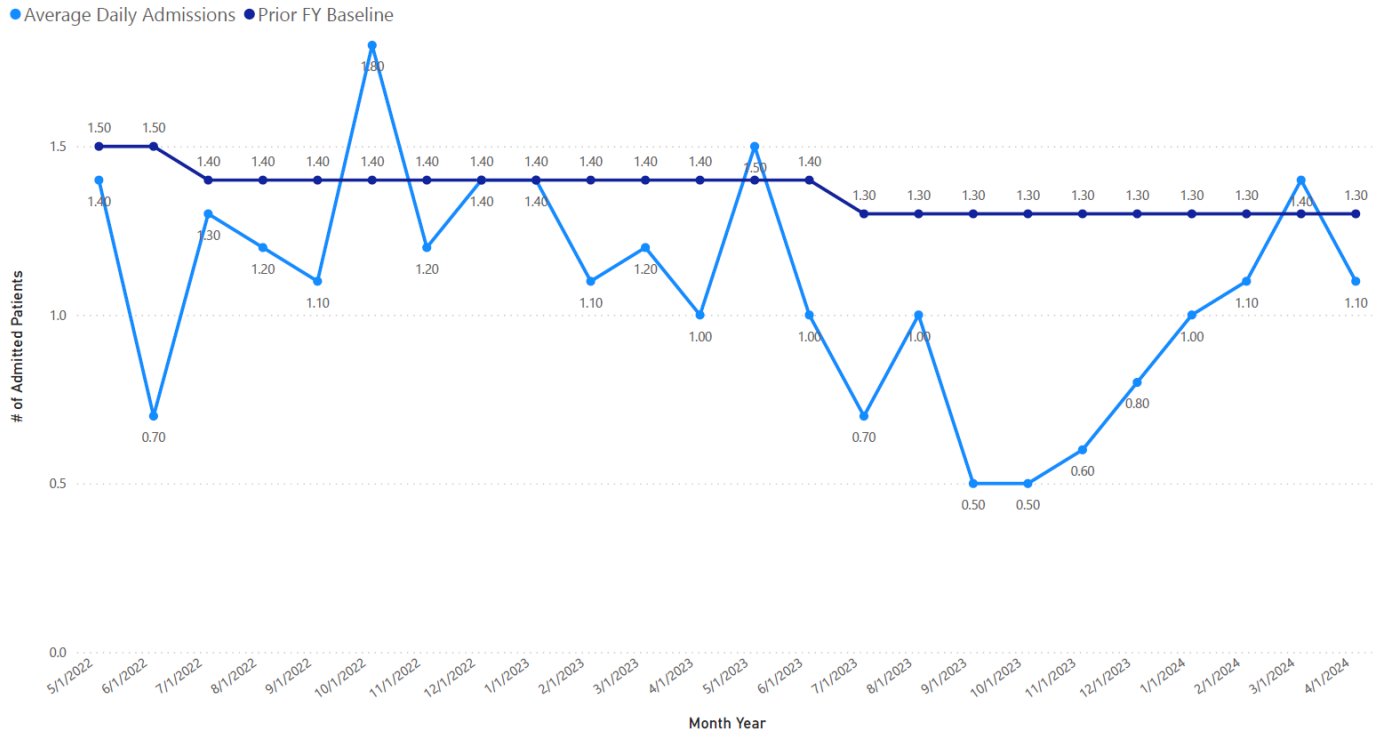


# QUALITY Psychiatric Emergency Services Activities

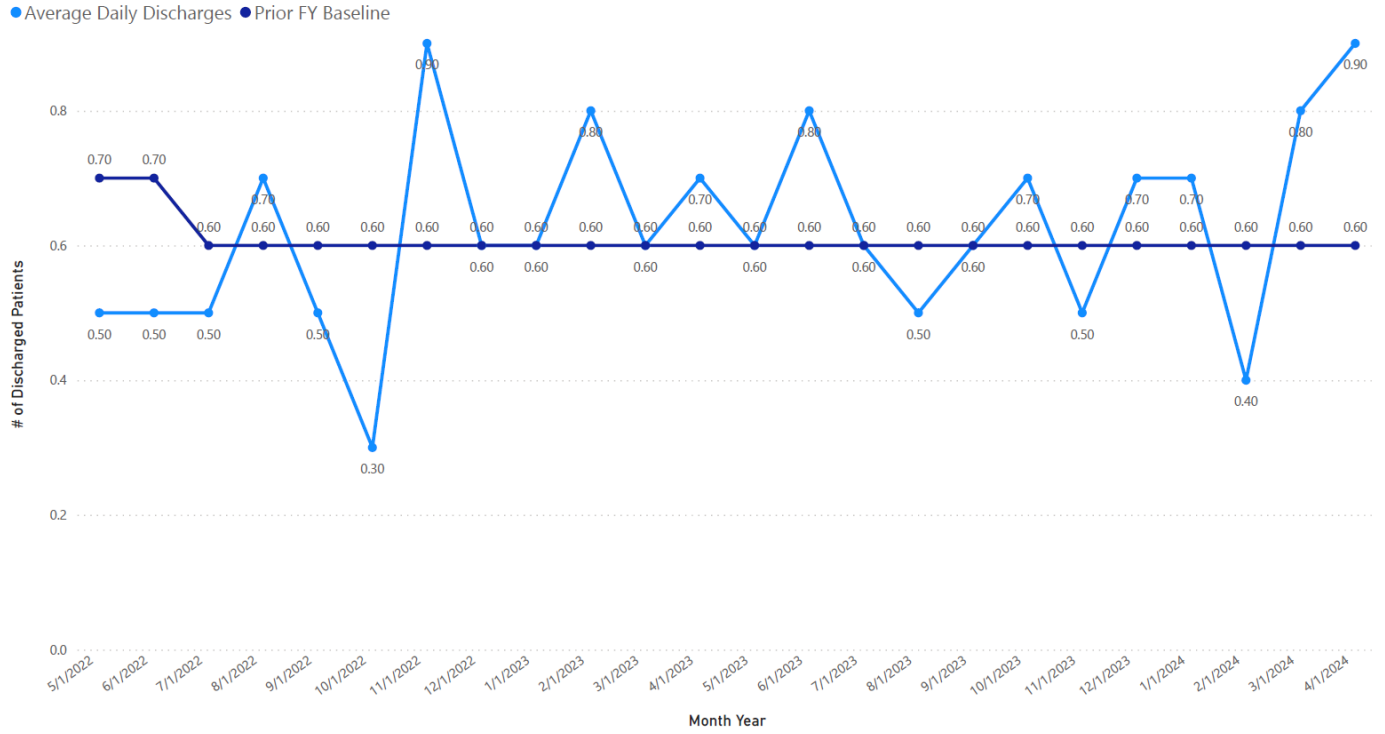
Average Daily PES Encounters



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

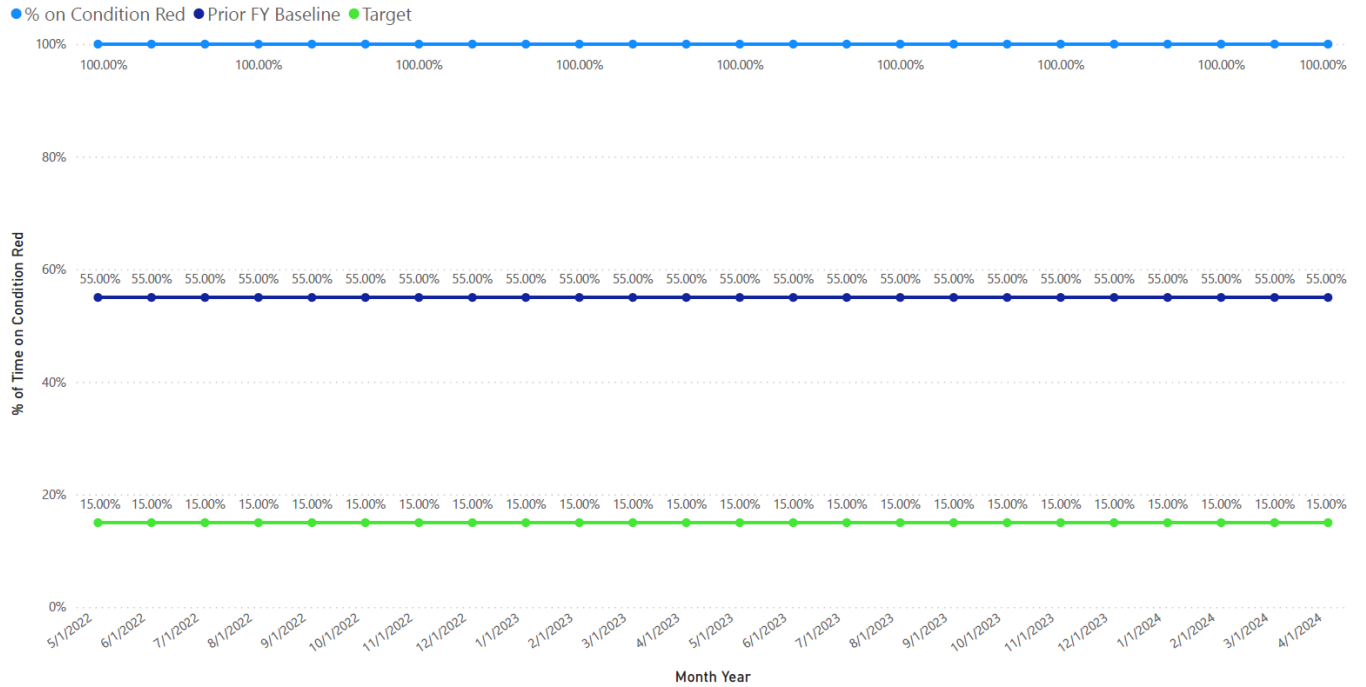


### Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



### PES Condition Red\*

\*We're using condition red as an external communication tool to signal that patients can't directly come to PES



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## QUALITY Average Daily Census

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### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 189.7 which is 110.94% of budgeted staffed beds and 103.1% of physical capacity. 39.91% of the Medical/Surgical days were lower level of care days: 6.96% administrative and 32.95% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 31.80 which is 113.57% of budgeted staffed beds and 54.83% of physical capacity of the hospital.

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

Average Daily Census of MCH was 29 which is 96.67% of budgeted staffed beds and 69.05% of physical capacity of the hospital.

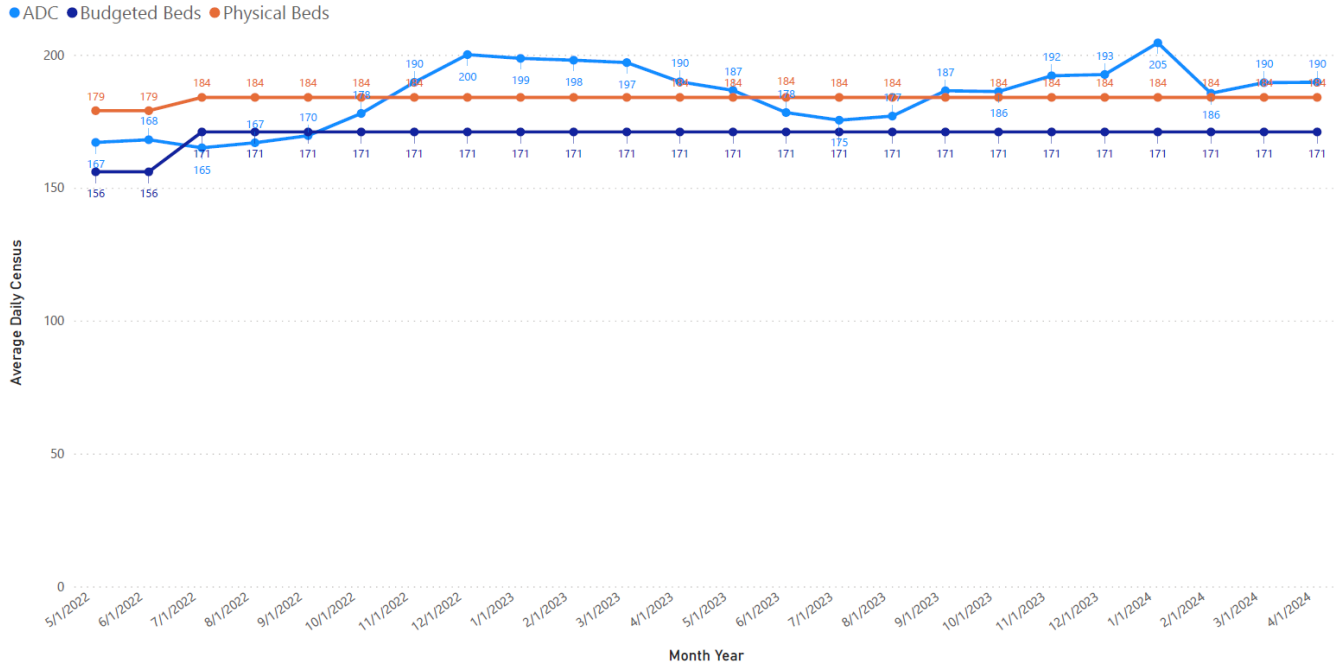
### **ACUTE PSYCHIATRY**

Average Daily Census for Psychiatry beds, excluding 7L, was 43.4, which is 98.64% of budgeted staffed beds and 64.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.80, which is 82.86% of budgeted staffed beds (n=7) and 48.33% of physical capacity (n=12).

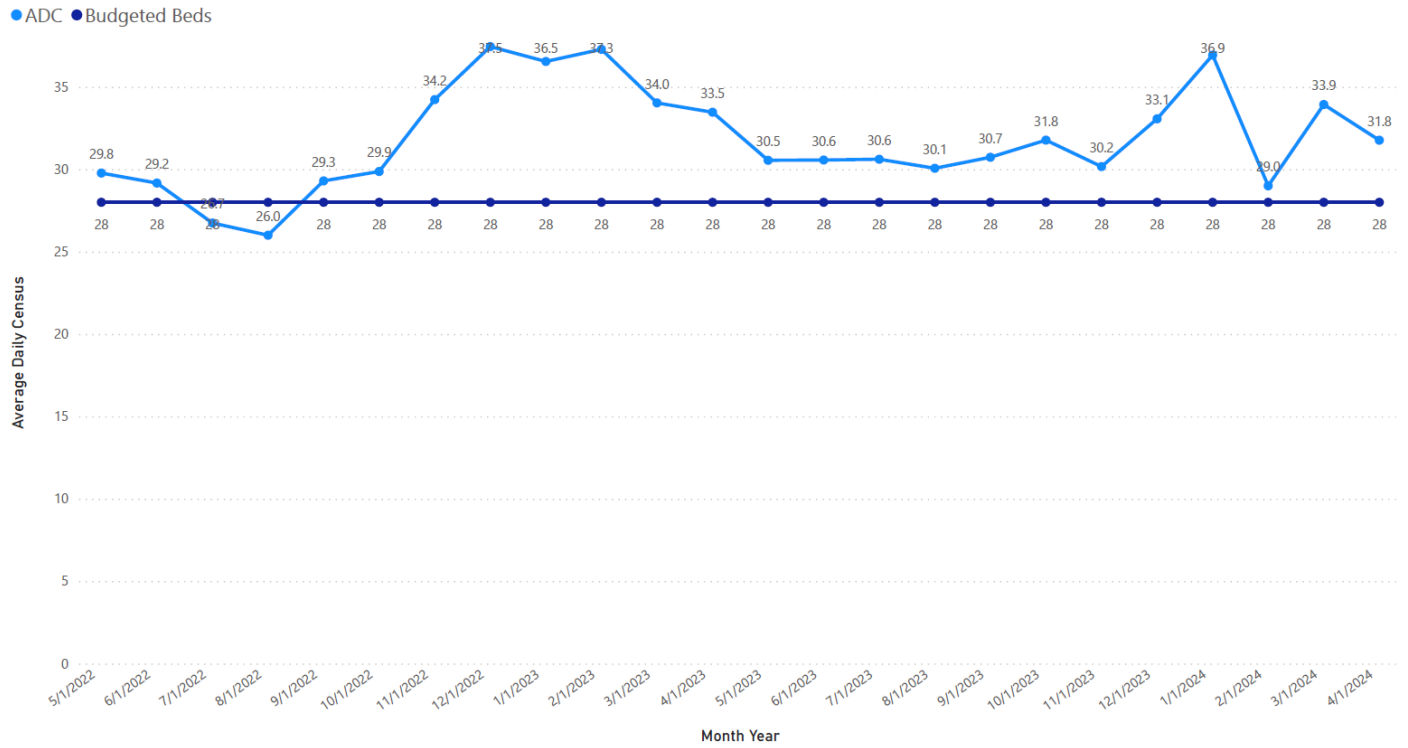
### **4A SKILLED NURSING UNIT**

Average Daily Census for our skilled nursing unit was 24.90, which is 88.93% of our budgeted staffed beds and 83% of physical capacity.

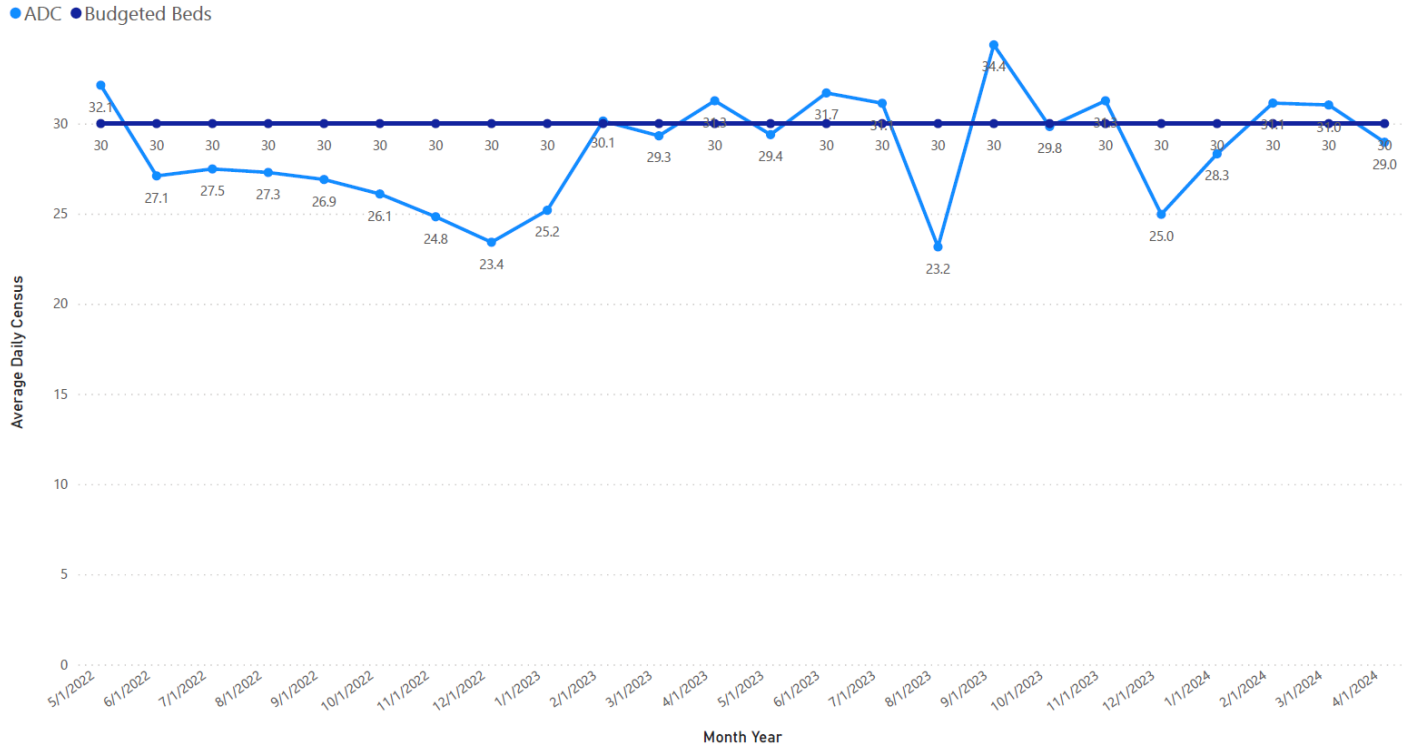
### Medical Surgical (incl. ED/PACU Overflow) Average Daily Census



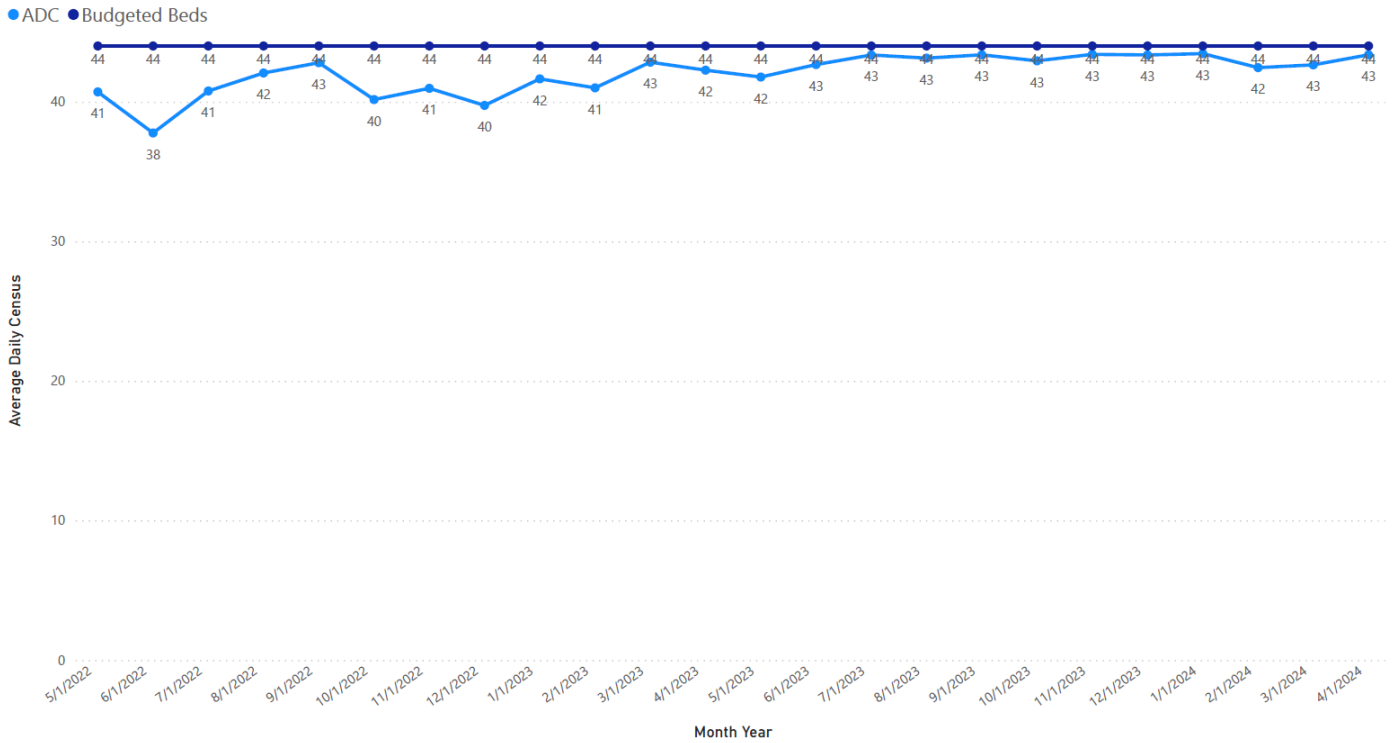
### Intensive Care Unit Average Daily Census



### Maternal Child Health Average Daily Census

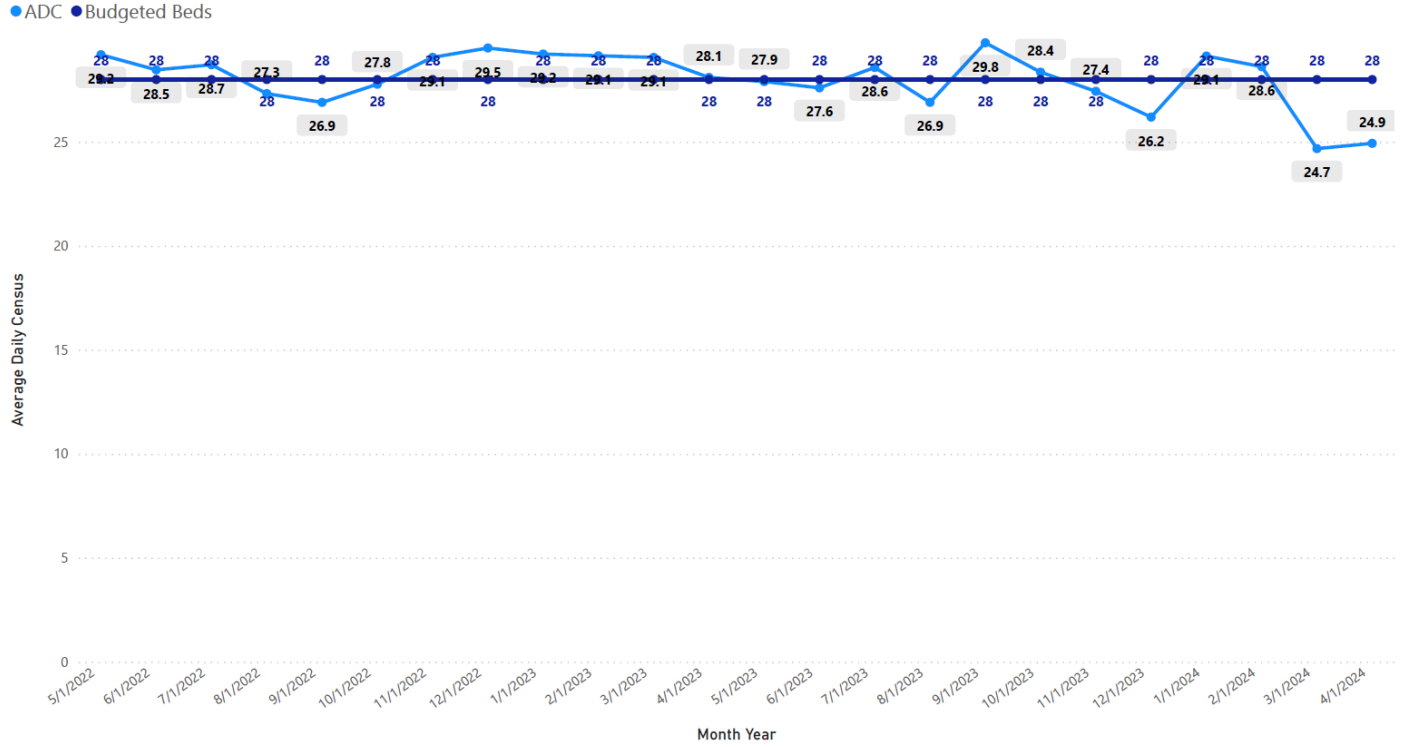


### Acute Psychiatry (7B & 7C) Average Daily Census



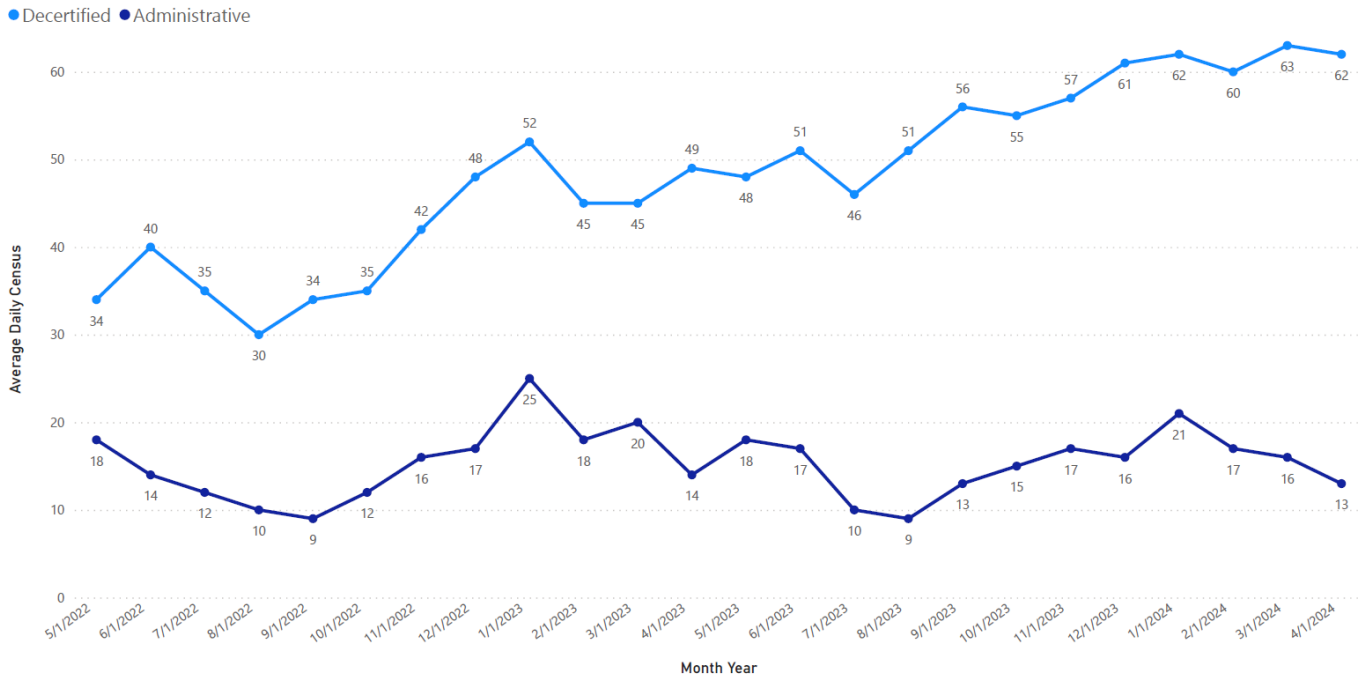


### 4A Skilled Nursing Facility Average Daily Census

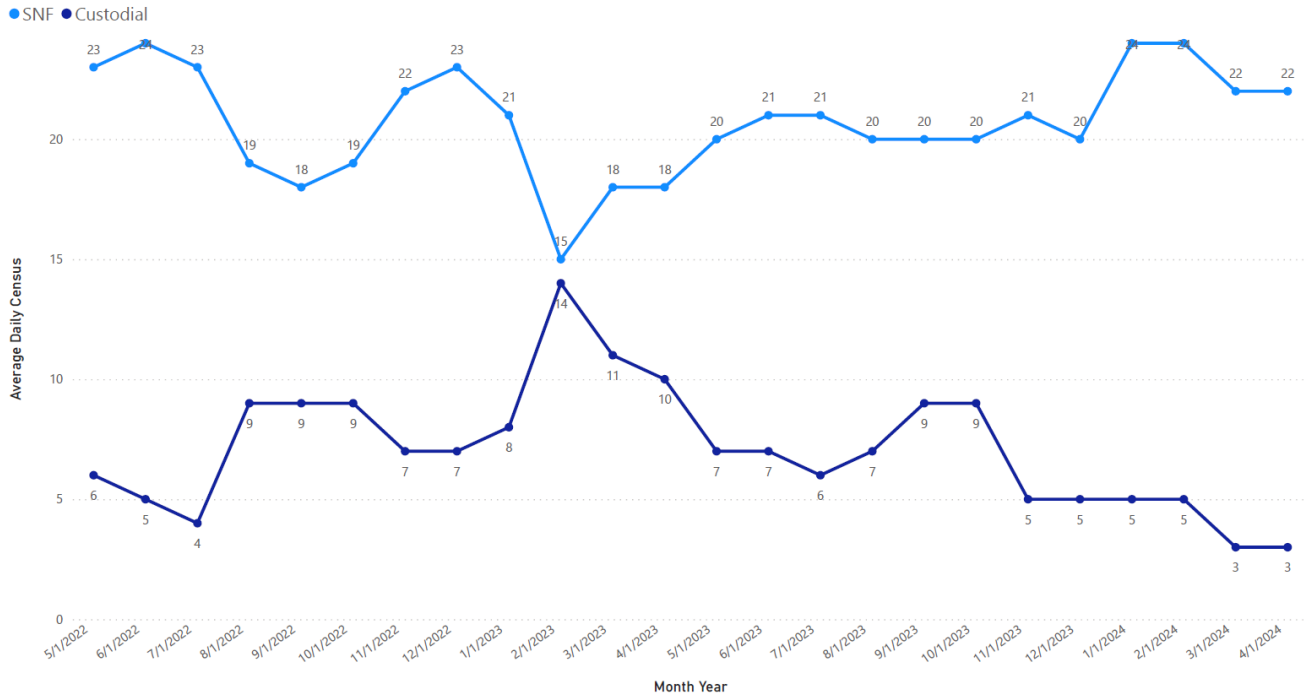


## QUALITY Lower Level of Care Average Daily Census

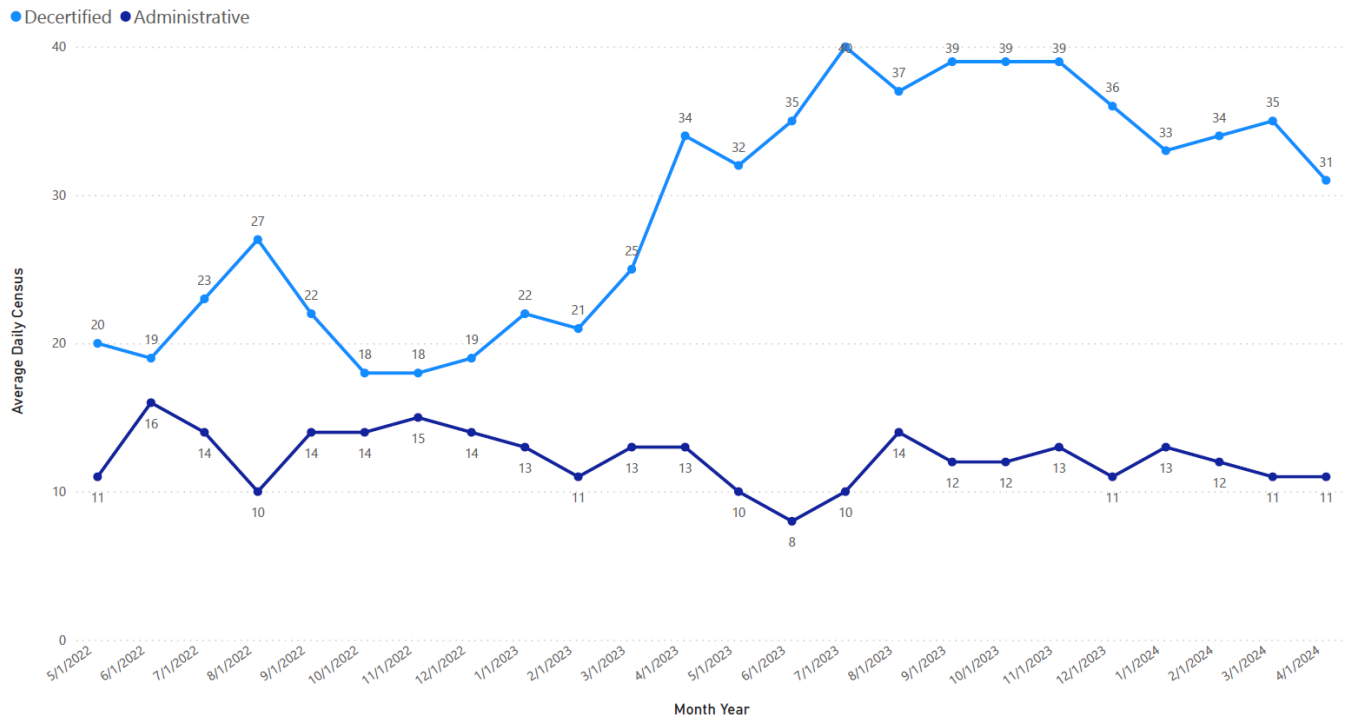
### Medical Surgical Lower Level of Care Average Daily Census



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



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

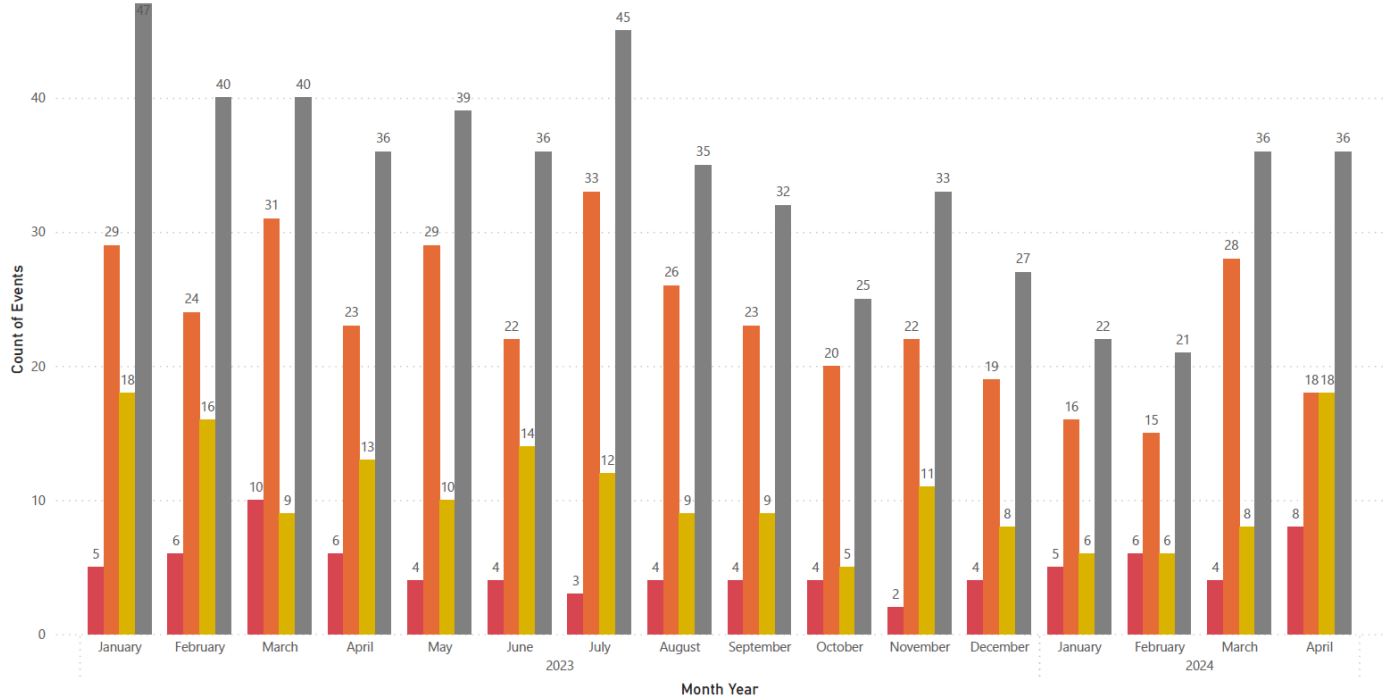


# SAFETY Workplace Violence Activity\*

\*Workplace Violence data is from ZSFG's SAFE system

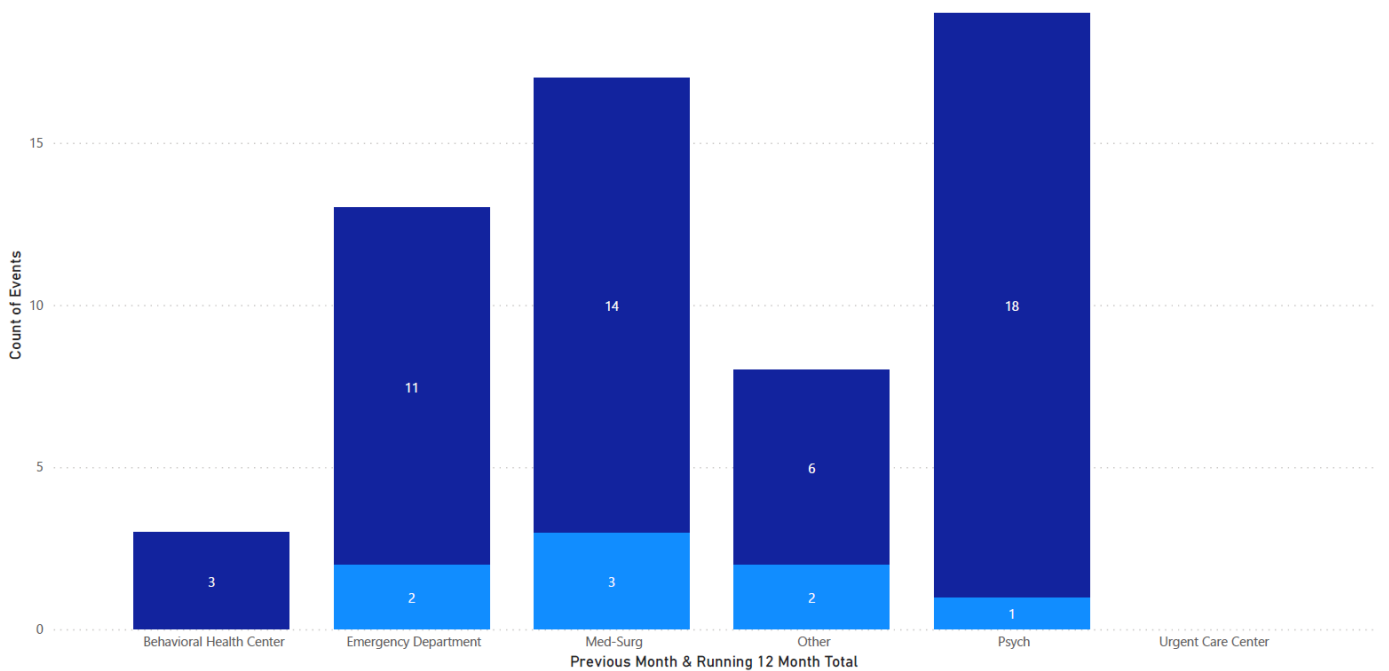
ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24

● Physical Assaults with Injury (E-I) ● Total WPV Physical Events ● Total WPV Verbal Events ● Total WPV Events



ZSFG Workplace Violence Physical Assaults with Injury (Running 12 month total & previous month)

● Previous Month (2024-04) ● Running Total (Previous 12 Months)



# FINANCIAL STEWARDSHIP Salary Variance

## Variance Between Salary Expenditure and Budget by Pay Period (PP) and Year to Date (YTD)\*

\*Please note that COVID-19 costs are now a part of ZSFG operations and budget

● PP Variance ● YTD Variance



### Commissioner Comments:

Commissioner Green asked if there were any conclusions drawn from the SAFE reports that help ZSFG determine its focus. Dr. Ehrlich stated that the Workplace Violence Committee and Assault Governance Committees review and advise the hospital around these issues. She noted that the data is helpful in identifying areas needed for improvement.

Commissioner Christian asked if the person(s) making the SAFE report get feedback to understand if their complaint was investigated. Dr. Ehrlich stated that if an individual identifies themselves then they can check on the progress of the issue they reported.

Commissioner Green asked how the DPH/ZSFG deals with the accounting side of decertified days. Dr. Ehrlich stated that the hospital is not paid for these days so the General Fund must be used to cover these costs.

Commissioner Green asked if the BERT team tracks characteristics of patients which it provides assistance; she noted curiosity to those physically frail individuals who needed BERT’s assistance. Dr. Ehrlich stated that she can check with the BERT team to find more details to respond to this question. However, there is a trend of verbal and some physical assault caused by elderly patients experiencing cognitive decline.

Director Colfax stated that Dr. Ehrlich was honored by the San Francisco Business Times for her vision, values, performance, and leadership skills.

**6) ZSFG HIRING AND VACANCY REPORT**

Emma Perez, SFDPH Principal Human Resources Analyst, presented the item.

Commissioner Comments:

Commissioner Green asked if the nurse union ratifies the contract if that will decrease the disparity in nurse pay rates compared to other local healthcare systems. Ms. Perez stated that the pay increase will make ZSFG more attractive. However, she added that the current job market gives nurse ample options. She added that ZSFG is targeting new graduates of nursing programs who are completing their clinical rotations at ZSFG. This cohort already is familiar with the work and work culture.

Commissioner Christian asked if there is data available to indicate why candidates for nursing positions do not choose ZSFG. Ms. Perez stated that she does not think recruiters track this data. However, she will pass this request along as a suggestion to recruiters.

Commissioner Green suggested that the DPH/ZSFG prioritize establishing relationships with all Bay Area nursing school programs so there is pipeline for recruitment. Ms. Perez stated that the DPH hired a Nurse Recruitment Strategist to assist in these strategies and processes.

**7) MEDICAL STAFF REPORT**

Gabriel Ortiz, M.D., Chief Medical Officer, presented the item.

Commissioner Comments:

Commissioner Green thanked Dr. Ortiz for the report.

**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  
There was no public comment on this item.
- 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 ZSFG JCC unanimously voted to not disclose discussions held in closed session.

**11) ADJOURNMENT**

The meeting was adjourned at 4:52pm.