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Commissioner

Susan Belinda Christian, J.D.
Commissioner

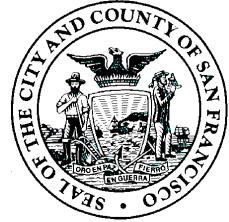
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Commissioner

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Commissioner

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

**London N. Breed Mayor
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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, September 24, 2024 3:00 p.m.
101 Grove Street, Room 300
San Francisco, CA 94102 & via Webex**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D.
Commissioner Susan Belinda Christian, J.D.
Commissioner Laurie Green, M.D.

Staff: Grant Colfax, Gillian Otway, Emma Moore, Emma Uwodukunda, Jeff Critchfield
William Huen, James Frieberg, Angelica Journagin, Neda Ratanwong, Amber Johnson
Kim Walden, Hemal Kanzaria, Eric Wu, Priya Nayar, Angelica Journagin, Alexander Shoemaker,
Glenn Levy

The meeting was called to order at 3:03pm.

**2) APPROVAL OF THE MINUTES OF THE AUGUST 27, 2024
ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT
CONFERENCE COMMITTEE MEETING**

Action Taken: The ZSFG JCC unanimously approved the August 27, 2024 minutes.

3) REGULATORY AFFAIRS REPORT

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

Commissioner Comments:

Commissioner Christian asked if CDPH has provided an explanation for the delay in investigating facility related incidents (FRIs). Ms. Moore stated that CDPH has communicated that their current focus is on skilled nursing facilities.

Commissioner Christian asked for more information regarding the privacy breeches listed on page 2 of the report. Ms. Moore stated that PHI was accidentally sent to a union representative in one incident; the other incident involved a staff members looking at PHI of a high profile case.

Commissioner Chow asked if the privacy breeches are isolated examples or part of a larger pattern. Ms. Moore stated that there has been an increase in reporting by staff due to increased training and because all medical records are now located in one system. She noted that root cause analysis did not indicate any larger patterns. Commissioner Chow requested an update on privacy breeches in a quarter.

4) OVERVIEW OF ZSFG TRUE NORTH SCORECARD

Susan Ehrlich, M.D., Chief Executive Officer, Gabriel Ortiz, M.D., Chief Medical Officer, Angelica Journagin, Chief Administrative Officer, and Eric Wu, ZSFG CFO presented the item.

Commissioner Comments:

Commissioner Green asked how many operating rooms are open at night and weekends. Dr. Ortiz stated that 2 or 3 operating rooms are open during these times. He added that the 9th operating room will begin to be open Monday through Friday during the day. Commissioner Grene asked how decisions are made in regard to the number of operating rooms to maintain at night and on weekends. Dr. Ortiz stated that balance metrics are tracked in regard to operating room capacity.

Commissioner Green asked for more information regarding sepsis cases. Dr. Ortiz stated that the issue is documentation of treatment; he noted that the quality of care remains high.

Commissioner Green noted that some of the metrics seem like stretch goals. She asked if ZSFG leaders considered developing measures that are surely reachable. Dr. Ortiz stated that stretch goals help define the culture and encourage teams to think about these issues. Dr. Ehrlich noted that it is important to distinguish between targets and ultimate goals. For example, the ultimate goal for workplace violence is zero.

Commissioner Christian asked if staff have techniques to deescalate when needed. Ms. Journagin stated that ZSFG leaders want staff to control what they can control. Staff are trained in de-escalation and the BERT team is used when needed. She added that the intent is to learn from these experiences; this encourages staff reports of incidents.

Commissioner Chow thanked the presenters for the information.

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

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

EQUITY

1. Human Milk Drive



In honor of National Breastfeeding Awareness Month, the Labor and Delivery team hosted a successful Milk Drive! This is the first known Milk Drive event in San Francisco. As the first Baby-Friendly Certified hospital in the city, ZSFG wants to ensure that all babies get the healthiest start in life, no matter where they are or their situation. This designation demonstrates the hospital's commitment to providing the best possible support for breast/chest feeding. ZSFG goes through an extensive recertification process every five years, which includes staff training and

quality improvement projects, and thanks to our outstanding team, we were just recertified again this year. ZSFG is committed to providing equitable care and looks forward to hosting similar events in the future.

This event is a great opportunity to bring attention to the importance and benefits of breast milk, especially to lactating patients at clinics within the San Francisco Health Network (SFHN). The event, a partnership with Mother’s Milk Bank of California, took place on the ZSFG campus and attracted many donors and supporters. Mother’s Milk Bank distributes human donor milk to more than 60 percent of California’s neonatal intensive care units (NICUs) and to babies and families in need across the U.S. While most recipients are premature infants in NICUs, the bank also supports babies who are adopted, in foster care, born to surrogate or gender-diverse parents, or whose mothers have passed away. Just two tablespoons of human milk can help a baby in need thrive and just one quarter of an ounce amounts to one feeding in the NICU. ZSFG collected 3,135 ounces of human milk from 23 donors that will be donated to babies and families in the Bay Area and across the country.

ZSFG is grateful to all the donors who participated and those who stopped by ask questions or to share their support in providing equitable care for all. Shout out to Amalia Deck and Catalina Perez, ZSFG’s Lactation Nurses, for spearheading and coordinating the event and Jessica O’Rourke and Shilu Ramchand, Nurse Managers and Dr. Susan Ehrlich and Gillian Otway, CEO and CNO for their leadership.



CARE EXPERIENCE

2. ZSFG's Addiction Champions Prevent Overdoses and Save Lives

The statistics on drug overdose deaths in the U.S. are staggering. More than 100,000 people died of a preventable overdose in 2023—twice the number of 2015. The prevalence of fentanyl in the illicit drug supply is largely driving overdose deaths. And San Francisco, like many cities, has been hit hard by this crisis. However, there is some promising news to share: In July, the city experienced a drop in fatal overdoses for the second month in a row.

Leading up to International Overdose Awareness Day on August 31st, ZSFG and DPH are hosting events to bring our community together to raise awareness and learn how to prevent overdoses and deaths. Hopefully, the collective efforts will help this downward trend continue.

ZSFG plays a central role in DPH’s robust response to the crisis every day and has been for decades. For more than 50 years, the Opiate Treatment Outpatient Program/Ward 93, has been offering medication treatment, counseling, specialty HIV care, and hepatitis C treatment for San Franciscans with opioid use disorder. Bridge Clinic provides specialty addiction care including evidence-based medication for substance use disorders (SUD) and referrals to behavioral health to residents across the health network. Team Lily provides interprofessional care to pregnant and perinatal residents with SUD. The Emergency Department is now prescribing buprenorphine, a drug that reduces the intense discomfort of opioid withdrawal, to help patients who come to the ED in acute overdose situations get started on the path to recovery from substance use disorder.

This year, in collaboration with the Addiction Care Team (ACT), the ZSFG Birth Center trained six nurses in addiction medicine. These nurses, led by Kelly Brandon, MSN, RNC, CNS, IBCLC, became ACT Nurse Liaisons (ACTNL). They are completing coursework to become Certified Addiction Registered Nurses (CARN), thanks to San Francisco General Hospital Foundation support.

The ACT Nurse Liaison Program will expand the program to other units. This program was inspired by the Palliative Care Nurse Liaison Program at ZSFG and the Nursing Addictions Fellowship at Boston Medical Center. ZSFG aspires to have ACTNLs in every unit to support both our patients and staff.



FINANCIAL STEWARDSHIP

3. Meeting Budgeting Targets

ZSFG's priority is to provide excellent care in a safe and welcoming environment that benefits both patients and staff. Despite continued challenges to the City's General Fund revenues, ZSFG will experience minimal impacts, thanks in large part to the unwavering support from DPH, SFHN, and the City, who recognize the crucial work that happens at ZSFG.

ZSFG identified and implemented several key efficiencies to meet mandatory budget reductions including:

- Streamlining positions: ZSFG identified operational efficiencies through reorganization and elimination of vacant, hard-to-fill positions with minimal impact on services.
- Adjusted budgets for updated cost projections: ZSFG reviewed and revised budget allocations based on updated cost projections data to ensure alignment with current financial reality.
- Leveraging revenues: ZSFG made every effort to leverage anticipated revenue growth to minimize service impacts.

These efforts allowed ZSFG to invest in critical areas that enhance our services and patient care. Some significant achievements include:

- Funding the 9th operating room: The addition of a new operating room increases our capacity for surgeries, reducing wait times and improving access to essential surgical care.
- Expansion of Specialty Pharmacy Services: By broadening the specialty pharmacy services, ZSFG can offer more comprehensive medication management and support for patients with complex health needs.
- Permanent funding for the Healthy Steps Program: Secured ongoing support for the Healthy Steps program, which has operated as a pilot program since 2019, ensuring that the hospital can continue offering this vital program that promotes the healthy development of children and supports families in need.
- Addition of 43.6 FTE of new RN positions: Expanding ZSFG nursing staff ensures that the hospital can continue to provide top-tier care for patients.

Looking forward, there are more challenging times ahead. However, the staff at ZSFG has demonstrated that they possess the resilience, creativity, and teamwork necessary to continue to march toward our True North. As always, ZSFG is here for the community, regardless of their ability to pay for services or their immigration status.

DEVELOPING OUR PEOPLE 4. New ZSFG Leadership: Angelica Almeida, Ph.D, Chief Integrative Officer



ZSFG is pleased to announce the appointment of ZSFG Chief Integrative Officer, Angelica Almeida, Ph.D. As the CIO, Dr. Almeida will be a member of the ZSFG Executive Team and be responsible for overseeing all behavioral health services at ZSFG, including Psychiatric Emergency Services, Psychiatric Inpatient Units, the Behavioral Health Center, and community behavioral health services. She will also serve as a dyad leader with the Chief of Psychiatry. This role is critical in supporting hospital operations and linking behavioral health services within our campus, within the San Francisco Health Network and DPH, and also across the city.

Prior to joining the executive team, Angelica served in several roles with the DPH Behavioral Health Services, most recently as the Director of the Adult and Older Adult System of Care.

Dr. Almeida is a clinical psychologist who has worked with individuals across the lifespan, with an expertise in complex trauma and serious mental illness in both community based and forensic settings. She has been instrumental in providing subject matter expertise on court related programs and conservatorship locally and statewide and prioritizes client centered care.

Dr. Almeida received her bachelor's degree in psychology from the University of California Berkeley and her master's and doctoral degrees in clinical psychology from the California School of Professional Psychology, San Francisco.

DEVELOPING OUR PEOPLE 5. New ZSFG Leadership: Michele Lee, LCSW, Director of Social Services

ZSFG would like to congratulate Michele Lee, LCSW in her new role as Director of Social Services. Michele received her Master of Social Welfare degree from University of California at Berkeley and is a licensed clinical social worker. Michele has a rich social work background with over 25 years of experience. She began her career at SFGH in 1998 as an inpatient social worker, gaining experience with our Adult Medicine and Maternal Child Health patient population. During that time, she was active in orienting new staff and participating in Quality Improvement in those areas.

In 2007, Michele left SFDPH but stayed within the Bay Area public health sector. She gained experience with elder and dependent adult populations as a Social Worker with San Mateo County Aging and Adult Services specifically with Adult Protective Services. Michele's career development continued with a leadership position with the Health Plan of San Mateo.

Michele returned to ZSFG in 2020 as a Medical Social Work Supervisor in the Department of Care Coordination. She led her team through Covid-19 mitigation efforts, ensuring safe patient transfer and discharge. She was instrumental in improving patient flow during that critical time. Most recently, Michele has been in an acting role as Director of Social Services for the Department of Care Coordination. She excelled in this role, quickly navigating all aspects of operations and functions of Medical Social Services and Social Medicine at ZSFG. Michele is a valued member of the Department of Care Coordination who has shown consistent growth in her clinical expertise over her years of practice. She is a strong advocate of equitable, patient-centered care.



DEVELOPING OUR PEOPLE

6. Enhancing UCSF Faculty Experience at ZSFG

As ZSFG upholds commitment to providing high-quality healthcare, it is essential that we also focus on the well-being and satisfaction of the staff. Similar to the DPH staff engagement surveys, UCSF has been collecting data on workplace satisfaction of faculty at ZSFG since 2020. Faculty members are vital to the ZSFG mission, and with four years of data available, leaders can better understand trends and areas needing attention.

ZSFG's burnout rates consistently remain below national averages in healthcare, including UCSF Health physicians. Nationally, the burnout rate stands at 49 percent, while 39 percent of ZSFG faculty reported experiencing burnout, down from 47 percent last year, the highest point.

In addition to quantitative data, leaders also gather qualitative insights by asking faculty what is working, and what keeps them here. The responses highlight ZSFG's strong commitment to community and mission as key drivers of satisfaction.

Though survey results show our highest scores to date in this area, there are others where there is room for improvement. One significant area of focus is providing more support through staffing. DPH HR has been working hard to fill positions, resulting in the lowest vacancy rate in years, especially among nurses. The leaders will continue to work with HR to fill positions, including 43.6 newly added nursing positions in this year's budget.

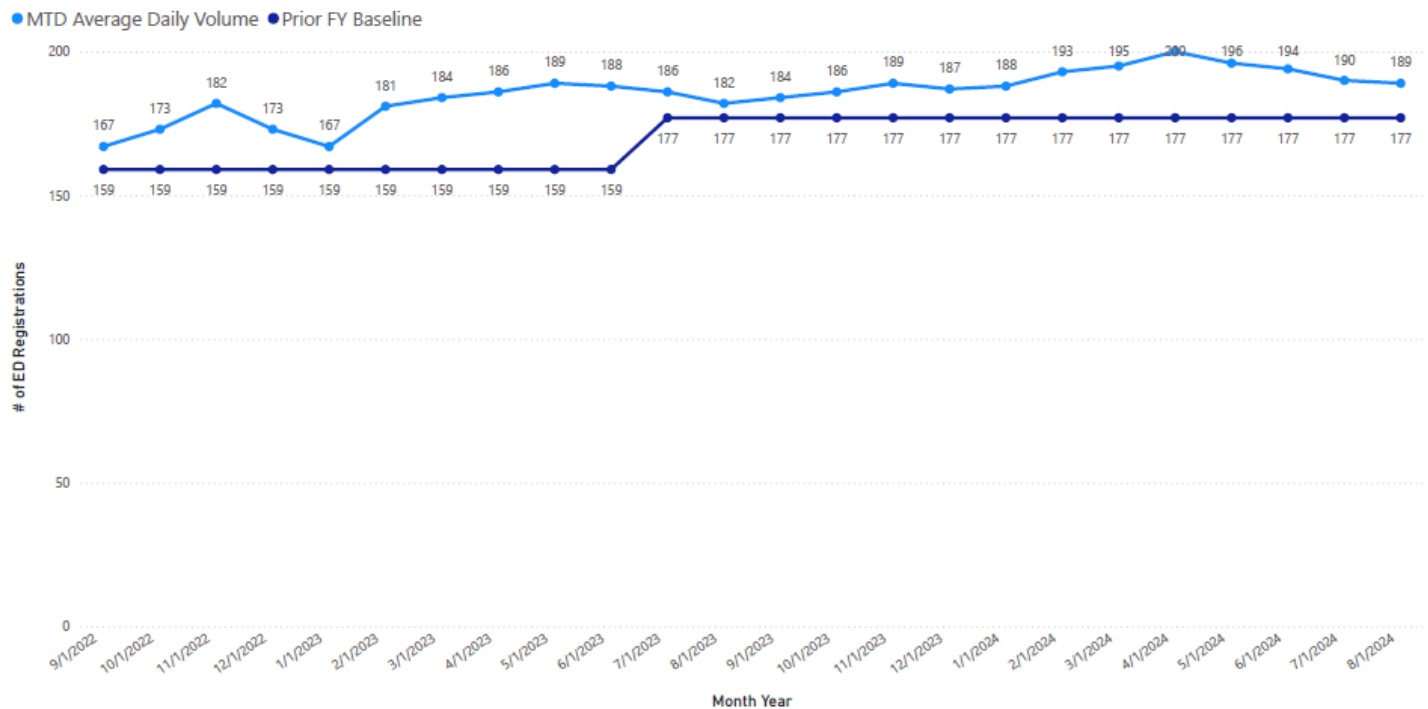
Looking ahead, UCSF leadership will reach out to faculty with more detailed information on the survey results and how they plan to address them. Susan is excited about future opportunities to connect with the faculty in more meaningful ways and continue this important work.

The hospital thrives because of the strong partnership between DPH and UCSF. Every individual here is valued, and leadership will continue to find ways to ensure that everyone feels seen, supported, and empowered in their roles.

QUALITY

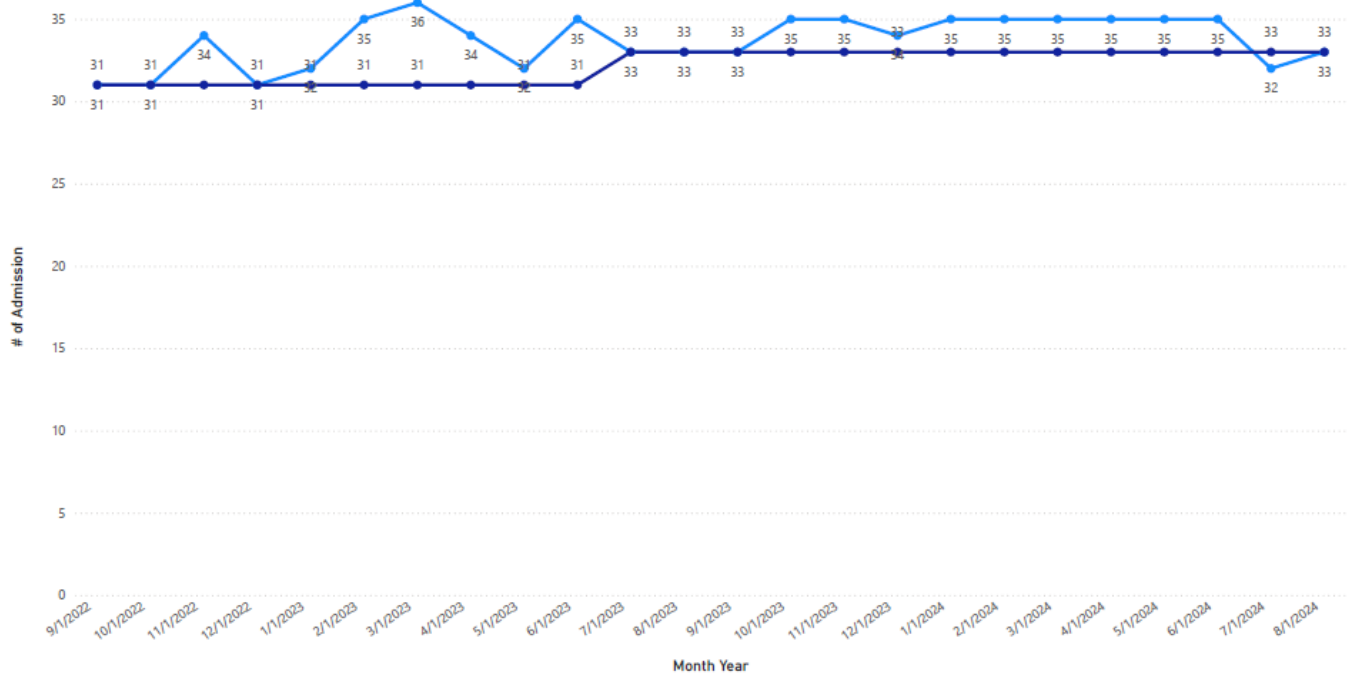
Emergency Department Activities

Average Daily Volume



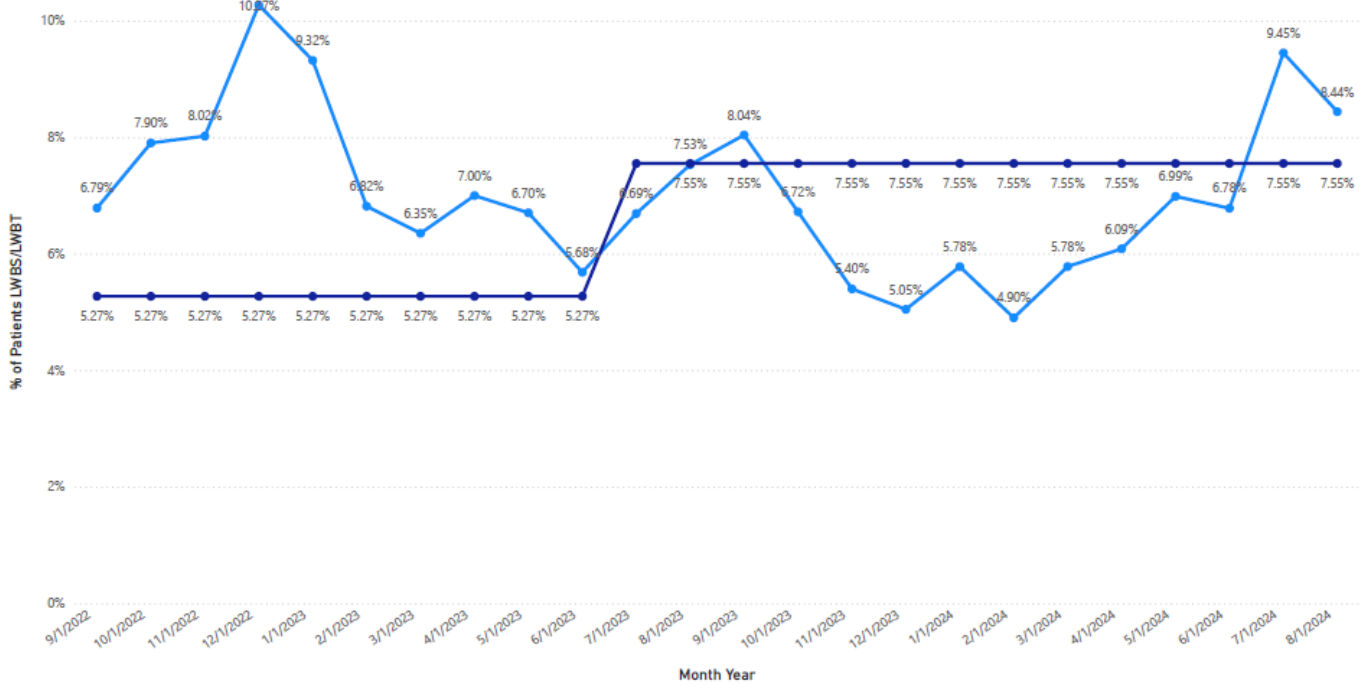
Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline



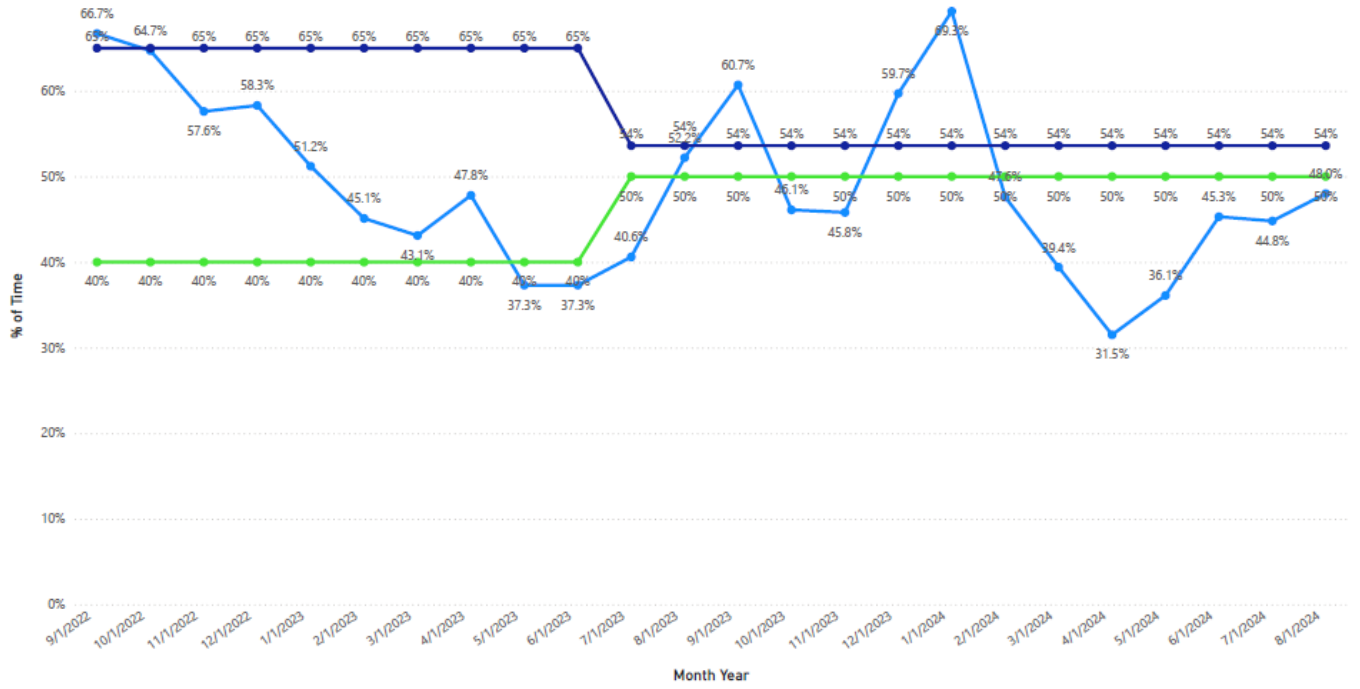
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



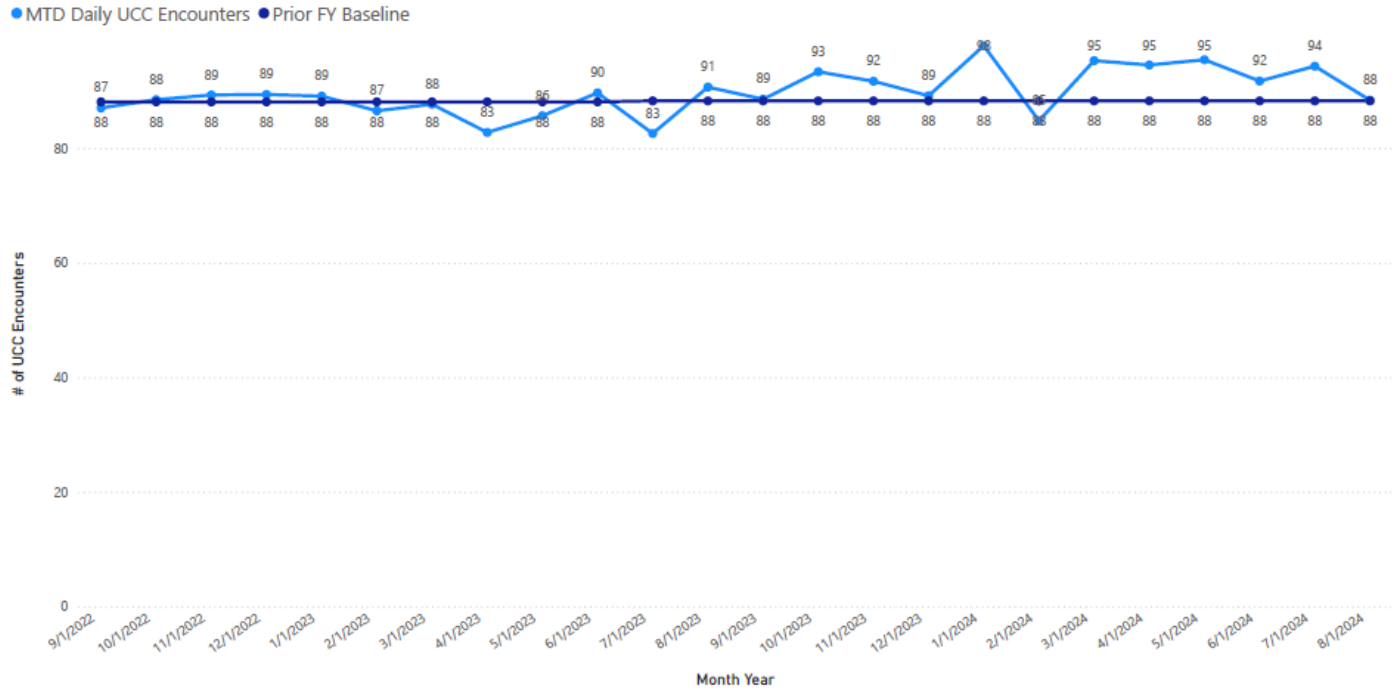
% Diversion

● MTD % Diversion ● Prior FY Baseline ● Target

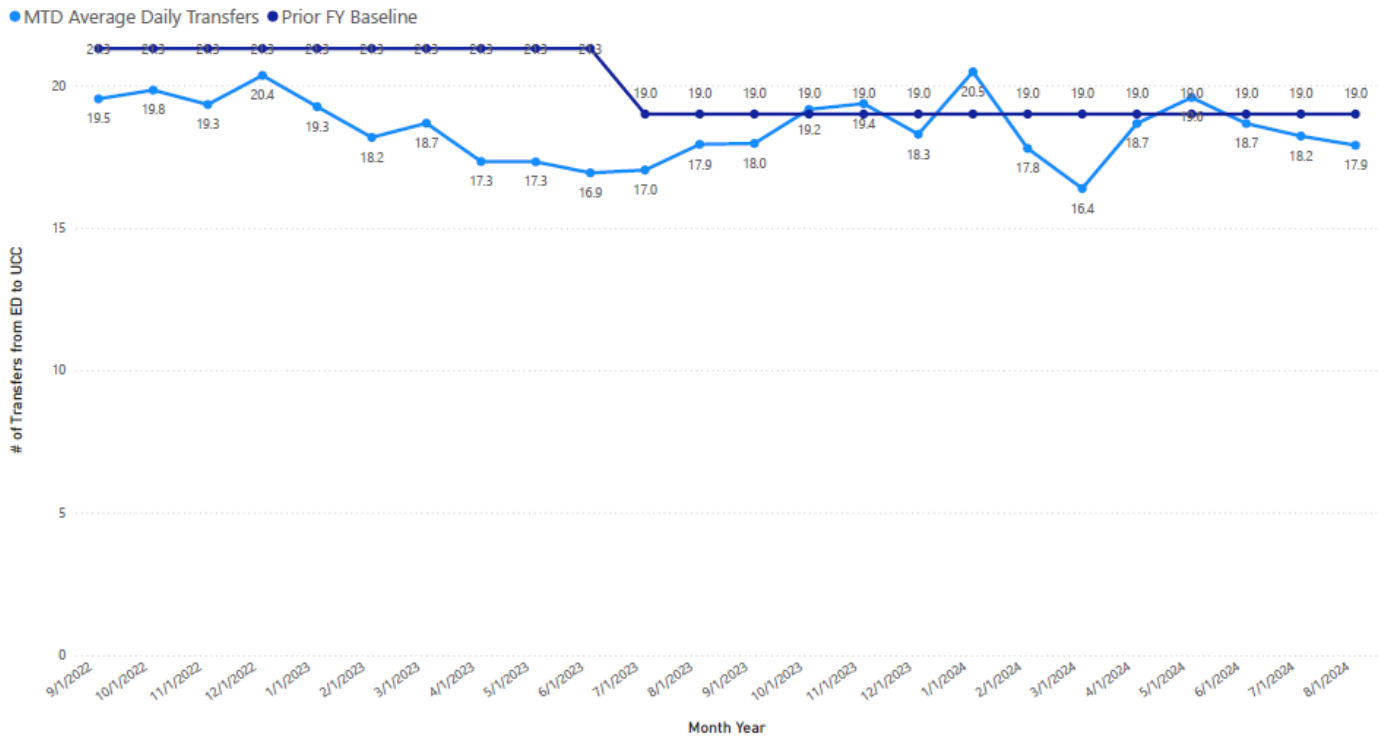


QUALITY Urgent Care Clinic Activities

Average Daily UCC Encounters

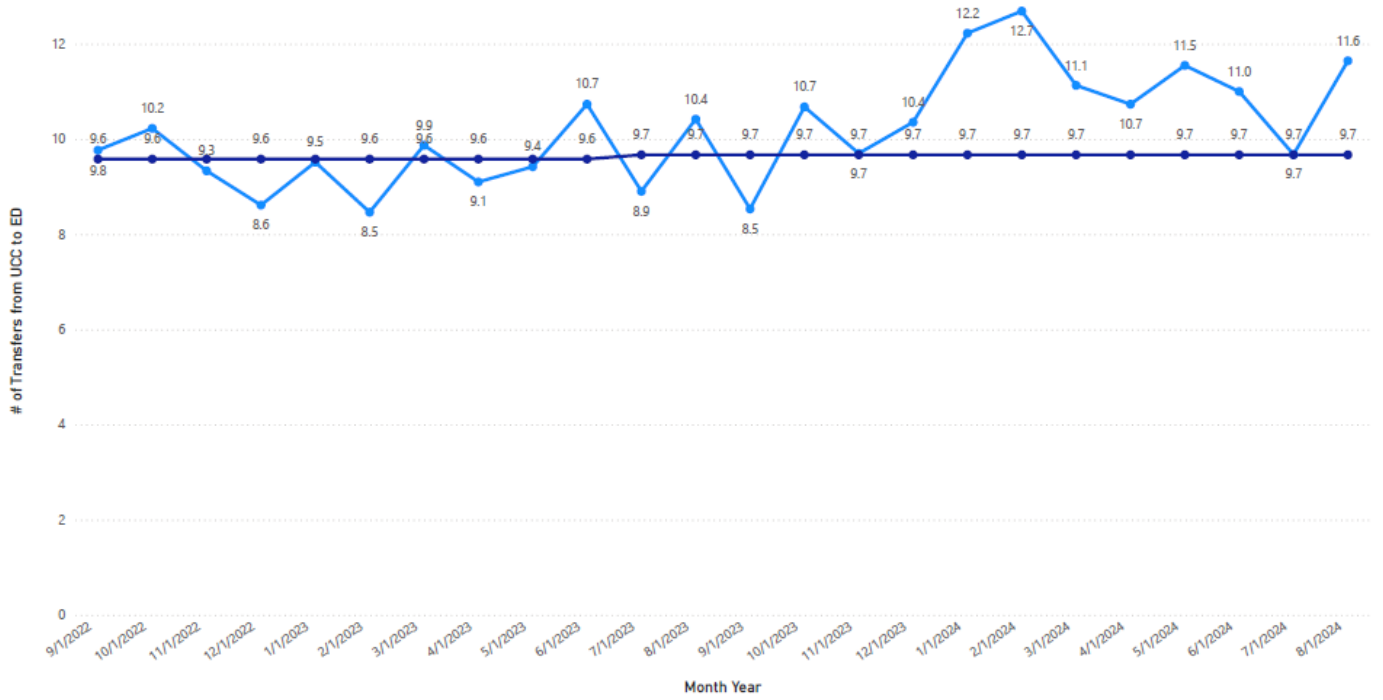


Average Daily Transfers from ED to UCC



Average Daily Transfers from UCC to ED

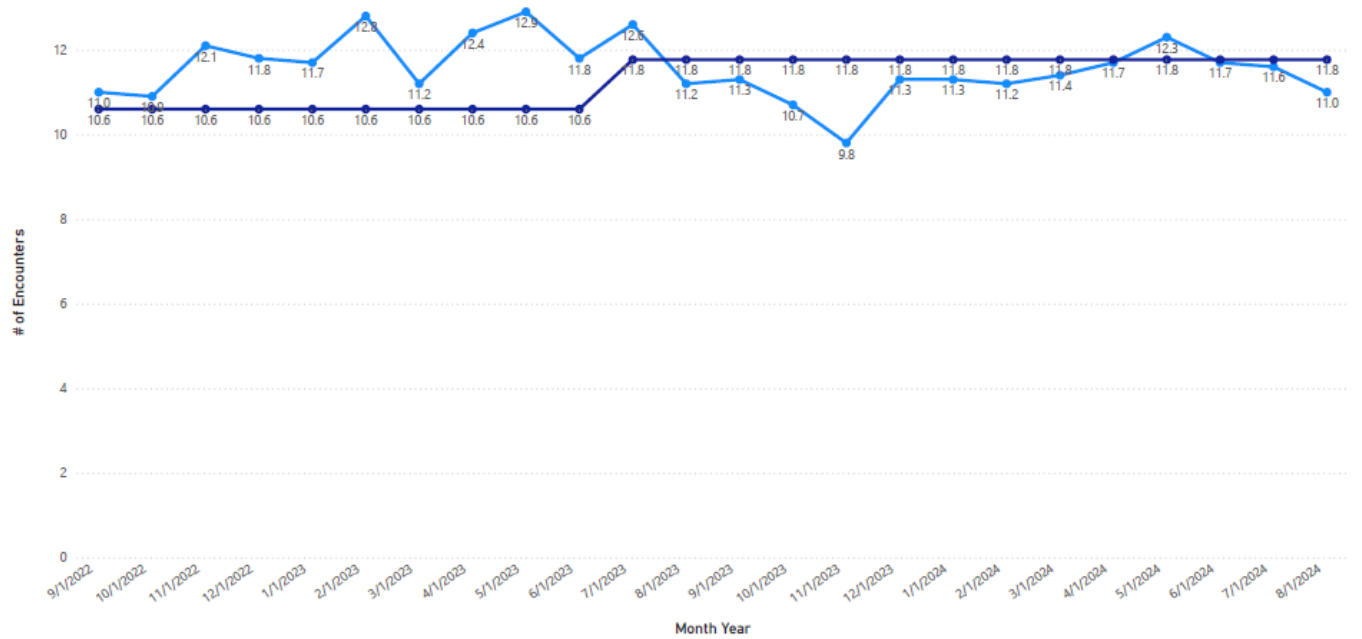
● MTD Average Daily Transfers ● Prior FY Baseline



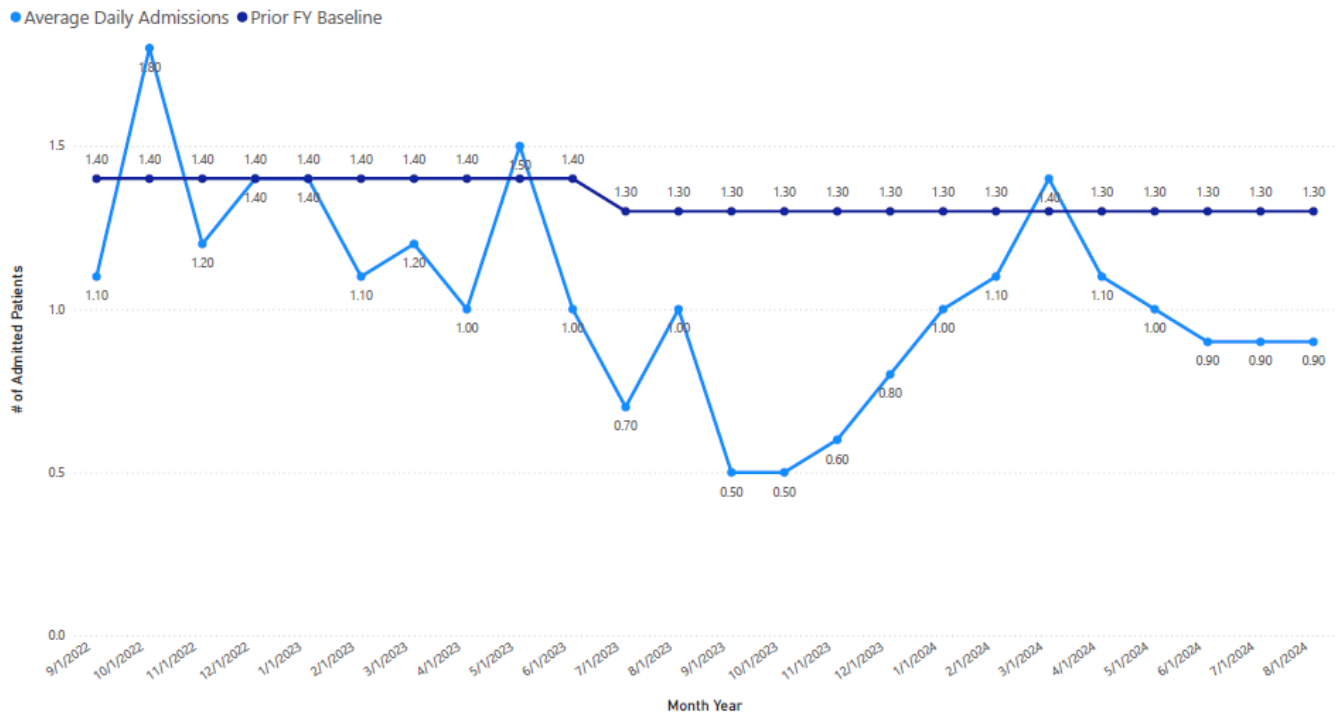
QUALITY Psychiatric

Average Daily PES Encounters

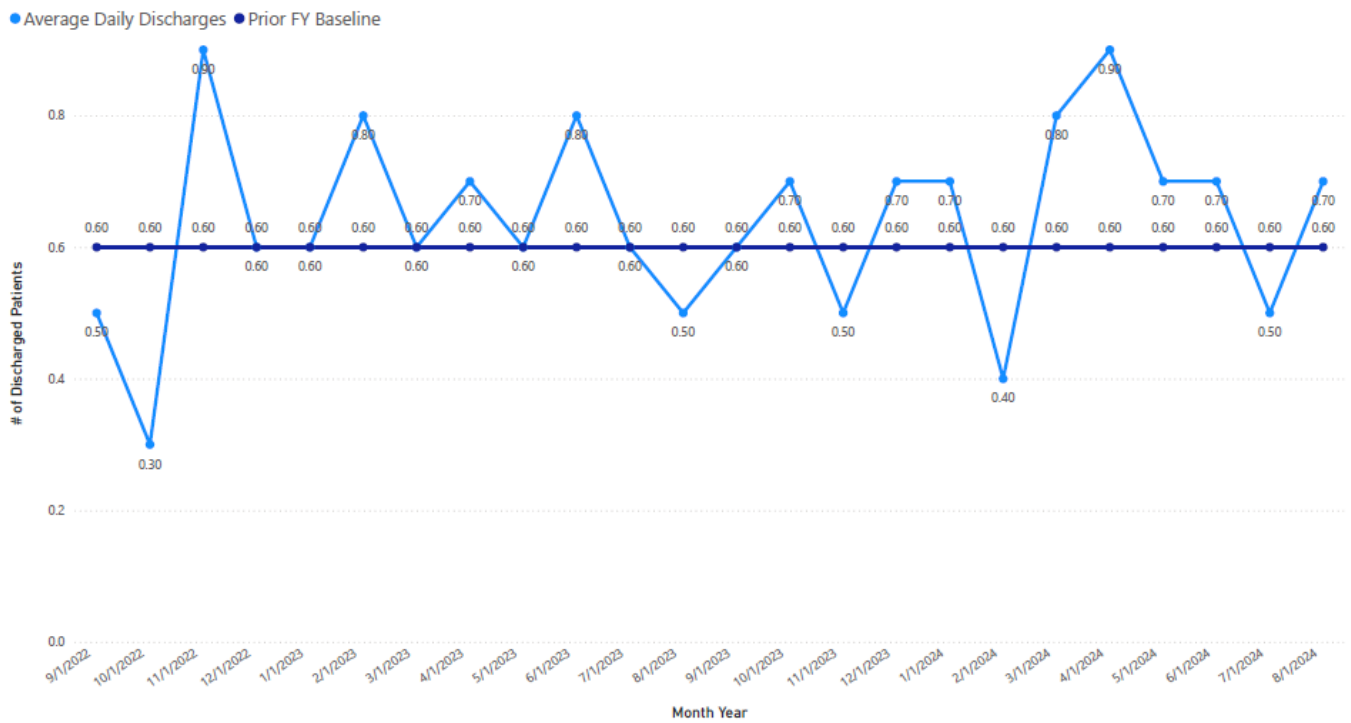
● Average Daily Encounters ● Prior FY Baseline



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



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 192.3 which is 112.46% of budgeted staffed beds and 104.51% of physical capacity. 41.55% of the Medical/Surgical days were lower level of care days: 9% administrative and 32.55% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 30.1 which is 107.5% of budgeted staffed beds and 51.9% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 36 which is 120% of budgeted staffed beds and 85.71% of physical capacity of the hospital.

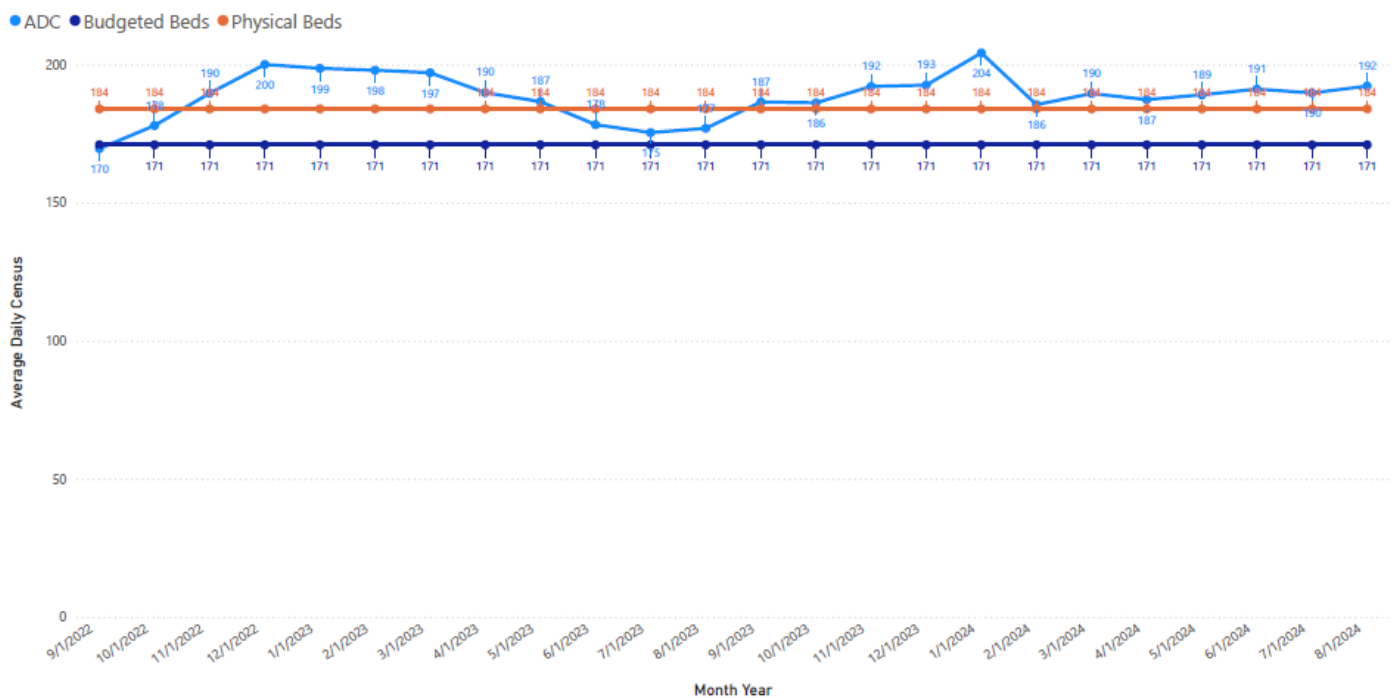
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 42.6 which is 96.82% of budgeted staffed beds and 63.58% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.7, which is 81.43% of budgeted staffed beds (n=7) and 47.5% of physical capacity (n=12).

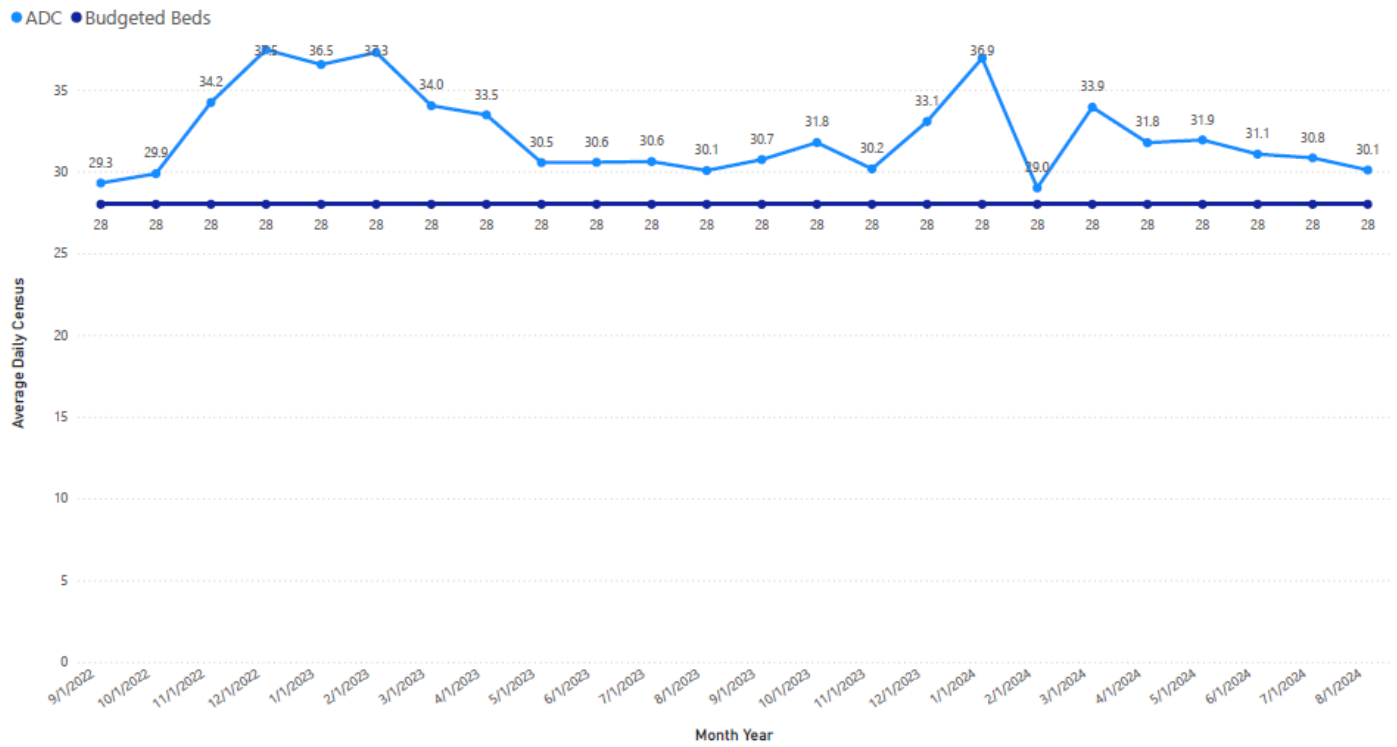
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 9.7, which is 33.57% of our budgeted staffed beds and 31.33% of physical capacity.

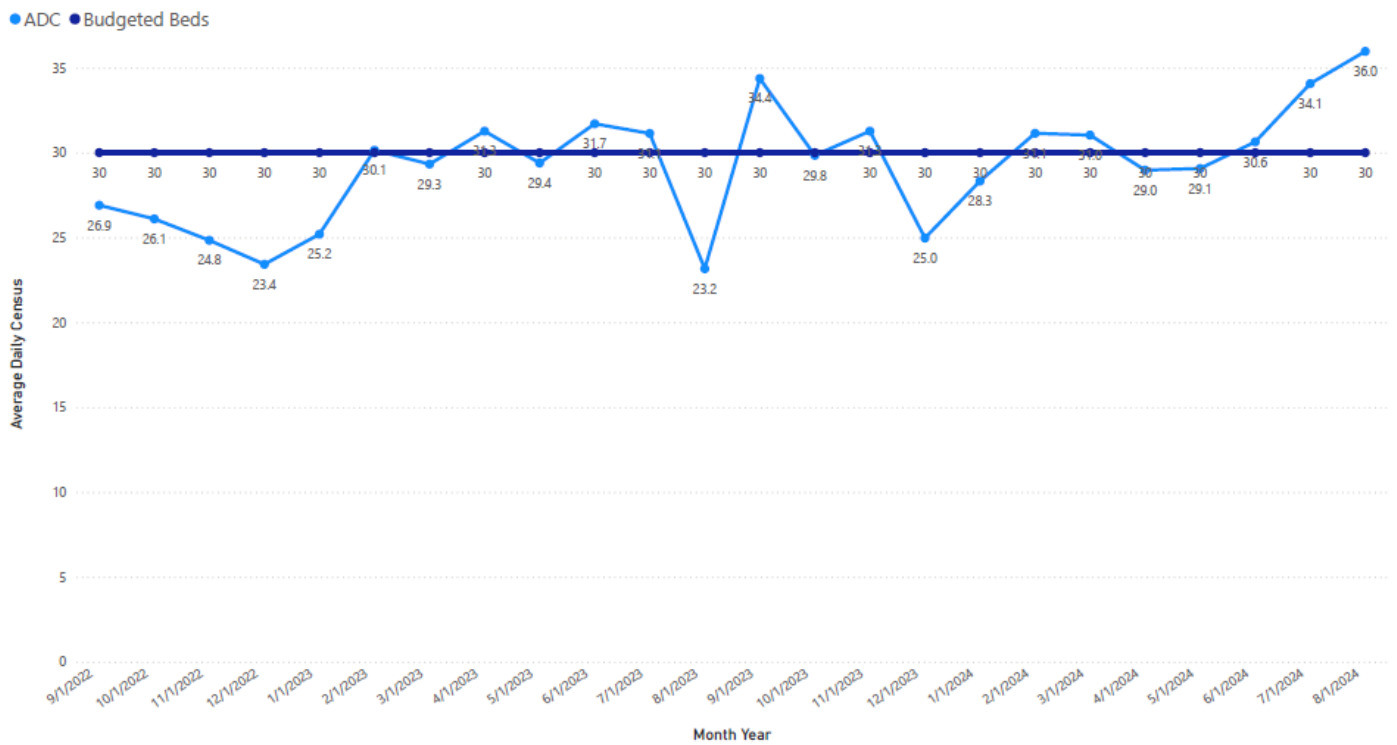
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census



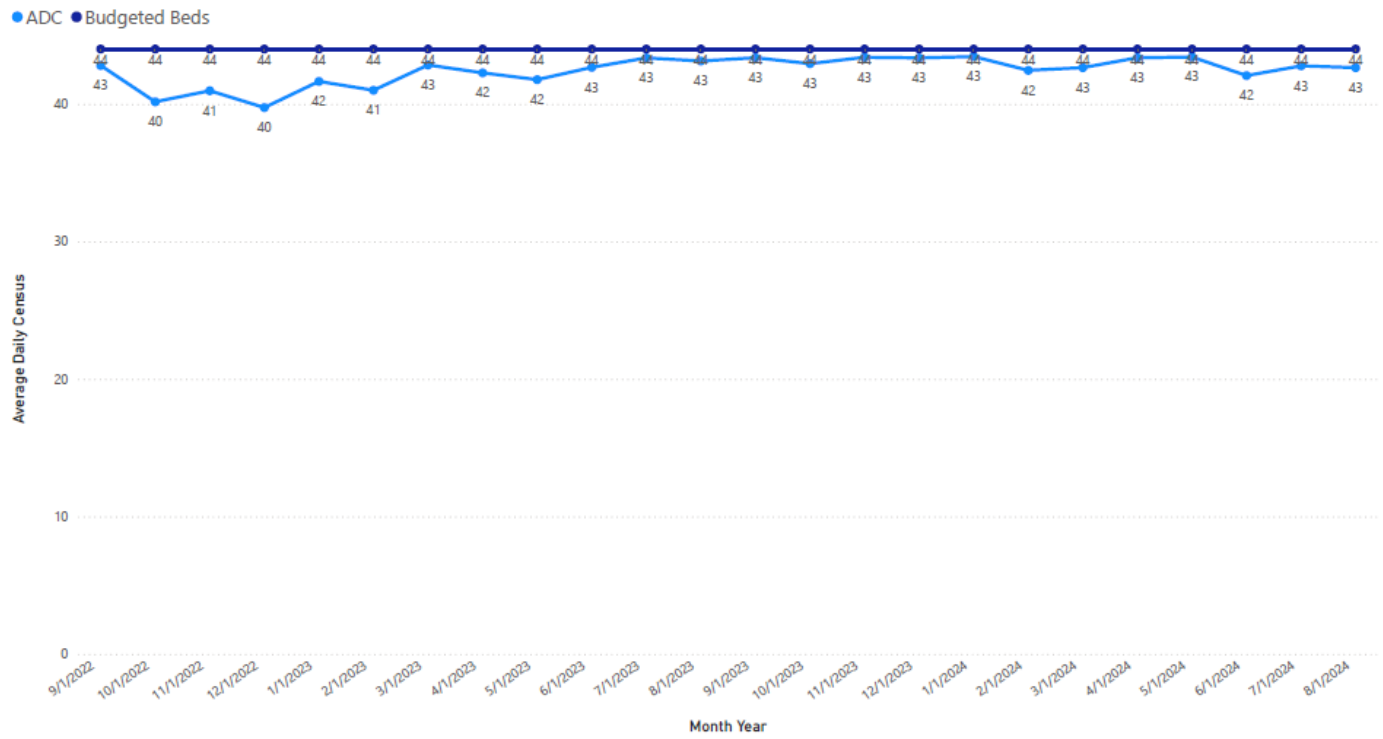
Intensive Care Unit Average Daily Census



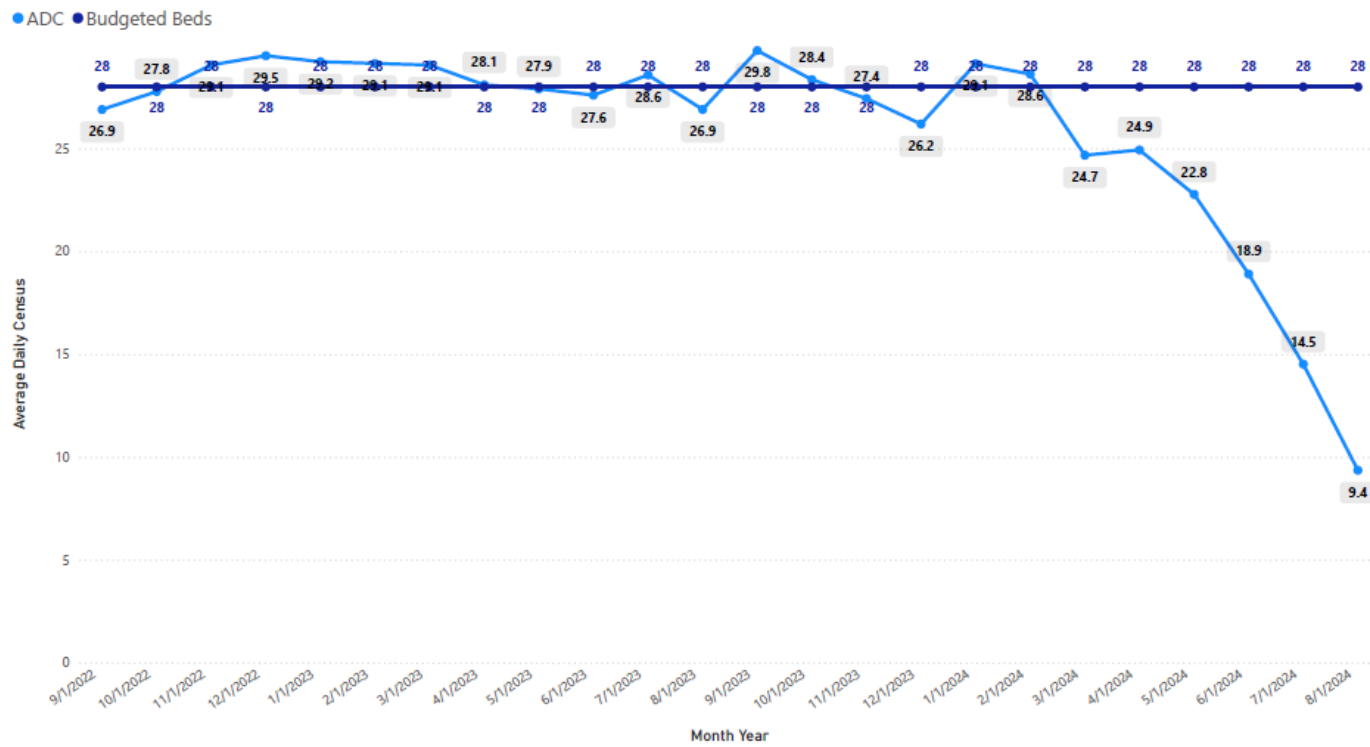
Maternal Child Health Average Daily Census



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

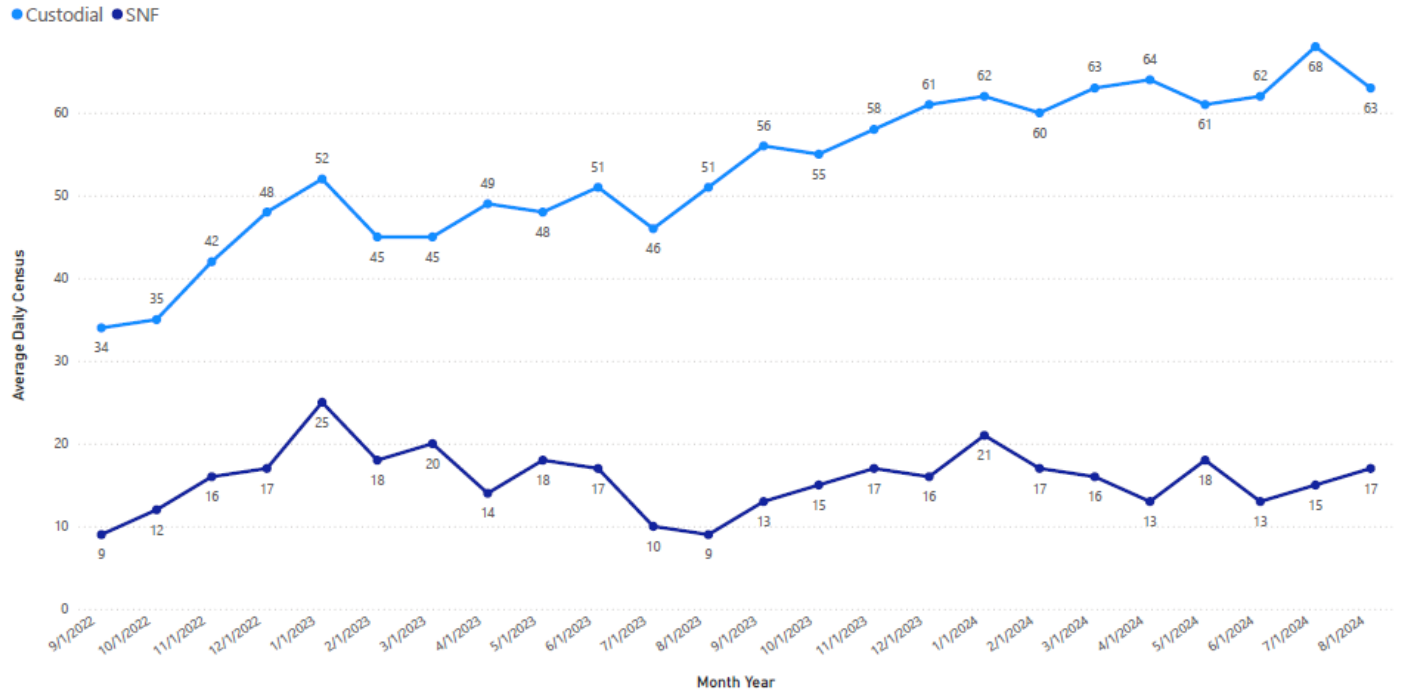


4A Skilled Nursing Facility Average Daily Census

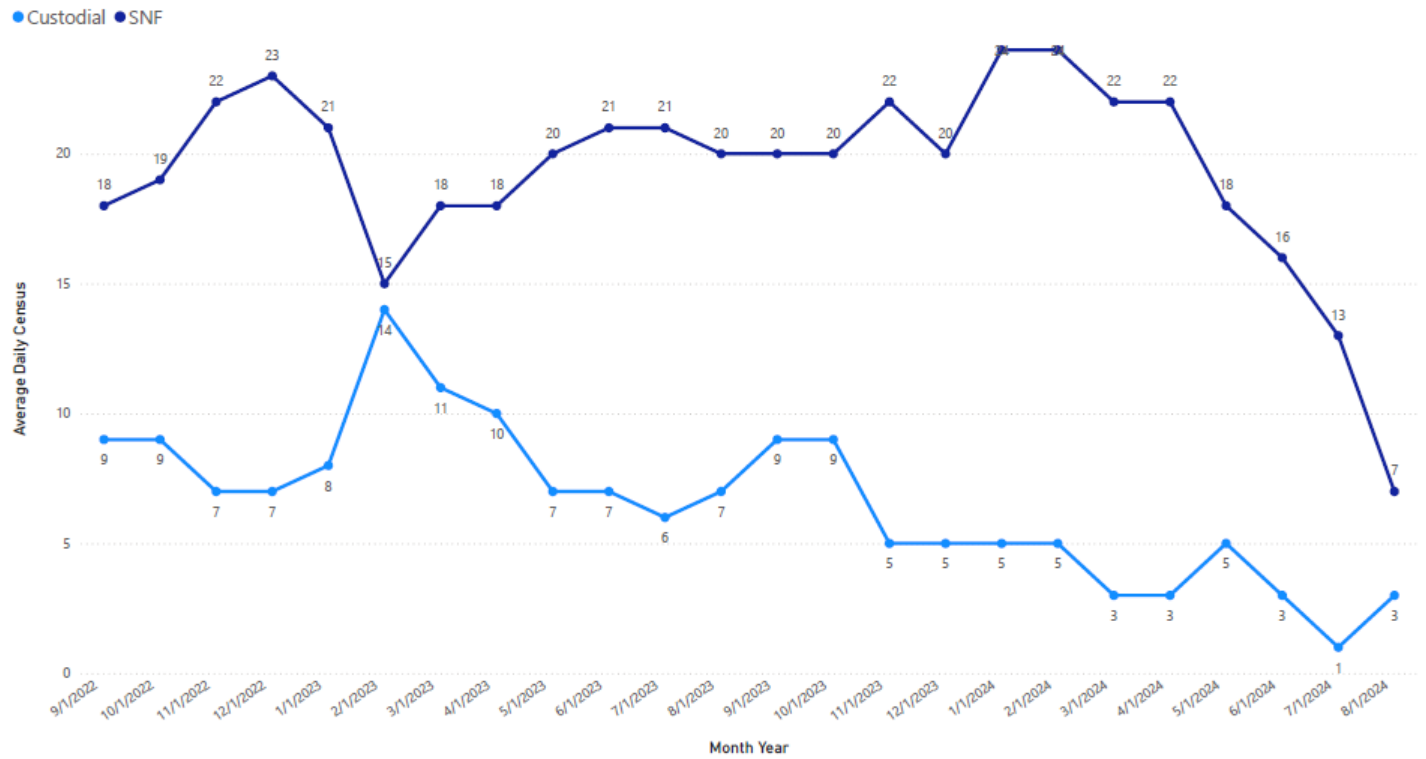


QUALITY Lower Level of Care Average Daily Census

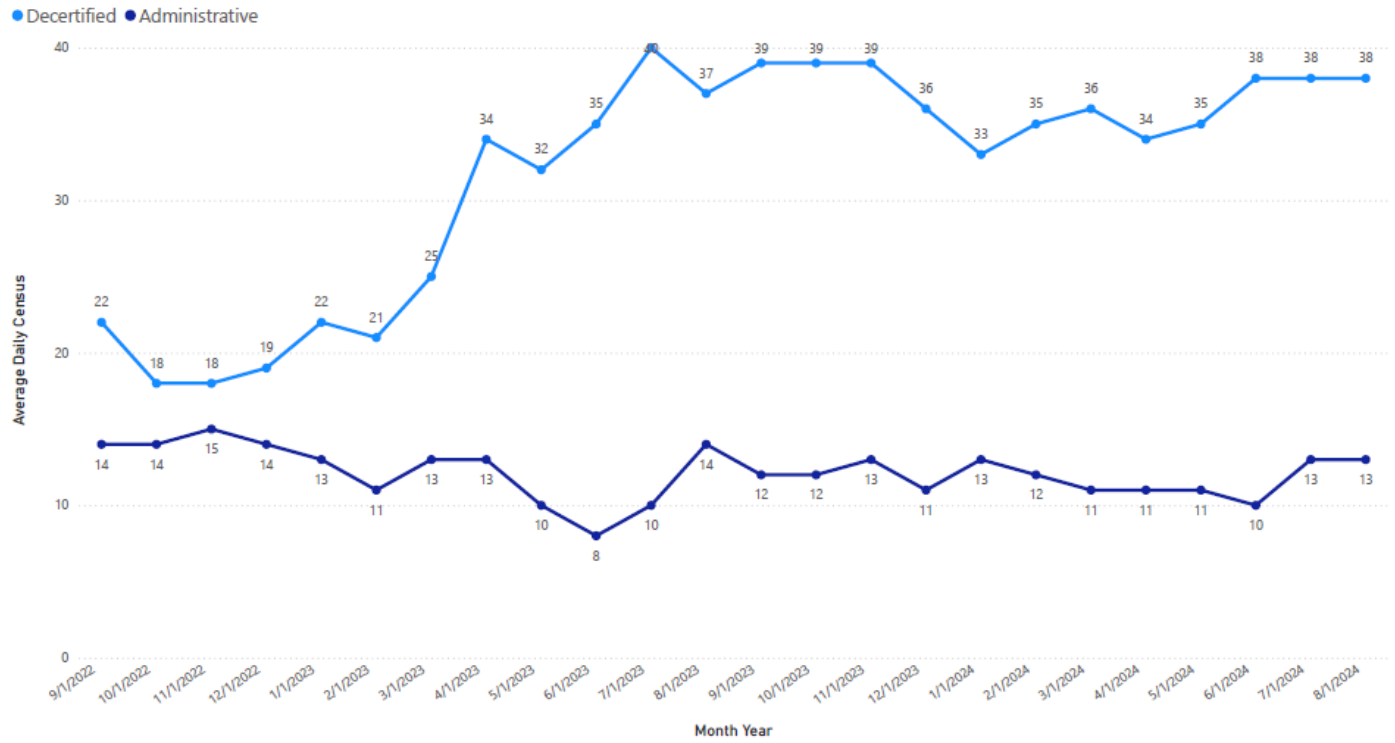
Medical Surgical Lower Level of Care Average Daily Census



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



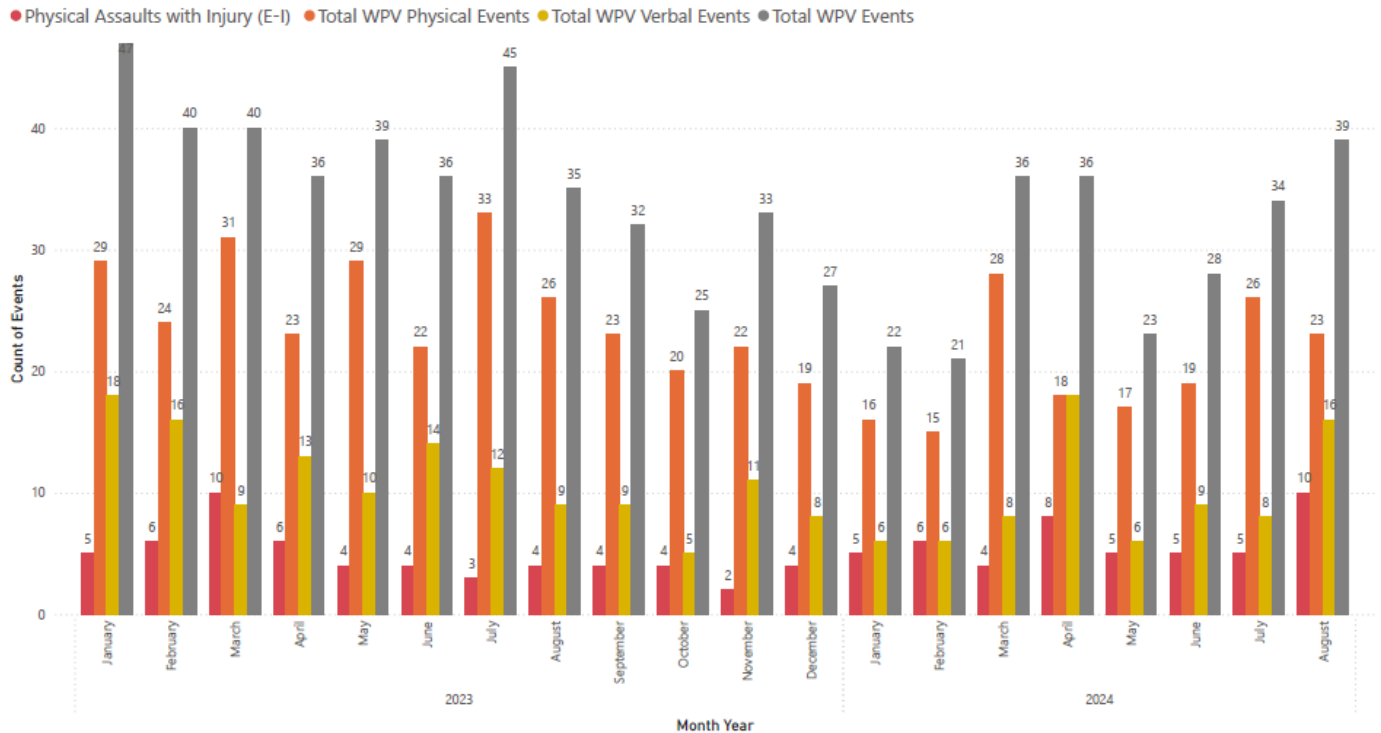
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



SAFETY Workplace Violence Activity

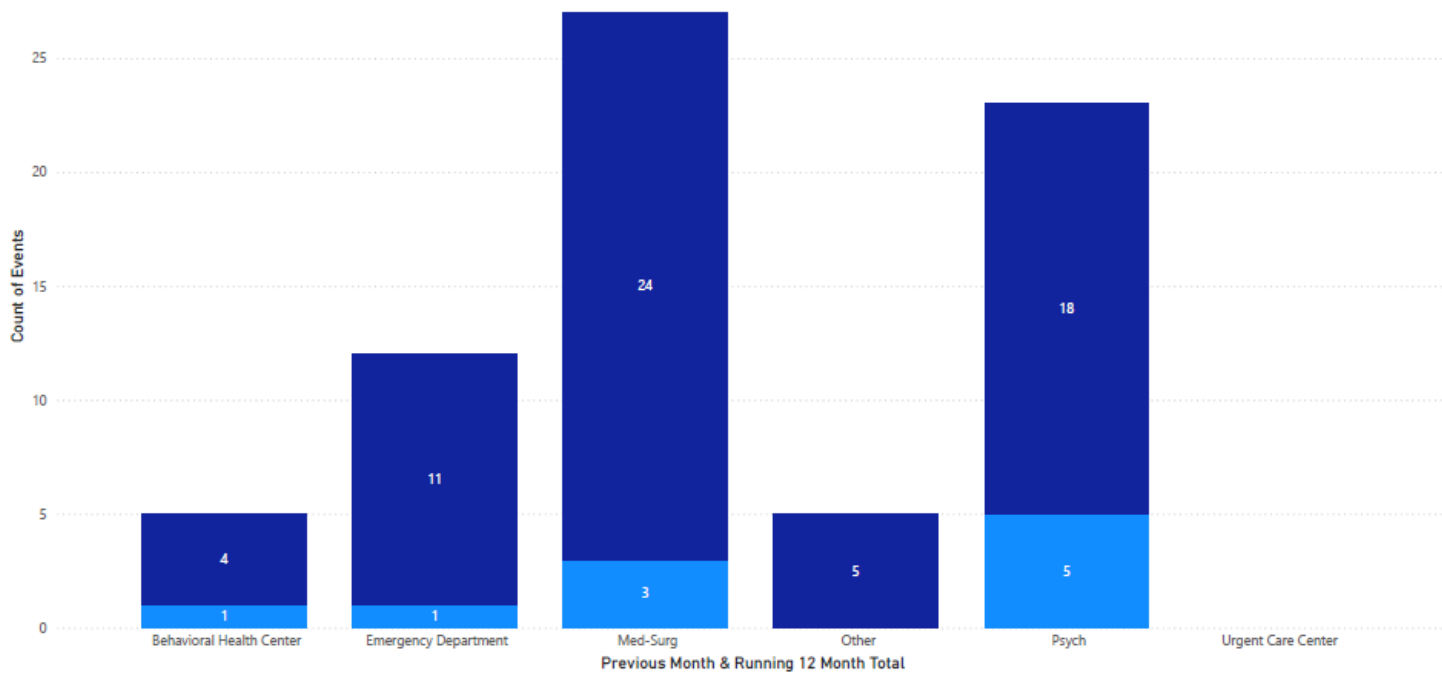
*Workplace Violence data is from ZSFG’s SAFE system

ZSFG Workplace Violence Physical Assaults with Injury CY 23 - 24



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

● Previous Month (2024-08) ● 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 Chow appreciates the new data and would like to retain elements of the older data in future reports.

Commissioner Green appreciates the data on drivers and trends. She would like more time to review the newer data before making requests on which data to keep in future reports.

Commissioner Christian appreciates the new data and would also like more time to review the data elements.

6) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Green asked if the Nurse Practitioner positions listed in the report are in the Emergency Department. Ms. Perez stated that six nurse practitioners work in the Emergency Department, one in nursing administration, and two in the trauma program.

Commissioner Christian asked for more information regarding behavioral health clinicians. Ms. Perez stated that her team does not hire behavioral health clinicians. She understands there have been issues with finding candidates that have already received the license and credentials. A program has been created to enable people to work while they are earning credentials. There is also a dedicated recruitment event for behavioral health clinicians.

Commissioner Chow noted that the report indicates that there have been challenges with meeting recruiting goals in the Medical-Surgical area. Ms. Perez stated that this is attributed to new positions in the budget created in July.

7) MEDICAL STAFF REPORT

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

Commissioner Comments:

Commissioner Green noted that the department reports are always so impressive. She appreciates receiving the presentations and witnessing the spirit of the departments working together.

Action Taken: The ZSFG JCC unanimously recommended that the full Health Commission approve the Laboratory Medicine Rules and Regulations.

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.

B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)

Action Taken: The ZSFG JCC voted unanimously to hold a closed session.

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 voted to not disclose discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 5:46pm.