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Commissioner

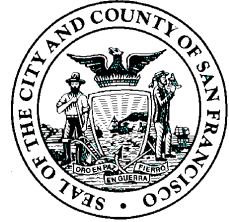
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**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

**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, October 22, 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 Laurie Green, M.D. (*Arrived at 3:38pm*)

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Grant Colfax MD, Susan Ehrlich MD, Gillian Otway, Emma Moore, Emma Uwodukunda, Jeff Critchfield MD, Mary Mercer MD, William Huen MD, James Frieberg, Mary Mercer, Angelica Journagin, Hemal Kanzaria MD, Eric Wu, Priya Nayar, Basil Price, Kim Knox Mitchell, Adiram Smith

Commissioner Chow held an information session until 3:38pm when Commissioner Green arrived and criteria for meeting quorum was met. The meeting was called to order at 3:38pm.

**2) APPROVAL OF THE MINUTES OF THE SEPTEMBER 24, 2024
ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT
CONFERENCE COMMITTEE MEETING**

Action Taken: The ZSFG JCC unanimously approved the September 24, 2024 minutes.

3) REGULATORY AFFAIRS REPORT

Emma Moore, Director of Regulatory Affairs, presented the item and introduced Kim Knox Mitchell as the new ZSFG Human Resources staff member who will present to the ZSFG JCC.

Commissioner Comments:

Commissioner Chow requested the ZSFG report back on the privacy breaches in regard to whether the increase is due to better reporting or if there are more systemic issues.

Commissioner Chow requested that for pending surveys, the date of the last known survey be added to the report.

Commissioner Chow asked for an update on the ZSFG skilled nursing unit. Ms. Moore stated that all 30 beds are still licensed but suspended due to the construction, which will take 6-9 months. Once the beds are put back into service, there will likely be a licensure survey. Director Colfax stated within the San Francisco Health Network there has been collaboration between ZSFG and LHH in regard to admission of patients with skilled nursing needs to LHH.

4) REVIEW OF ZSFG ANNUAL REPORT

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

Commissioner Comments:

Commissioner Green stated that the report is extraordinary and reflects the amazing work of ZSFG. She suggested that a sentence be added that for the metrics, some of the goals are aspirational, to give context to the public who may not understand the situation.

Commissioner Chow thanked Dr. Ehrlich for meeting with him earlier in the month to review the draft report. He noted that this is one of the best reports he has seen.

Director Colfax acknowledged that ZSFG has been key in supporting other department-wide initiatives such as the LHH recertification process and efforts to reduce overdoses across the City.






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. Equity Progress Report

The ZSFG Diversity, Equity, and Inclusion (DEI) Department fosters an equitable workforce experience, works to eliminate health disparities, and cultivates a culture of inclusion and belonging.

S T A F F			
	Sophia Lai Director	Gretel Chuquipul Program Coordinator	
I N T E R N S			
	Sandy Liu Office of Health Equity - Pathways	Melisa Muca Office of Health Equity - Pathways	Jeffrey Nguyen Health Career Connection

Since its inception in 2021, the DEI Department has achieved many successes. They created the Annual Equity Awards honoring staff and teams devoted to equity improvements, launched the internal staff DEI website, and produced the quarterly Equity Newsletters. Perhaps their most valued contribution comes through their excellent partnership with the Performance Improvement/Quality Management team to help increase the percent of ZSFG departments with Equity Drivers from 50% in

2021 to 75% in 2023.

Recently, the DEI Department published their first Equity Progress Report, which highlights key updates on ZSFG’s equity initiatives during fiscal year 2023-2024.

The report provides an in-depth look at the hospital’s commitment to equity—one of ZSFG’s True North goals that aligns with all other organizational priorities. The report features an overview of the DEI Team, Equity Council, Equity Champions, and other stakeholders driving equity efforts across ZSFG. It also includes detailed patient demographics, with a focus on primary language, as well as DPH staff demographics, broken down by clinical and non-clinical roles and staff levels. Additionally, the report outlines DEI strategies and outcome metrics that track our progress.

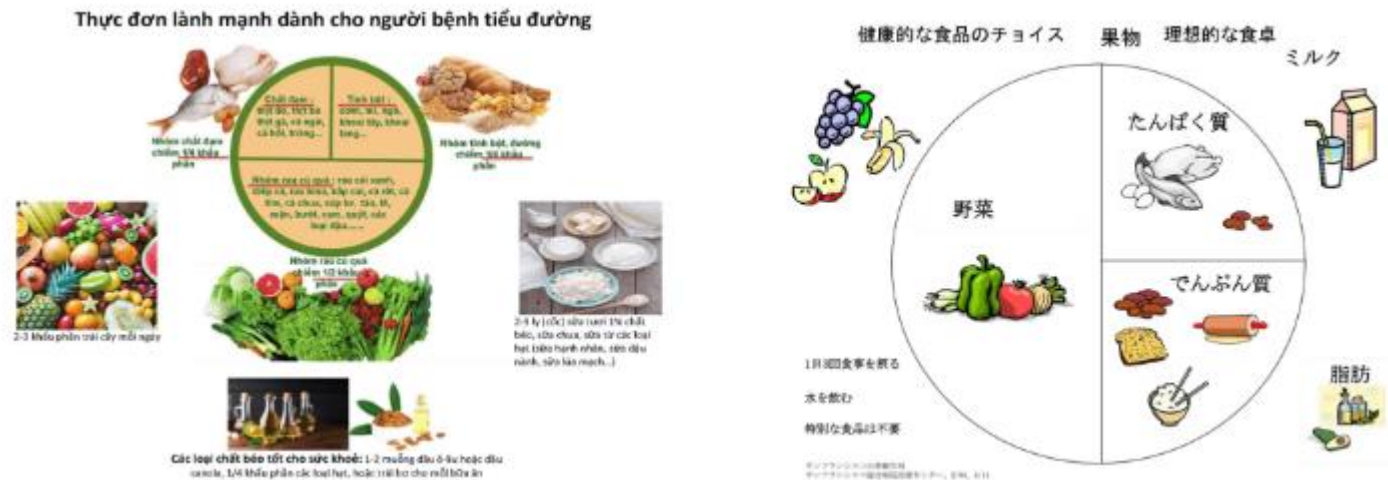
ZSFG remains committed to advancing these efforts, building on the strong foundation forged by Sophia and many others. Together, ZSFG will continue reaching for our True North of creating an inclusive and equitable environment for all.

EQUITY

2. Equity and Innovation Grantee: Translation and Improvement of Diabetes Education Materials

In 2021, a performance improvement initiative identified a trend: Asian, Native American, and Pacific Islander patients at ZSFG were experiencing higher readmission rates following discharge counseling for diabetes. Equity and Innovation grantee Dr. Liseli Mulala, Discharge Pharmacist, led efforts to translate and adapt the pharmacy department’s educational diabetes materials, making them more culturally appropriate and linguistically accessible to better serve diverse populations.

The pharmacy department successfully translated and disseminated various resources, including educational videos, meal plans, and prevention strategies tailored to the diverse patient population at ZSFG. These updated materials transformed the patient-care experience and provided essential diabetes education. Dr. Mulala and her team tailored each pamphlet to certain ethnic groups, providing personalized definitions of medical terms, blood-sugar management strategies, exercise recommendations, and smart food recommendations.



The grant also allowed Dr. Mulala and her team to obtain new printing equipment. This enabled the department to provide patients with more visually engaging pamphlets, such as the “Healthy Plates” pamphlets, which break down the macronutrient and caloric values of common ethnic foods, and personalized “Diabetes Toolkits” that are fully translated with robust exercise and medication instructions, accompanied by interactive resources. Empowered to take control of their health, patients have expressed immense gratitude for the newly translated materials, highlighting the benefits of being able to enjoy cultural traditions and food choices while prioritizing their health.

Since distributing these new resources in print and through virtual consultations, Dr. Mulala and her team have seen a significant reduction in readmission rates among AANHPI patients in 2023. This positive outcome showcases how the team has improved health management without sacrificing connection to culture, reinforcing the importance of culturally sensitive care in promoting overall well-being. These grantees have made significant strides in providing equitable care for diabetic patients and making critical public health resources more accessible.

The expansion of diabetes education to accommodate patients' cultural and linguistic needs exemplifies ZSFG's commitment to developing a holistic and empowering care experience. The pharmacy department seeks to expand initiatives beyond diabetic education further, enhancing San Francisco's health through patient-centric interventions.

EQUITY

3. Latine/x Heritage Month

Latine/x Heritage Month is celebrated annually from September 15th through October 15th and is a special time for the ZSFG community. It is a time to recognize the longstanding and invaluable contributions of the Latine/x community at ZSFG, who have and continue to open bridges, and provide outreach and culturally sensitive care to enhance trust and improve patient outcomes. ZSFG also celebrated the rich history and diversity of communities that originate from Latin American and Caribbean countries and whose contributions to the city benefit us all.

National Latine Physicians Day (NLPD) was on Tuesday, October 1, 2024. The day aims to raise awareness of the need for more Latine physicians in the United States and the benefits they bring to the Latinx and general population. As part of the celebration of this day, UCSF welcomed Dr. Pilar Ortega, Vice President, diversity, Equity, and Inclusion for ACGME, for Grand Rounds at ZSFG. The faculty, residents, and students came together to celebrate the day, sponsored by the UCSF Latinx Center of Excellence, GME Diversity, Department of Obstetrics, Gynecology and Reproductive Sciences, Equity and Justice in Education, Office of Diversity and Outreach, and La Comunidad en Medicina.

More than 40 percent of ZSFG's patients identify as Latine/x and over 15% are Spanish speakers. With that in mind, the hospital is working hard to hire a diverse workforce that reflects and provides culturally responsive care to these communities. ZSFG can be the source for better health by breaking down barriers to care and by providing culturally- and linguistically-appropriate information so that our Hispanic and Latinx communities can better care for themselves.



SAFETY

4. World Patient Safety Day

September 17, 2024 was World Patient Safety Day, a global event that recognizes the vital role played by healthcare providers and leaders in ensuring safe care. ZSFG teams work diligently to keep patients safe while delivering excellent care. As ZSFG embarks on reducing sepsis harm, CAUTI, CLABSI, Colon SSI, and Falls with Injuries, it will take a team effort to make and sustain the gains. This is just the tip of the iceberg in terms of all the great improvement work occurring across campus and across the world, especially as new technologies are leveraged to increase the safety and quality of our work.

Preventing Falls

Falls with injury are one of the most common patient safety events while hospitalized. The Patient Safety and Nursing Workforce Development Departments facilitate a Joint Falls Prevention and Safe Patient Handling Taskforce, using LEAN tools to prioritize falls prevention efforts. Improvement initiatives continue to be launched in Med Surg, Psychiatry, 4A, and the ED where over 80 percent of falls events occur. The staff on H76/78 have limited falls with injury to just one event in the first 6 months of 2024.

Preventing Sepsis

ZSFG launched an interdisciplinary sepsis prevention taskforce, focusing on the ED. The team consists of medical and nursing leaders from the ED and ICU, Pharmacy, Patient Safety, and IT. They are exploring how to leverage EPIC to help ensure effective sepsis treatment and seamless care as patients transfer between the ED and the inpatient services.

Eliminating Pressure Injuries

During the pandemic, the number of patients experiencing pressure injuries increased. A dedicated team in our ICU in partnership with our Wound Care team stepped up to tackle the issue. Using Lean principles, they studied staff workflows and used data to determine root causes of pressure injuries, developed measures to maintain bed equipment, enhance wound care training, and closely track patient conditions in EPIC. ZSFG has reached its performance targets, and the ICU has had just one reportable pressure injury since February 2023.

Reducing Catheter Associated Urinary Tract Infections (CAUTI)

Last May, ZSFG met the target for the number of CAUTI cases for the first time in several years. This achievement is due to hard work by an interdisciplinary taskforce that includes Infection Control, ICU leadership, Med-Surg leadership, Patient Safety, and Performance Improvement analysts. Most recently the team launched a successful intervention to encourage early removal of foley devices, which is proven to reduce the risk of CAUTI.

Participating in the ADEPT Study

ZSFG is leading a study called ADEPT (Achieving Diagnostic Excellence through Prevention and Teamwork) to help reduce diagnostic errors through quality improvement analysis. This study includes reviewing cases where patients experienced serious outcomes such as death, emergency response, or ICU transfer to identify diagnostic errors. The data we gather will help develop and test interventions to reduce diagnostic errors and improve the care ZSFG provides.

SAFETY

5. Showcasing ZSFG Improvement Work: Patient and Staff Safety

The Lean Academic Conference at Stanford is an international lean conference, convening leaders around this year's theme of "Leading Sustainable, Next-Generation Improvement." This year, four presenters represented ZSFG's efforts to keep patients safe here at the hospital.

ZSFG's HAPI Collaborative Team, was awarded the Judge's Poster award for their outstanding work. The ZSFG ICU HAPI Reduction initiative is lead by Jhoyet Capacillo, ICU Process Improvement RN, Ossie Gabriel, Wound and Ostomy CNS; Christina Bloom, ICU Director; Aleksa Mendive, Wound RN; and Dana Freiser. LEAN methods

showcased included swim lane mapping of all 14 roles involved in the program and methodical prioritization of high impact solutions. Innovative ICU interventions to prevent HAPI include sustaining an ICU SkWAT team (skin and wound assessment team rounds) and use of media to monitor wound progression. ICU staff were integral in implementing these evidence-based practices. This work was successful thanks to ICU partnership with Physical Therapy, Respiratory Care, Nutrition, RNs, MDs, Wound Care, and Patient Safety.

Congratulations to the ICU staff on this great recognition and their important accomplishments in upholding one of the True North goals in prioritizing patient safety. ZSFG is proud of the work the teams do at the hospital to ensure the well-being of our patients. ZSFG wishes to acknowledge all the presenters for their important work in sharing their work with the community to help future generations. Thank you to the KPO team for their continued efforts in the hospitals' strategic planning and Lean efforts.



- **Dana Freiser, Patient Safety RN/KPO Fellow**
[Reduction of Reportable Hospital Acquired Pressure Injuries to Zero in an ICU at a Safety Net Hospital](#)



- **Jason Victoriano, Kaizen Promotion Office Program Lead**
[Ensuring Hospital Staff Safety: A collaborative approach to mitigating workplace violence](#)



- **Malini Singh, MD, ED Vice Chief**
[Utilizing Digital Automation to Improve Efficiency in a Safety Net Health System](#)



- **Terrence Lee, Emergency Medicine Resident**
[Increasing Access to Buprenorphine for Opioid Use Disorder: a Multi-Pronged Approach](#)

DEVELOPING OUR PEOPLE 6. New UCSF at ZSFG Leadership: Lucy Zumwinkle Kornblith, MD

Lucy Zumwinkle Kornblith was announced as the inaugural Director of Research for UCSF here at ZSFG. In this role she will be dedicated to fostering a wide array of research activities throughout our institution.

Dr. Kornblith's work is informed by her belief that one significant health disparity of modern times is the lack of access to research opportunities for vulnerable and at-risk populations, and as part of her efforts to help address this she serves as a member of the UCSF Clinical Trialist Advisory Committee, and on the ZSFG Institutional Review Board Panel. Dr. Kornblith's



clinical home is ZSFG and she also works at UCSF Parnassus and Mission Bay as an intensivist. Dr. Kornblith's academic influence extends to national and international organizations.

DEVELOPING OUR PEOPLE

7. Level 3 Hoshin Kanri (Strategy Deployment) Certification



KPO Medical Director, William Huen, and Director of Operational Excellence, Christopher Ross, received their Level 3 Hoshin Kanri (Strategy Deployment) certification – representing an advanced understanding and application of the #HoshinKanri methodology, a strategic planning and deployment process that aligns ZSFG long-term goals with its daily activities! Will and Christopher's certification in Hoshin Kanri demonstrates their ability to drive strategic initiatives effectively, ensuring that the hospital remains focused on its vision while also addressing everyday emergencies and adapting to changes. ZSFG appreciates and applauds their skills in supporting the Executive Team in identifying key organizational

goals, creating actionable plans to achieve them, and monitoring progress through metrics and regular reviews. Will and Christopher's role in the hospital's strategic planning and deployment – leading cross-functional teams to solve complex problems using continuous improvement techniques – has helped enable the hospital to meet True North goals in numerous ways.

DEVELOPING OUR PEOPLE

8. Foundations for Excellence in Physician's Leadership (FEPL) Graduate S



Congratulations to the graduates of the Foundations for Excellence in Physician's Leadership (FEPL) program, especially the following ZSFG providers: Ashish Agrawal (Anesthesia), Brian Haas (Radiology), Carol Chen (Pediatric Emergency Medicine), David Gordon (Pediatrics), Emily Wistar (Internal Medicine), Harini Sarathy (Nephrology), and Patricia Loftus (OHNS).

These providers have dedicated the last nine months to deepening awareness of individual strengths, creating a career leadership

development plan, and deepening their skills in performance improvement, creativity, and innovation.

Dean Talmadge King shared a leadership reflection at the graduation ceremony: "Lead from where you are right now."

This reflection is a special reminder that everyone has the influence and importance of being a leader in all that we do. Thank you to Dr. Carmen Liang from the Family and Community Medicine Department for developing this inaugural program and contributing to the growth of ZSFG's physician leaders.

Developing Our People

9. ZSFG Healthcare Recognitions

During Healthcare Environmental Services Week, ZSFG acknowledges all the porters, linen staff, messengers, and everyone on the Environmental Services Team for their invaluable support of ZSFG hospital operations. Because of them, the hospital is a safe, clean, and welcoming environment for patients and staff.

The EVS team of nearly 200 staff members walk every inch of the ZSFG campus every day. Whether they're cleaning and disinfecting to prevent the spread of infectious diseases, collecting recyclables and trash, sweeping the hallways and hospital floors, managing the pest management program, polishing one of 10,000+ windows and hundreds of handrails, ZSFG shines because of the EVS team that takes care of all the details.

The Environmental Services team consistently provides a clean, safe and healthy environment to all patients, staff and visitors at the hospital. They take pride in the care they provide, and it shows in the work they do every day – prioritizing patient and staff safety and wellness in all they do.



Bridge Clinic at Family Health Center 

September is Recovery Month. ZSFG's Bridge Clinic provides specialty addiction care, including evidence-based medication for substance use disorders, overdose prevention counseling and supplies and referrals to for treatment and primary care to residents across the city – creating a safe place for care because recovery is possible.

The 49ers honored the entire ZSFG staff, including Trauma Care, the Emergency Department, and Dr. Kornblith, for providing expert care to their wide-receiver Ricky Pearsall. The ceremony at Monday Night Football saw Dr. Kornblith and her family receive an official 49ers jersey on behalf of the hospital.

Vice Dean Jeff Critchfield reflected on how amazing it is to be in an organization where top athletes to undocumented citizens all receive the same outstanding and compassionate care. The care delivered to 49er Ricky Pearsall is yet another example of this. The organization is ready to respond to all the community's needs, provide high-quality and compassionate care to all San Franciscans when they need it most.



Commissioner Comments:

Commissioner Green asked if EPIC has an order-set for sepsis bundles to make it easier for providers. Dr. Ehrlich stated that ZSFG is attempting to develop a care pathway in EPIC. She noted that DPH IT has a high vacancy rate and has other priorities before this one; work will likely begin in early 2025. Dr. Kanzaria stated that ZSFG mortality rates are better than the national median. Mr. Smith stated that the ZSFG Sepsis Taskforce and DPH IT are working together to see what changes can be made to EPIC.

Commissioner Chow asked for clarification on the red and green arrows as they related to billing data. Dr. Ehrlich stated that the green arrow shows the intended direction for the metric and a red arrow indicates that the target has not been achieved.

Commissioner Chow asked if equity work is an annual process for all ZSFG Departments. Dr. Ehrlich stated that each Department presents their improvement plan; some departments do not have an equity driver at the time they present.

Commissioner Green asked for more information regarding the maternal health data. Dr. Ehrlich stated that staff are preparing a different slide for the next meeting to better explain trends in this area. Dr. Kanzaria stated that when there is overflow in Labor and Delivery, ZSFG moves the patients to Pediatric Services; the data then shows a Labor and Delivery admission but a Pediatric patient discharge.

Commissioner Chow requested that the hospital census data be included again in the data.

6) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Chow asked how often hiring events will be held. Ms. Moore stated that ZSFG is still developing a cadence for these events; they will likely occur one or two times a month. She recently met with nursing leadership to develop strategies and timelines for these hiring events.

7) MEDICAL STAFF REPORT

Mary Mercer, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green asked if there are any categories of staff that have to pay for malpractice insurance. Dr. Mercer stated that the majority of providers are DPH or UCSF staff and are covered by those entities. She noted that ZSFG does partner with other providers through contracts. Commissioner Green requested an update when the final outcome for courtesy staff is known.

Commissioner Chow requested information on the amount of coverage that would be required if the Commission passed the Credentialing Manual. Dr. Mercer stated that the Manual would require a coverage for \$2 million per claim and \$6 million aggregate per year. She added that for surgery needs related to a rare condition that there are ways for the hospital to assign emergency privileges within the Affiliation Agreement.

Action Taken: The ZSFG JCC voted unanimously to recommend that the Health Commission approve the following items:

- Delineation of Privileges List Summary of Changes: General Internal Medicine
- ZSFG Credentialing Manual-October 2024

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

Action Taken: The ZSFG JCC voted to hold a 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 ZSFG JCC voted to not disclose discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 5:07pm.