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MINUTES
**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER**
Tuesday, March 28, 2023 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., Chair
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Lukejohn Day MD, Aiyana Johnson, Andrea Turner, Basil Price, Emma Perez, Gillian Otway, Jenna Bilinski, Jennifer Boffi, Jim Marks MD, Chris Ross, Michael Gerchow, Neda Ratanawongsa, Susan Brajkovic, James Frieberg, Claire Horton MD, Angelica Journagin, Adrian Smith

The meeting was called to order at 3pm.

2) APPROVAL OF THE MINUTES OF THE FEBRUARY 28, 2023 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the February 28, 2023 meeting minutes.

3) REGULATORY AFFAIRS REPORT

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

Commissioner Comments:

Commissioner Green asked for clarification regarding the definition of an unstageable HAPI. Ms. Moore stated that an unstageable HAPI is a severe wound that cannot be staged due to the ulcer is obscured by a thick layer of other tissue and pus. Staff are unable to see the base of the sore in order to stage it.

Commissioner Green asked if ZSFG has an indication when pending surveys may occur. Ms. Moore stated that ZSFG is ready at any time for these surveys. She added that regulatory bodies have not given any indication on when these surveys may occur.

Commissioner Chow asked when the last acute care hospital survey was completed. Ms. Moore stated March 2020 was when this survey was last conducted at ZSFG. She added that CDPH usually conducts these surveys every three years; CDPH has identified ZSFG as a priority on their survey schedule. She added that the Joint Conference survey occurs every 3 years; ZSFG last completed this survey two years ago so the next one could be at any time. Commissioner Chow suggested that “2024” be put next to the Joint Commission survey item on the report to indicate the year it would be expected.

4) TRUE NORTH SCORECARD PRESENTATION

Christopher Ross, Strategic Planning Manager, presented the item.

Commissioner Comments:

Commissioner Green is impressed with the current diversion rate and Left Without Being Seen rates, especially with difficulty finding available placements. She asked for more information regarding the lag time between data and rating decisions in regard to star ratings for the hospital. Mr. Smith stated that CMS uses data from 5 years ago to assign star ratings. He noted that ZSFG was not required to submit some data points during some of the pandemic, so CMS continues to use older data for decisions on star ratings. Other hospital systems have asked for reconsideration of data to be used for star ratings. Star ratings are usually published in the first quarter but CMS is catching up so it may be later than in past years.

Commissioner Chow noted that in the past there was effort among medical and hospital associations to encourage CMS to make changes in the star rating process. Dr. Ehrlich stated that various associations have been successful in advocating with Congress to state star ratings do not accurately reflect quality of care, and CMS has subsequently made minor changes to its star rating processes. She noted that it is possible for safety-net hospitals to do better than a one star rating and ZSFG aspires to do better.

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:

Ending State and Local COVID-19 Emergencies

On February 28th, California and San Francisco ended their COVID-19 emergencies. Effective March 1st, ZSFG began to enforce the following updated health and safety guidelines.

Masking

Well-fitted masks (surgical/isolation masks or higher-level protection, e.g. N95, KN95 respirators) continue to be required for patients, visitors, and staff in all clinical areas and other indoor public areas that patients access. These areas include lobbies, hallways, and elevators. Additionally, masks are now optional for staff in non-clinical work areas that are not accessed by patients. Staff may continue to wear masks or N95/K95 respirators for added protection.

Food and Drinks

Food and drinks continue to be allowed for staff in non-clinical areas, including conference rooms and break rooms. Food and drinks should not be consumed in clinical or public areas such as lobbies, hallways,

and elevators. Further, food and drinks are now permitted for patients in non-clinical areas, e.g. conference rooms, when gathering for educational or support groups. Patients must wear masks when not actively eating or drinking. Normal room capacity limits will be observed with respect to patients, visitors, and staff. Crowding will be avoided.

Updated Visitation Guidelines

Nearly three years ago, ZSFG closed our campus to visitors. In February, CDPH updated the health order lifting restrictions on visitation and in accordance, ZSFG made the following changes:

- In-person screening in the lobbies has ended. Visitors will now self-screen using the symptom screening poster.
- The Emergency Department has welcomed visitors back. They are allowing one visitor for adult patients and two visitors for pediatric patients.
- Outpatient visitation continues to be limited to compassionate exceptions due to waiting room capacity limits. This will be reassessed in the coming months.

DEVELOPING OUR PEOPLE

2. SFDPH Staff Engagement Survey

From March 1st through March 22nd, the San Francisco Department of Public Health's (DPH) Employee Engagement Survey went live! This survey aims to better understand how DPH can improve support for staff. The survey is confidential and asks questions related to workplace experiences, including racial equity, management, burnout, safety, organizational support, and other employee engagement indicators. It is available in Spanish, traditional Chinese, and English.

ZSFG helped facilitate access to the survey by allowing time for staff to complete the survey during work hours, as well as opening the Wellness Center on Tuesdays, 9 a.m. to 10:45 a.m. and Thursdays, noon to 4 p.m. for employees who do not have access to work computers. Once the results are collected and analyzed, SFDPH will share the results with all staff via a townhall session and will work to design a comprehensive staff-engagement plan based on key areas of improvements identified.

The goal of this survey is to foster a better workplace environment that will lead to a higher standard of care for our community. Past surveys have resulted in the creation of Black African American Health Initiative programming, establishing Racial Equity Action Plans in every division of DPH, and staff well-being programming. DPH and ZSFG are excited to see the future improvements that will come from this survey.

DEVELOPING OUR PEOPLE

4. Celebrating Women's History Month

March is Women's History Month and March 8th was International Women's Day! ZSFG takes this opportunity to celebrate and give thanks to the women in our lives - our mothers, grandmothers, caregivers, working women everywhere; we thank those who paved the way and the trailblazers who continue to lead today.

Here at ZSFG, women make up roughly 49% of the workforce. To celebrate the incredible women on our team, ZSFG highlighted different colleagues throughout the month via our Women's History Month spotlights! Meet some of our incredible employees: Mary McGinty, Director of Imaging and Pathology and YuLan Hu, Med/Surg Charge Nurse, in the videos below.



DEVELOPING OUR PEOPLE

6. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognitions in honor of our staff and the incredible work they do every single day!

Thank a Resident and Fellow Day

February 24 was Thank A Resident Day! At ZSFG and in other healthcare settings, it's a day to celebrate residents and fellows, and salute the hard work and dedication they exemplify through their clinical work and commitment to our patients.

On the 24th, ZSFG recognized resident physicians and fellows for all of their contributions, including their commitment to providing equitable and compassionate care to our entire ZSFG community and for helping us meet our True North goals. The Second Floor Mezzanine held special displays in honor of our trainees. Several divisions hosted celebrations for their trainees and the cafeteria offered special items.

Since its founding 150 years ago, ZSFG has hosted graduate medical education training programs. UCSF's Graduate Medical Education program is one of the largest training programs in the world, which recruits and trains a diverse group of physician leaders. Of the UCSF training sites, ZSFG is a favorite rotation, in part because of our mission-driven service. After completing their training, these physicians will practice in San Francisco, around the country and throughout the world, delivering outstanding patient care in every setting. Each year, there are more than 1,300 UCSF residents and fellows participating in this education program. On any given day, more than 300 trainees provide clinical care at ZSFG. Residents and fellows at ZSFG are helping us increase naloxone prescribing for patients with opioid use disorders, improving care by ensuring that patients receive a language-concordant After-Visit Summary, and increasing tobacco cessation counseling. Put simply, ZSFG could not provide patient care without our exceptional residents and fellows!

Celebrating our Food and Nutrition Services Team

March is National Nutrition Month, March 8th was Registered Dietitian Nutritionist Day and March 9th was the first ever National Nutrition and Dietetics Technician, Registered Day! As such, ZSFG is celebrating the work of our Food and Nutrition Services (FNS) team!

FNS Director, Katie Jackson, MS, RD, works with Executive Chef, Michael Jenkins, and the production team on initiatives that improve how we nourish our patients, staff, and community as well as increase environmental sustainability. Here are a few of the ways we are reaching our goals:

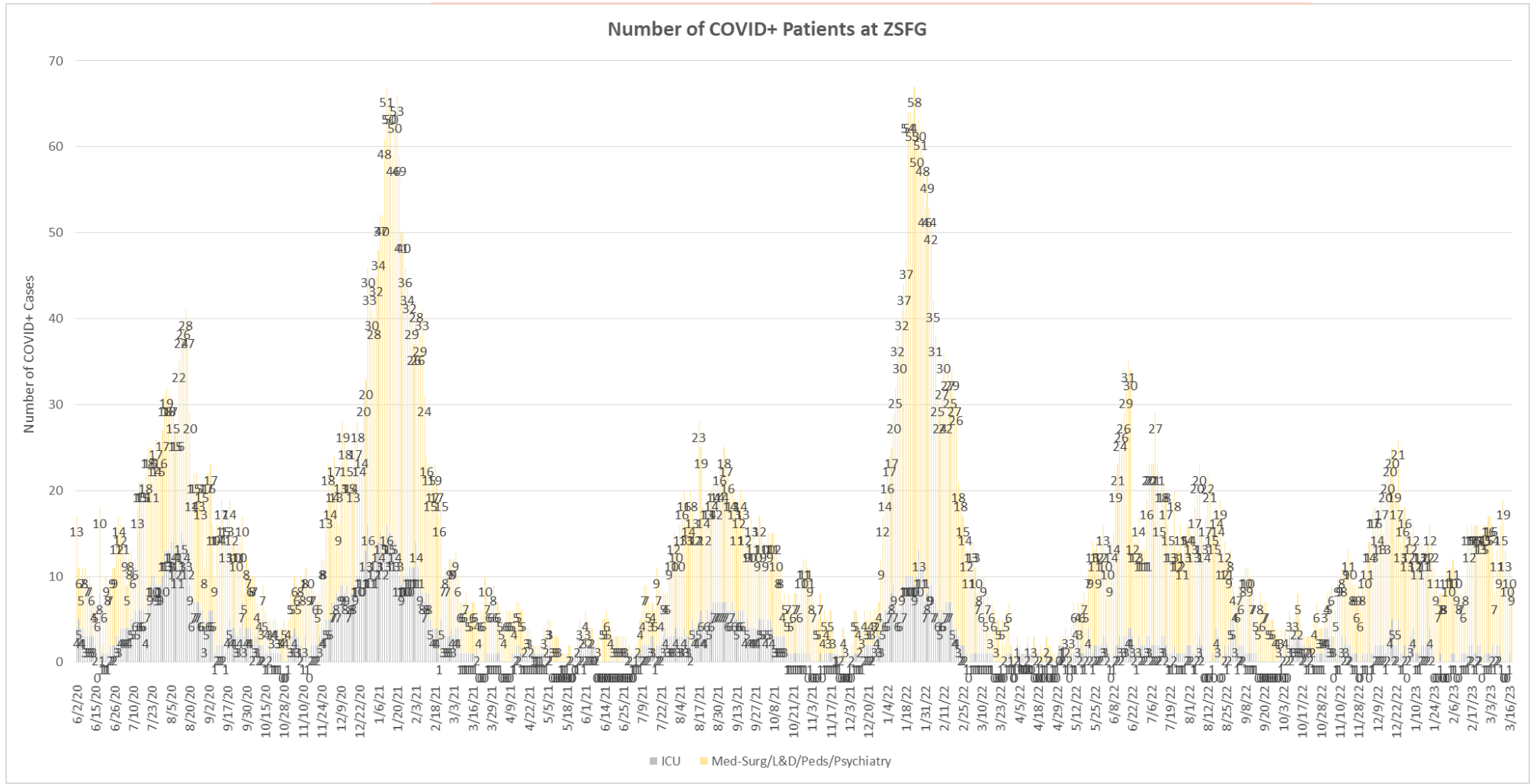
- ZSFG signed on to the Good Food Purchasing Program, which values sourcing the best food possible from local and sustainable vendors;
- ZSFG donates all excess food from FNS to local food pantries. Last year, we donated approximately 24,000 meals;
- All patient trays and cafeteria items feature reusable or compostable plates and utensils; and
- Flow water stations have prevented more than 150,000 plastic bottles from reaching land fill.

Christine Struble, Chief Clinical Dietician at ZSFG, manages the day-to-day operations of clinical nutrition care for hospitalized patients, residents of 4A, and clients and residents of the BHC provided by our registered dietitians (RD) and dietetic technicians, registered (DTR). Our stellar RDs and DTRs are indispensable partners with our care teams, doing a range of critical tasks such as developing culturally sensitive menus that meet patient nutritional needs as they recover from surgery, illness, or manage a chronic disease like diabetes; they monitor growth of preterm babies in the NICU; and helping injured patients follow a therapeutic diet.

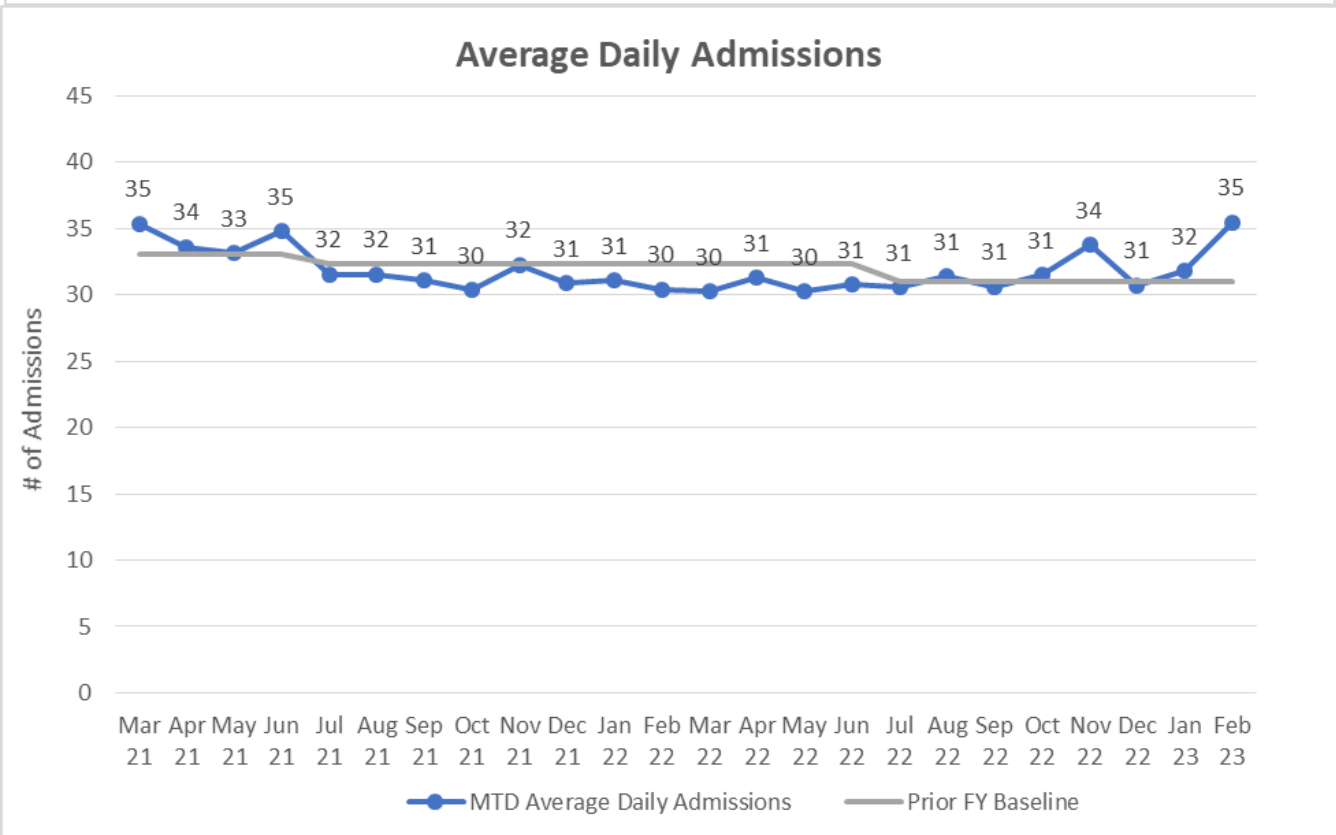
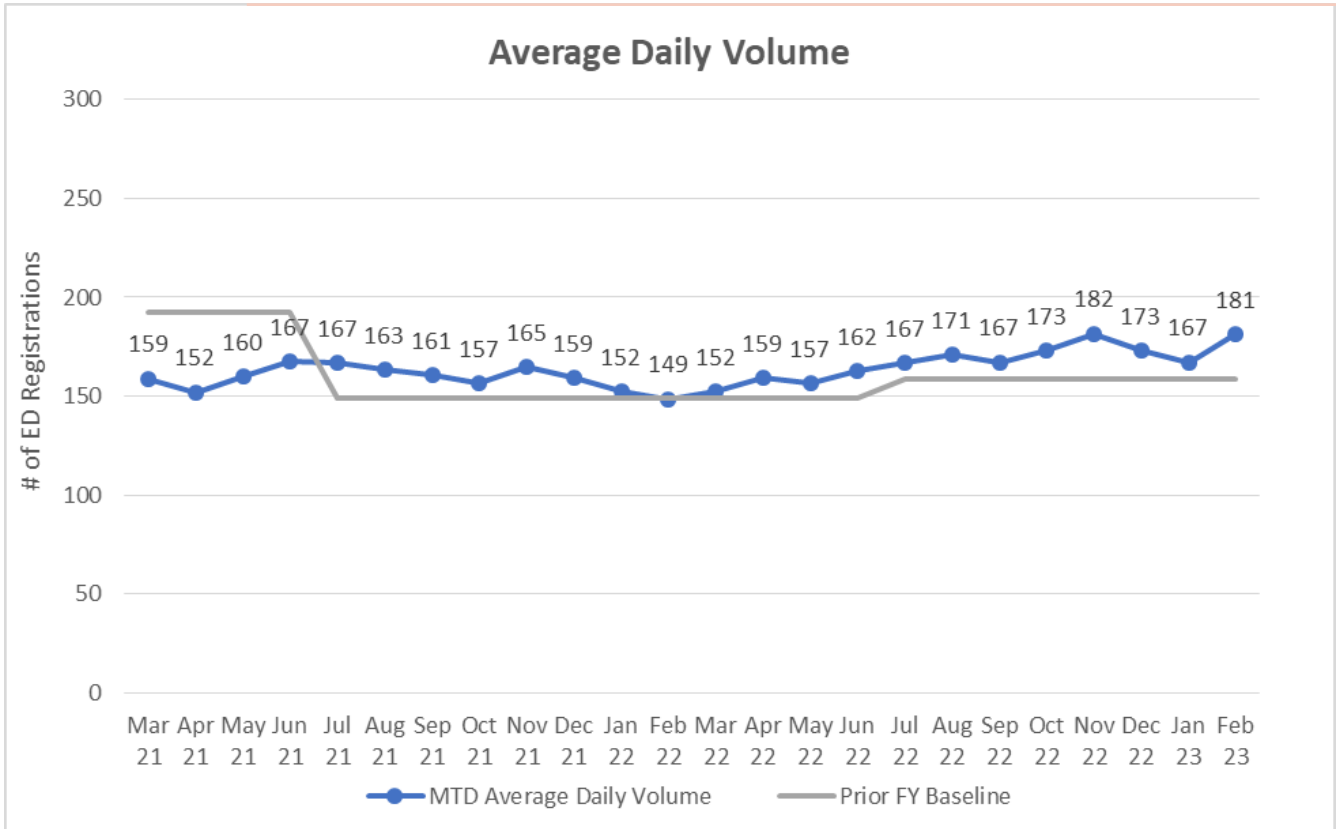
RDs and DTRs screen all their patients for food insecurity and talk with patients about where they can access food in the community. The Food Bridge to Health Program, currently in the planning stage and led by Nick Iverson (ED and Social Medicine Physician), will address food insecurity from hospital discharge to the community. Many thanks to all of our food service workers, from the kitchen to the clinic, for doing their part to make progress on these initiatives and help our patients heal better and faster.

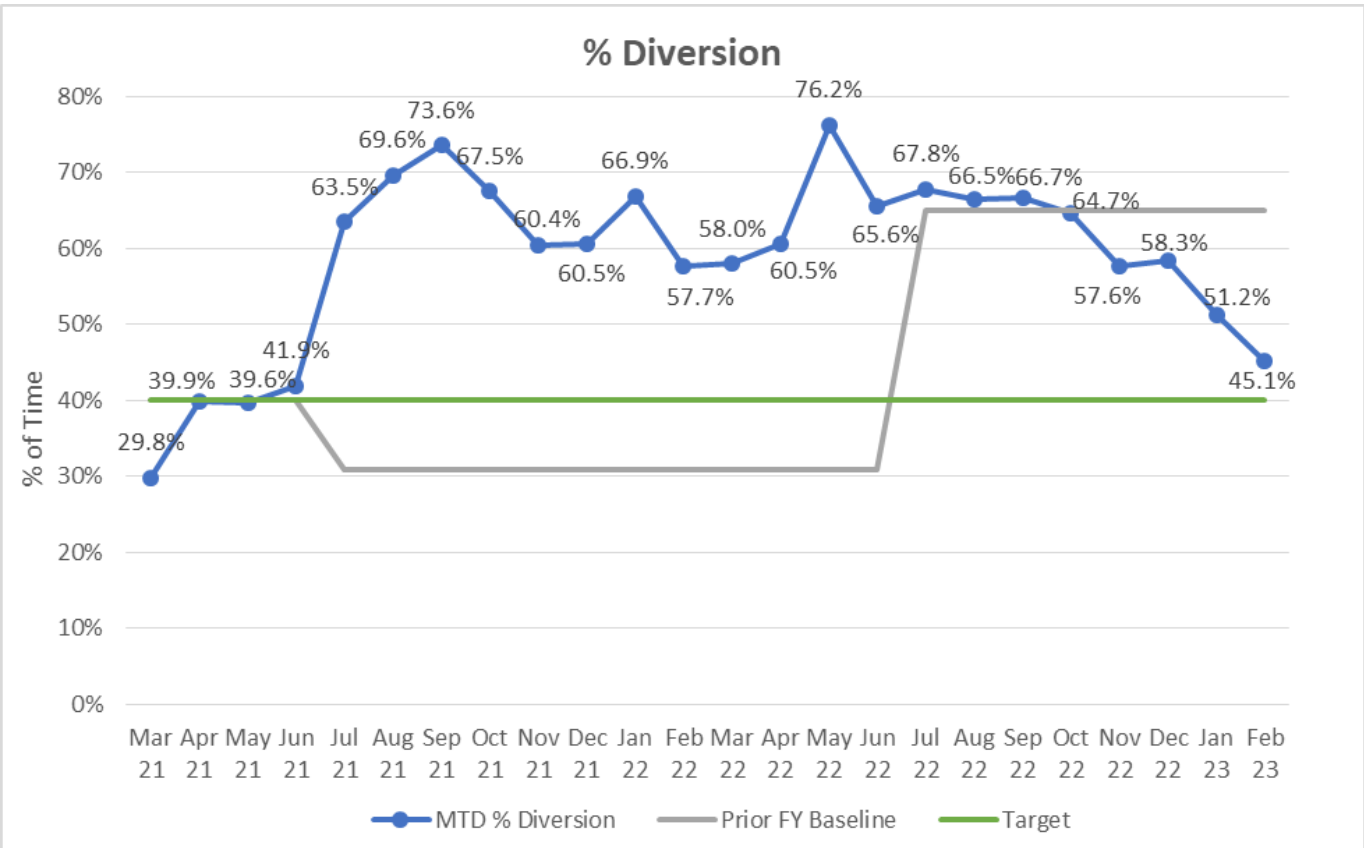
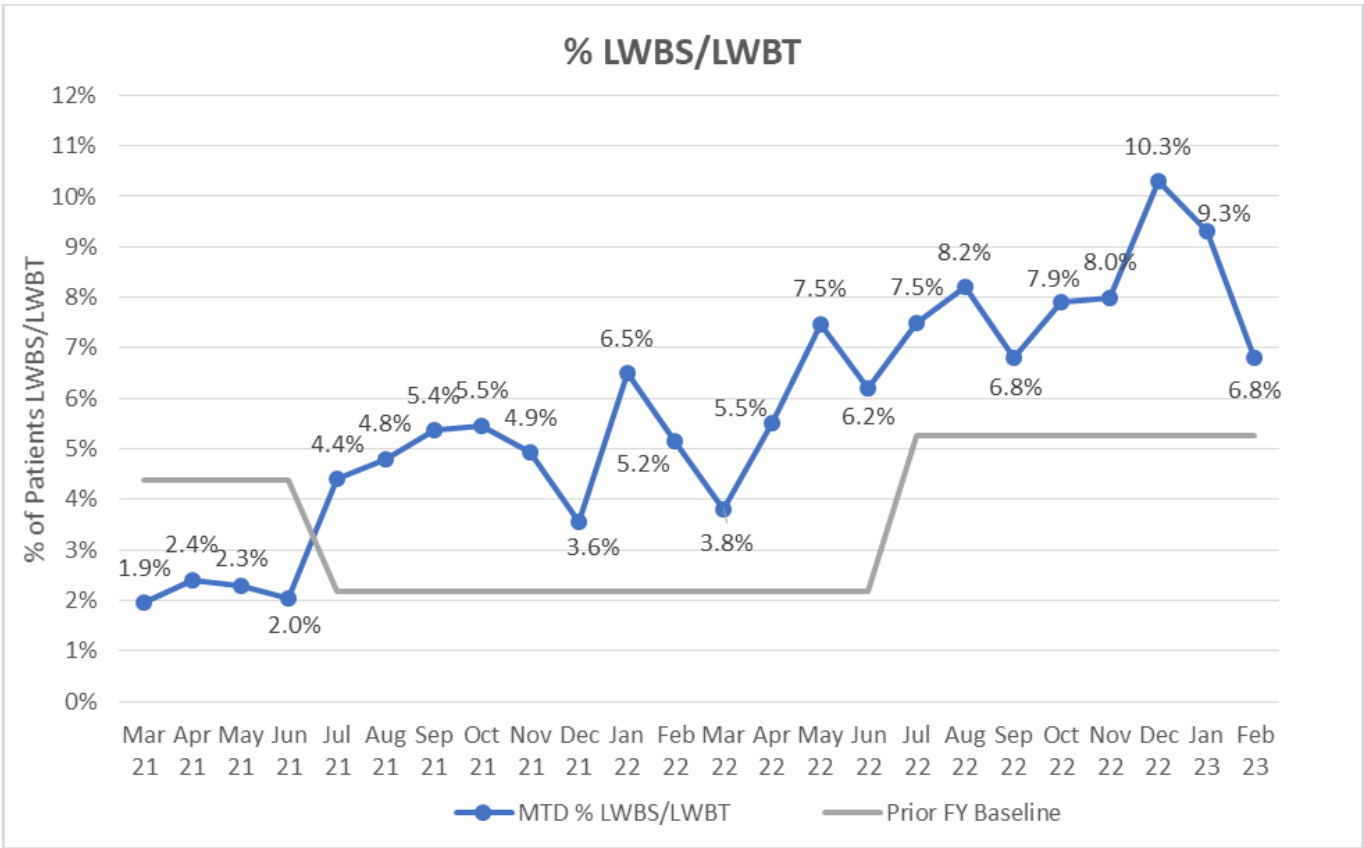


QUALITY ZSFG COVID+ Patients

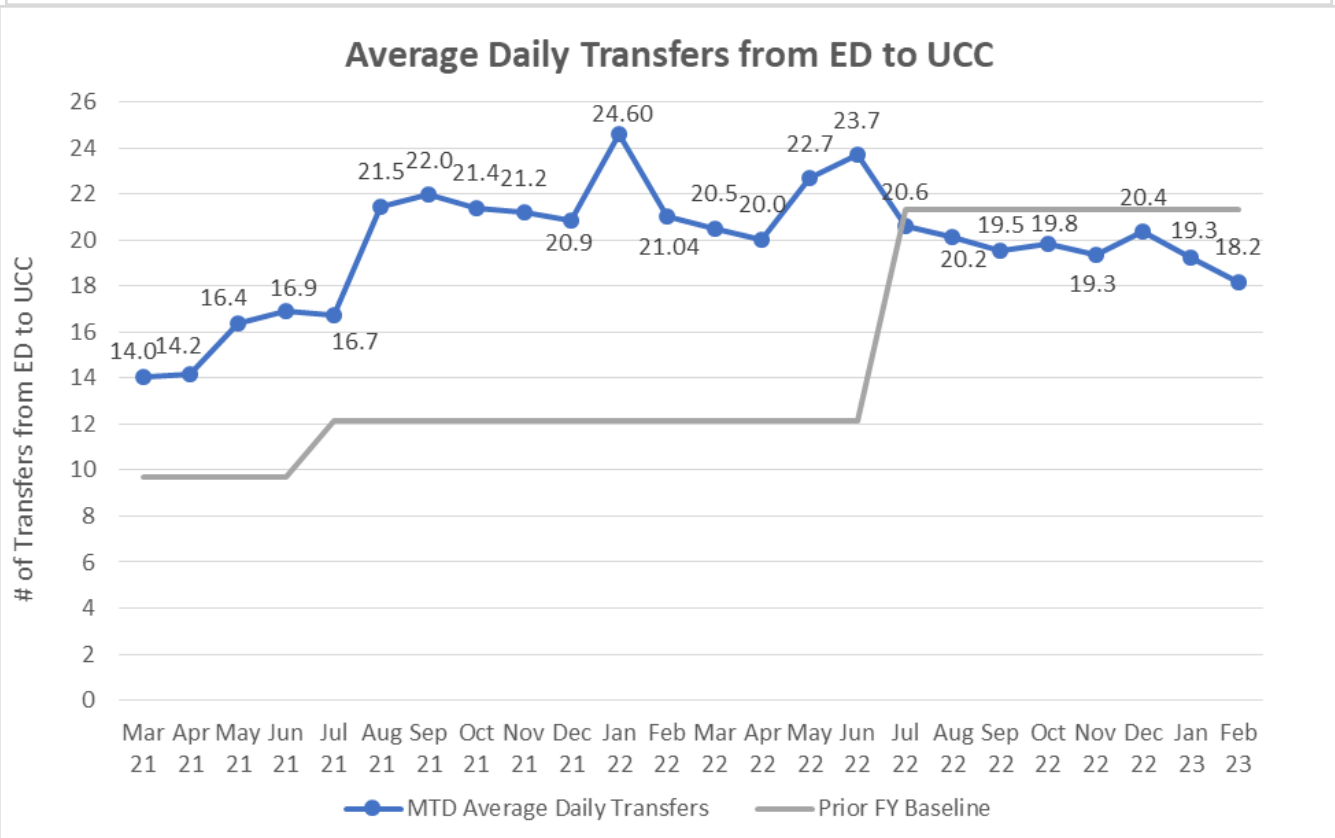
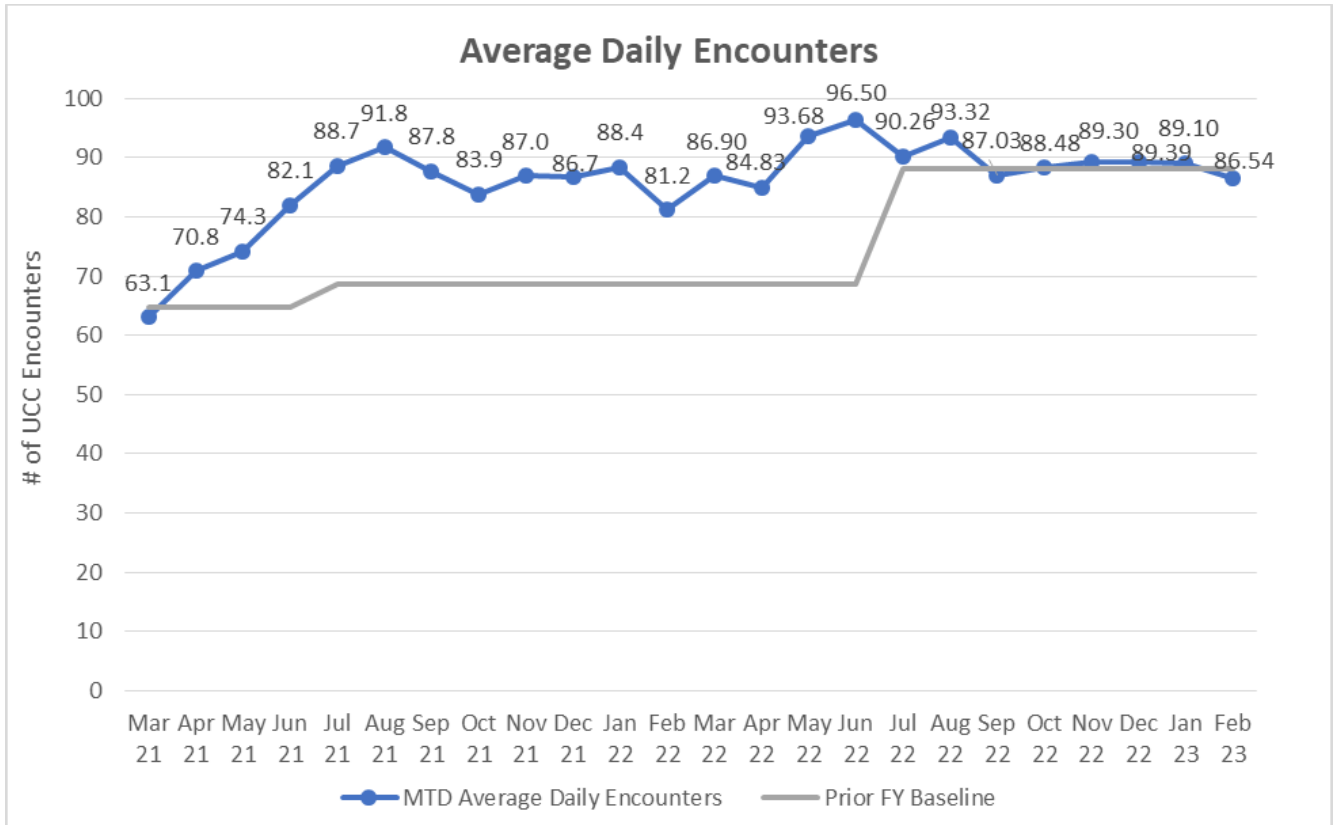


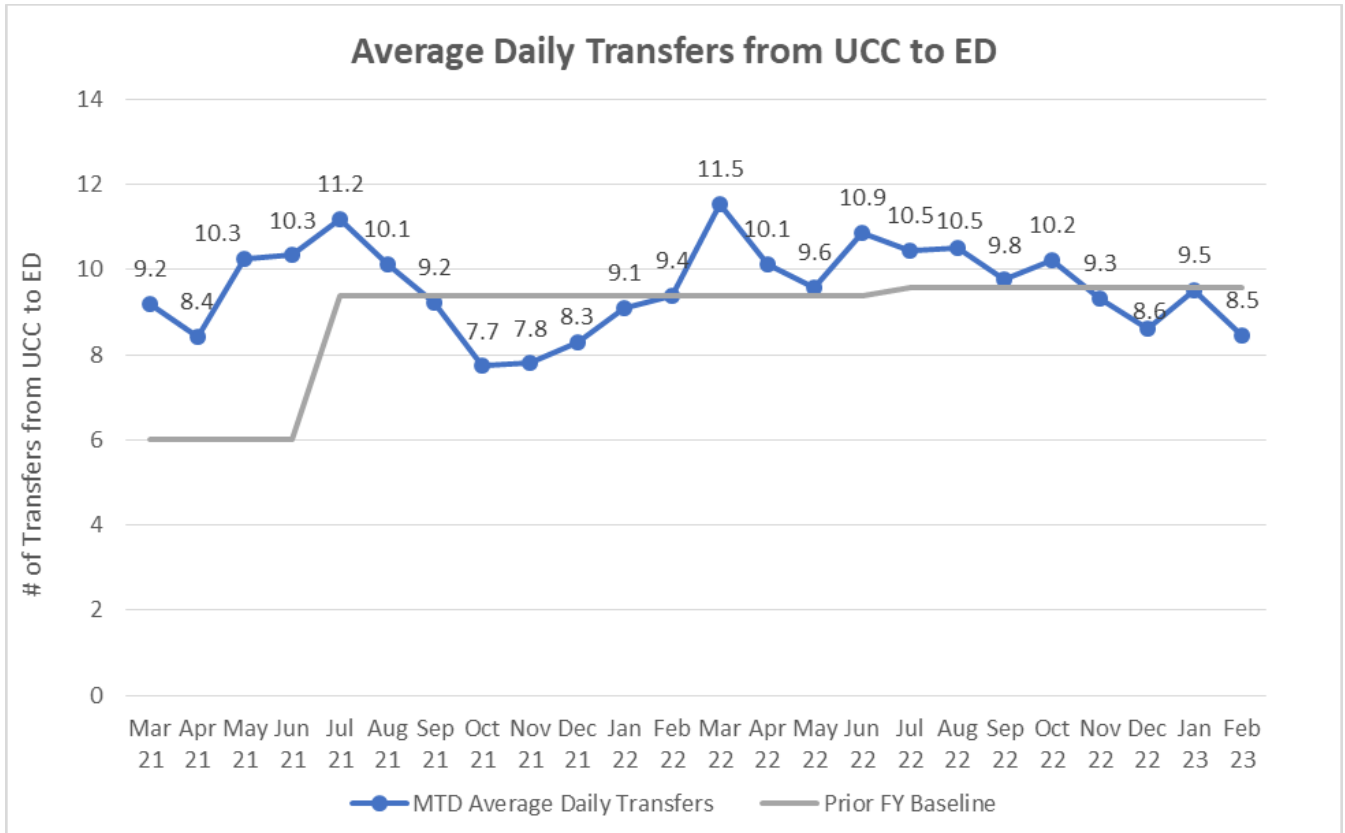
QUALITY Emergency Department Activities



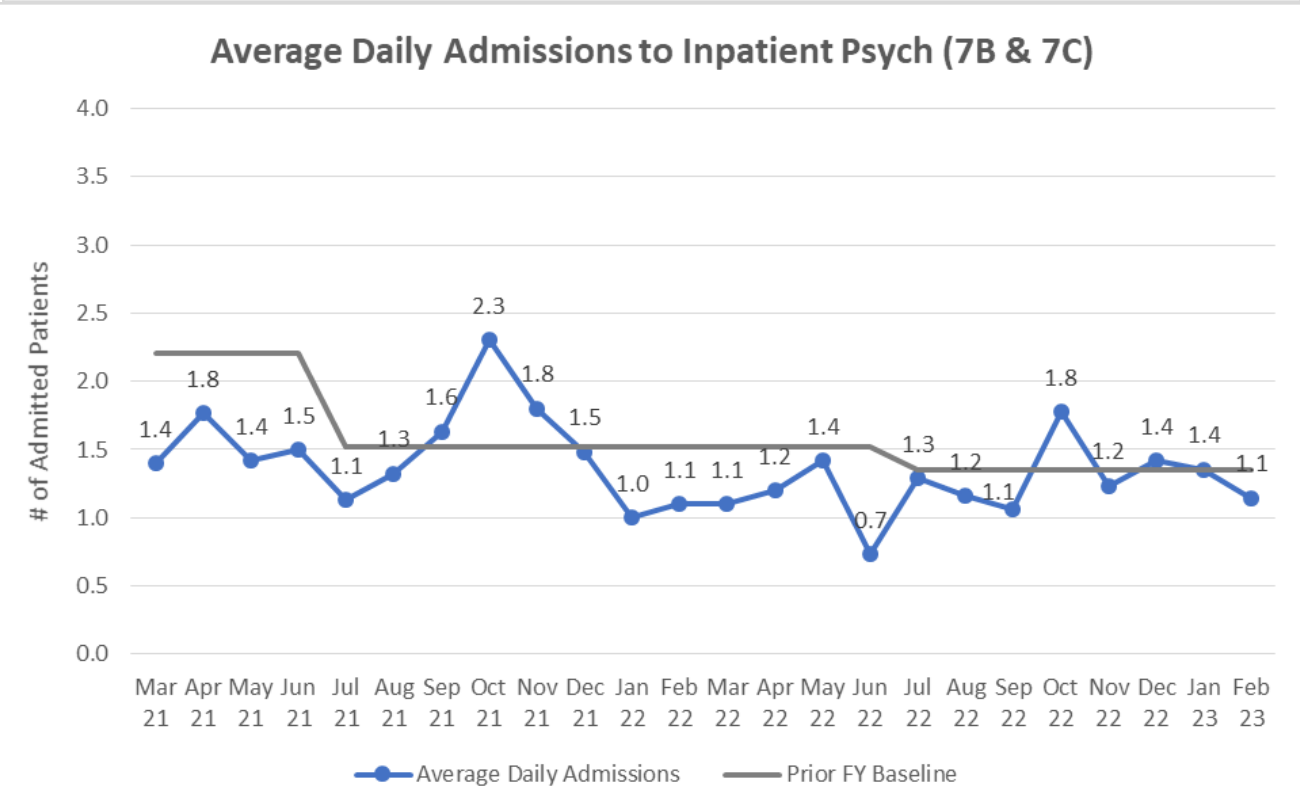
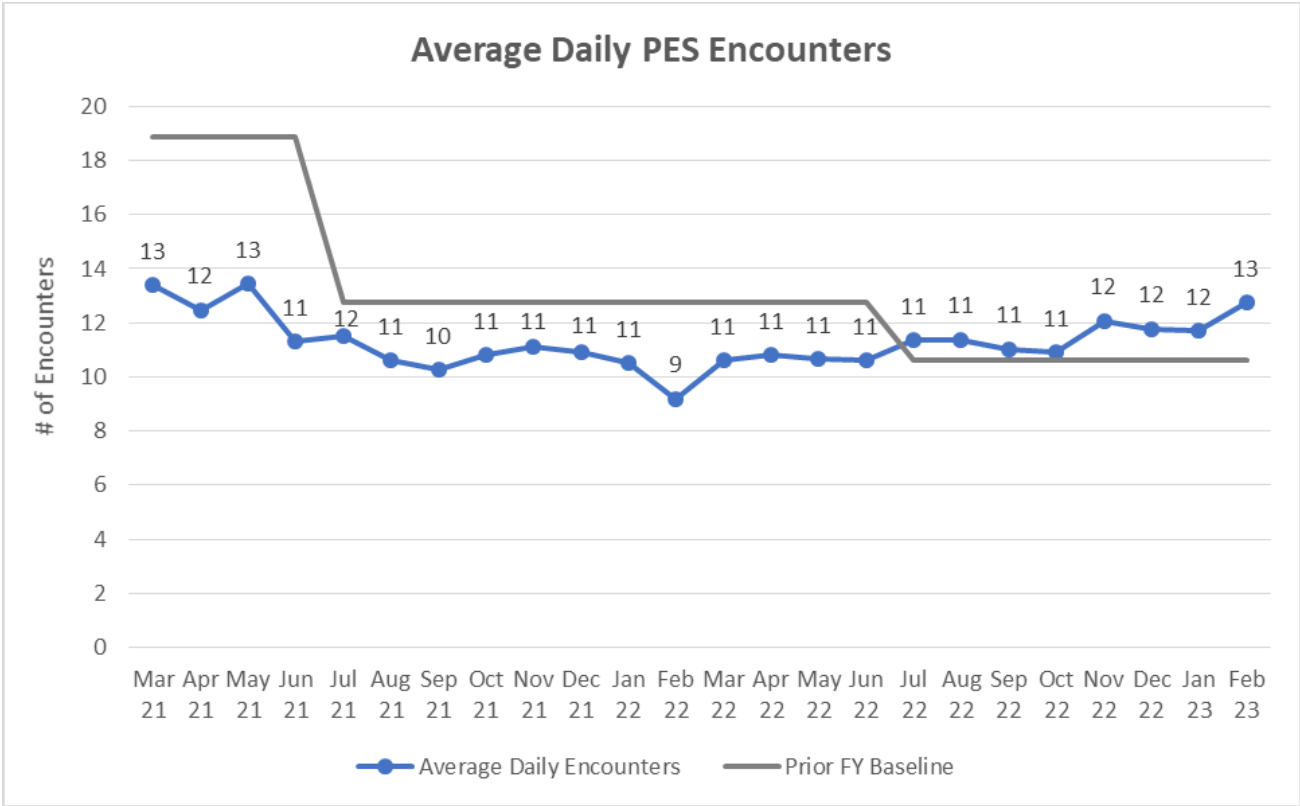


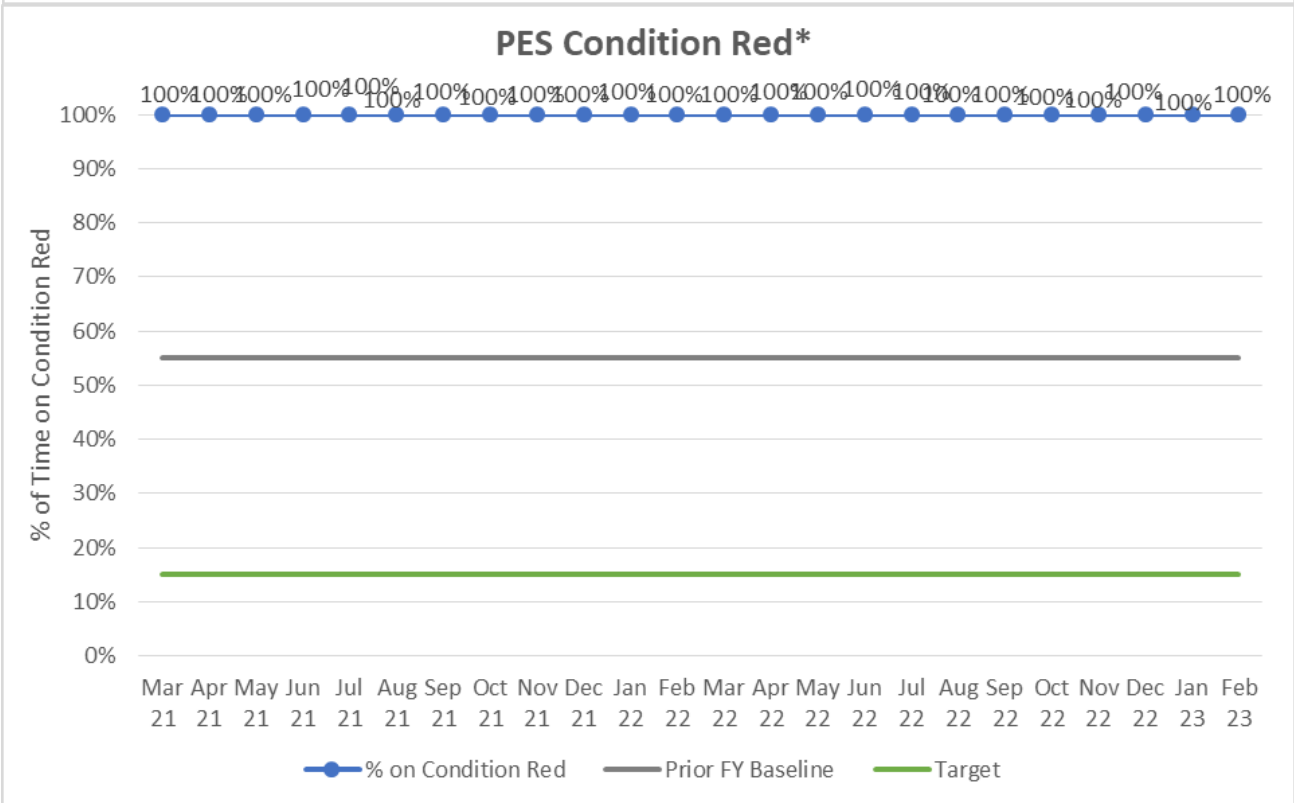
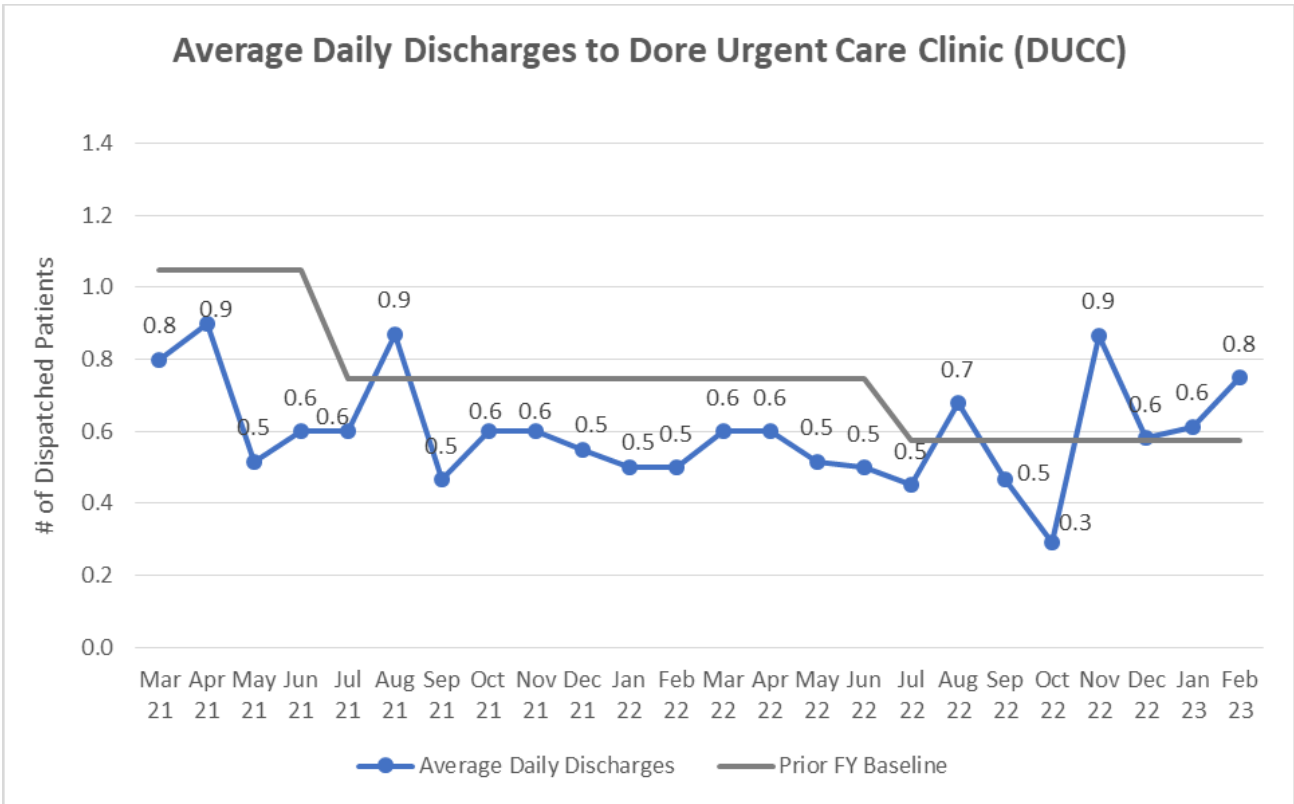
QUALITY Urgent Care Clinic Activities





QUALITY Psychiatric Emergency Services Activities





*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.

Average Daily Census of Medical/Surgical was 199.29 which is 116.54% of budgeted staffed beds and 108.31% of physical capacity. 28.98% of the Medical/Surgical days were lower level of care days: 8.69% administrative and 20.29% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 37.29 which is 133.16% of budgeted staffed beds and 64.29% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

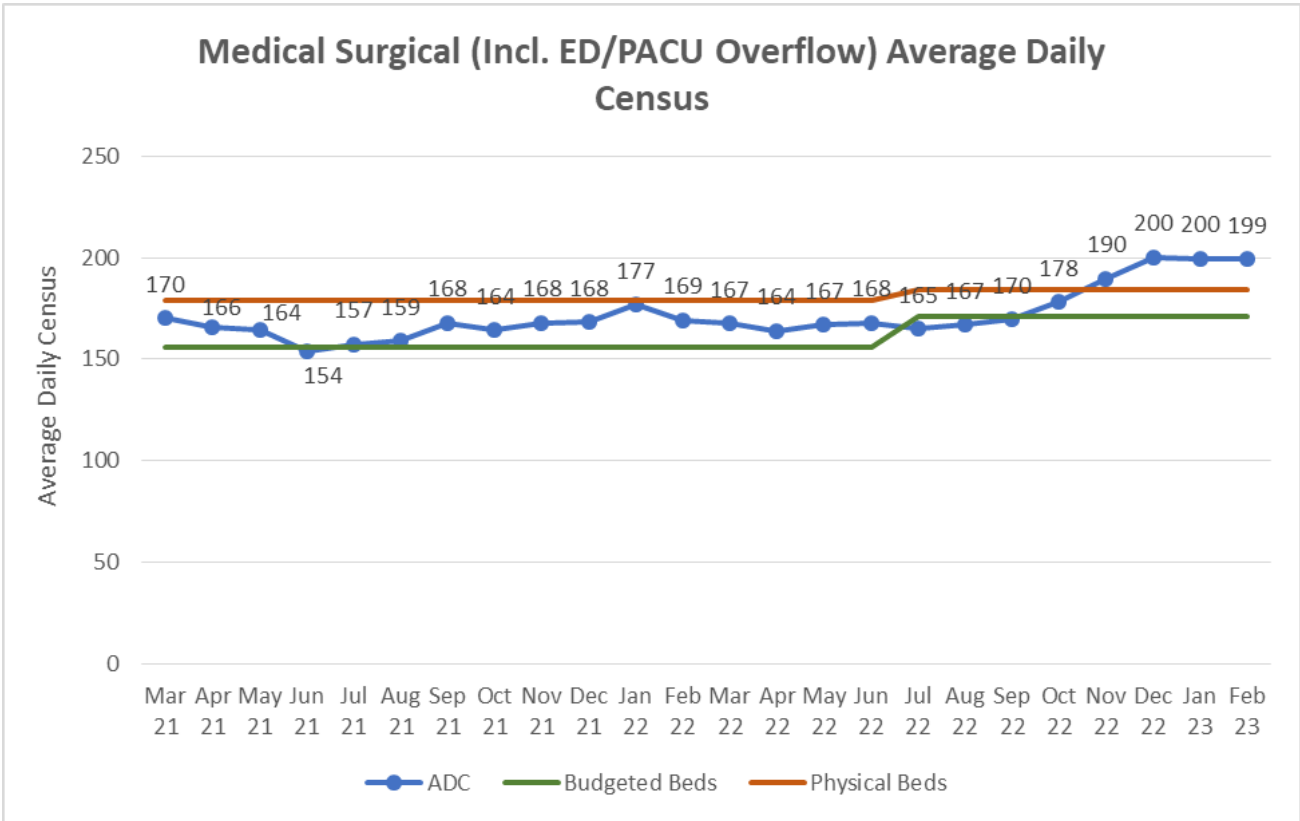
Average Daily Census of MCH was 30.14 which is 100.48% of budgeted staffed beds and 71.77% of physical capacity of the hospital.

ACUTE PSYCHIATRY

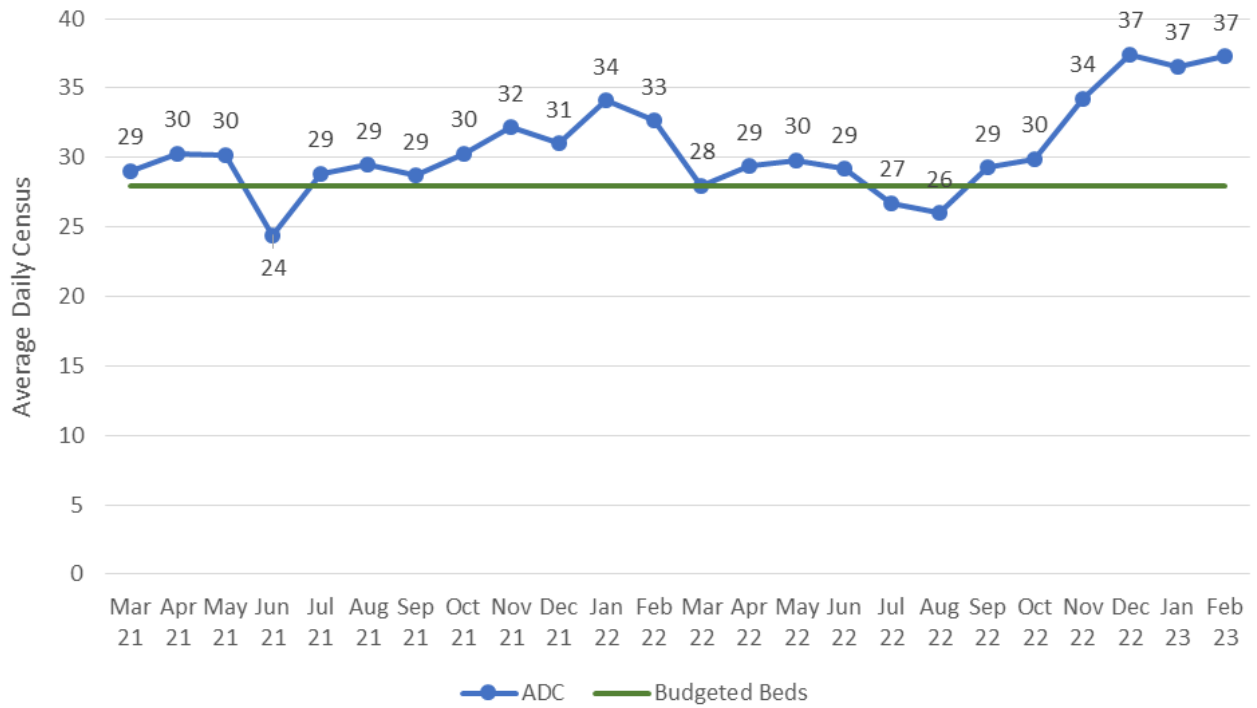
Average Daily Census for Psychiatry beds, excluding 7L, was 41.00, which is 93.18% of budgeted staffed beds and 61.19% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.82, which is 83.16% of budgeted staffed beds (n=7) and 48.51% of physical capacity (n=12). Utilization Review data shows 79.88% non-acute days (27.53% administrative and 52.35% non-reimbursed).

4A SKILLED NURSING UNIT

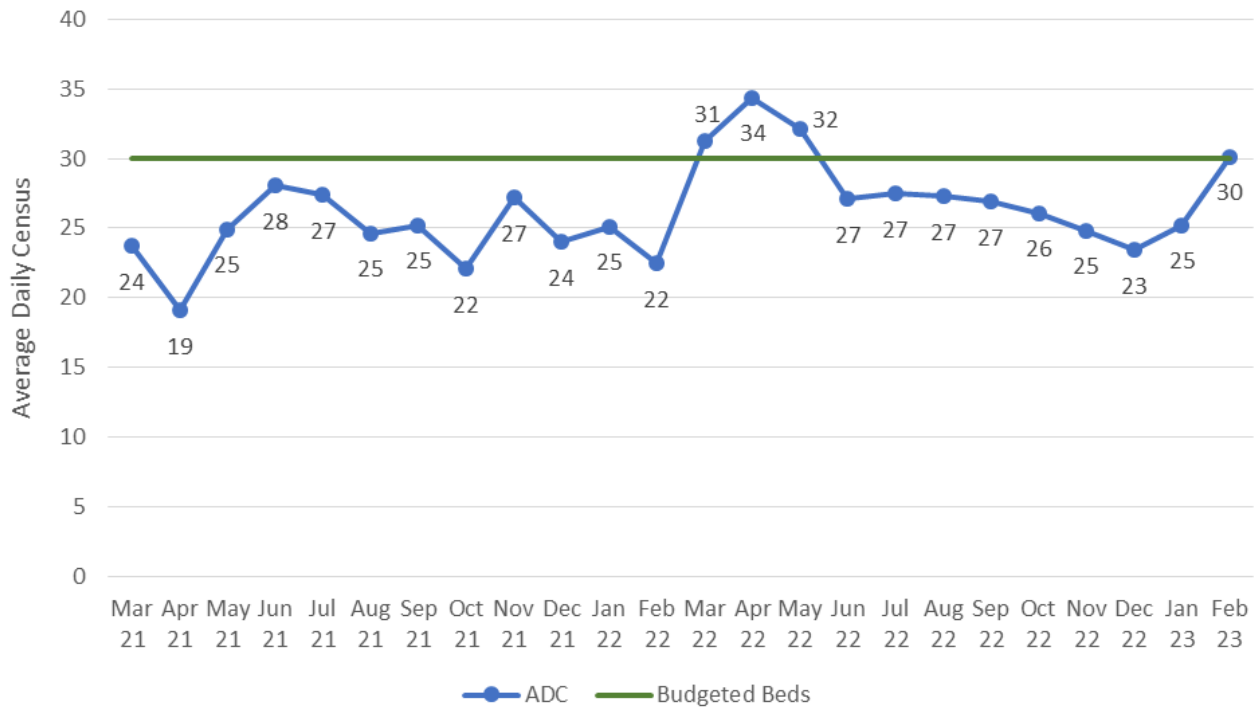
Average Daily Census for our skilled nursing unit was 29.14, which is 104.08% of our budgeted staffed beds and 97.14% of physical capacity.



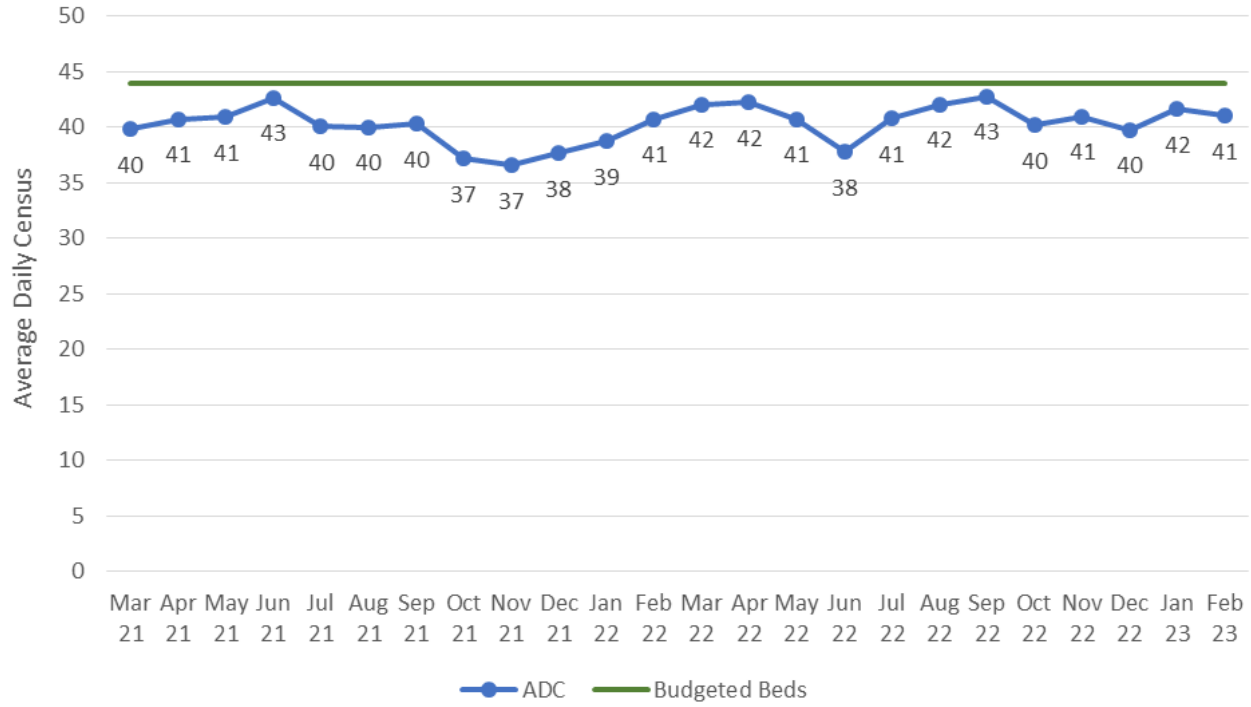
Intensive Care Unit Average Daily Census



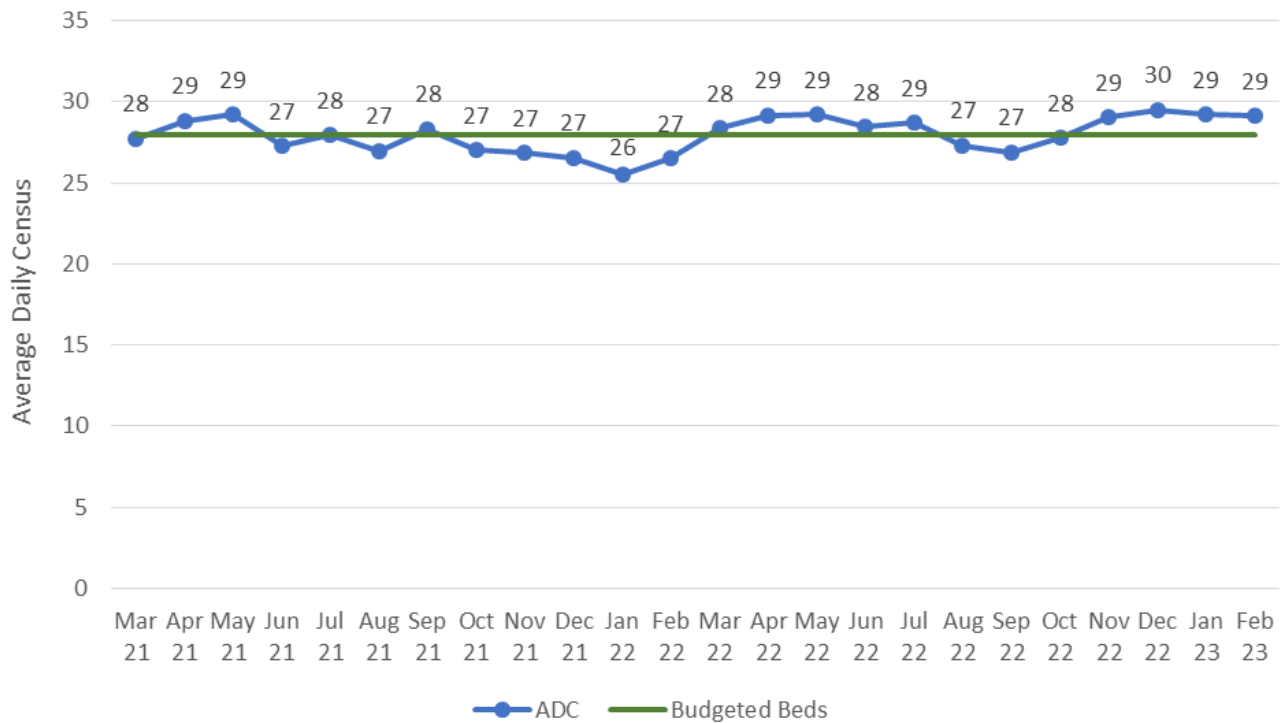
Maternal Child Health Average Daily Census



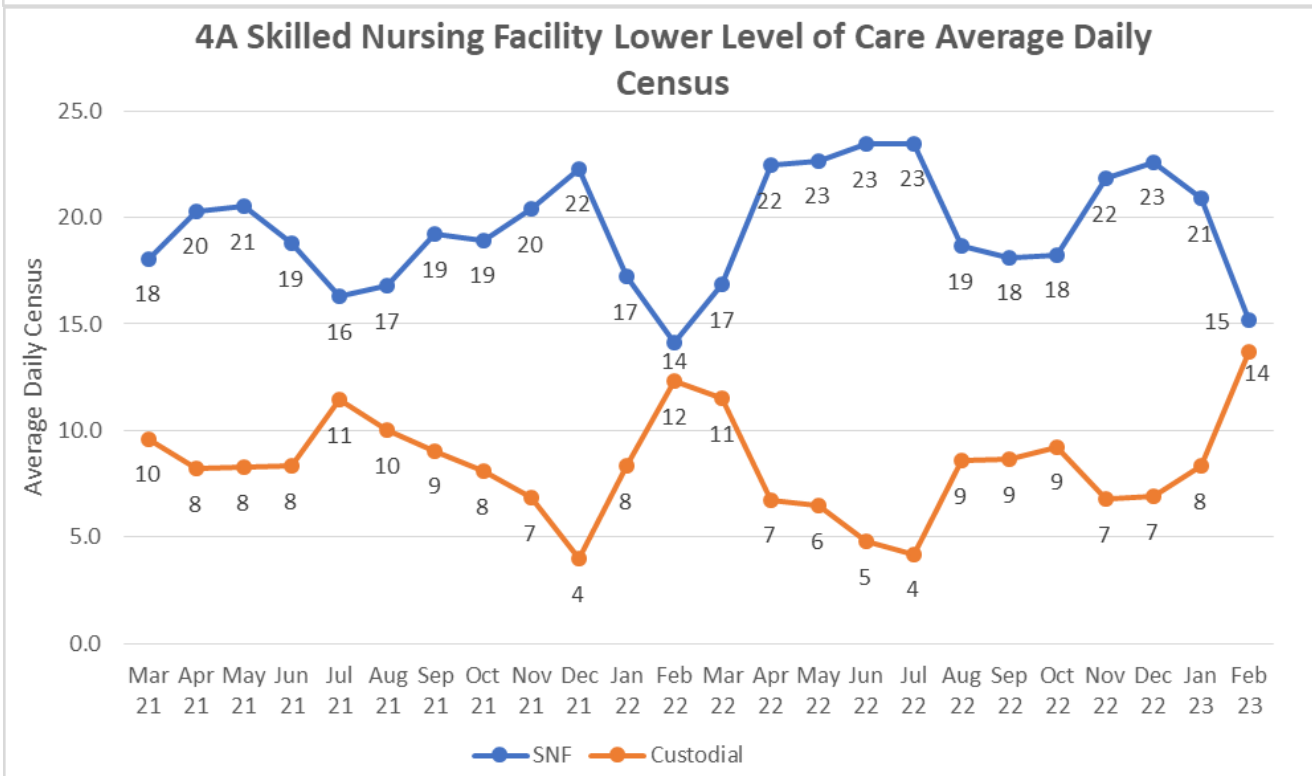
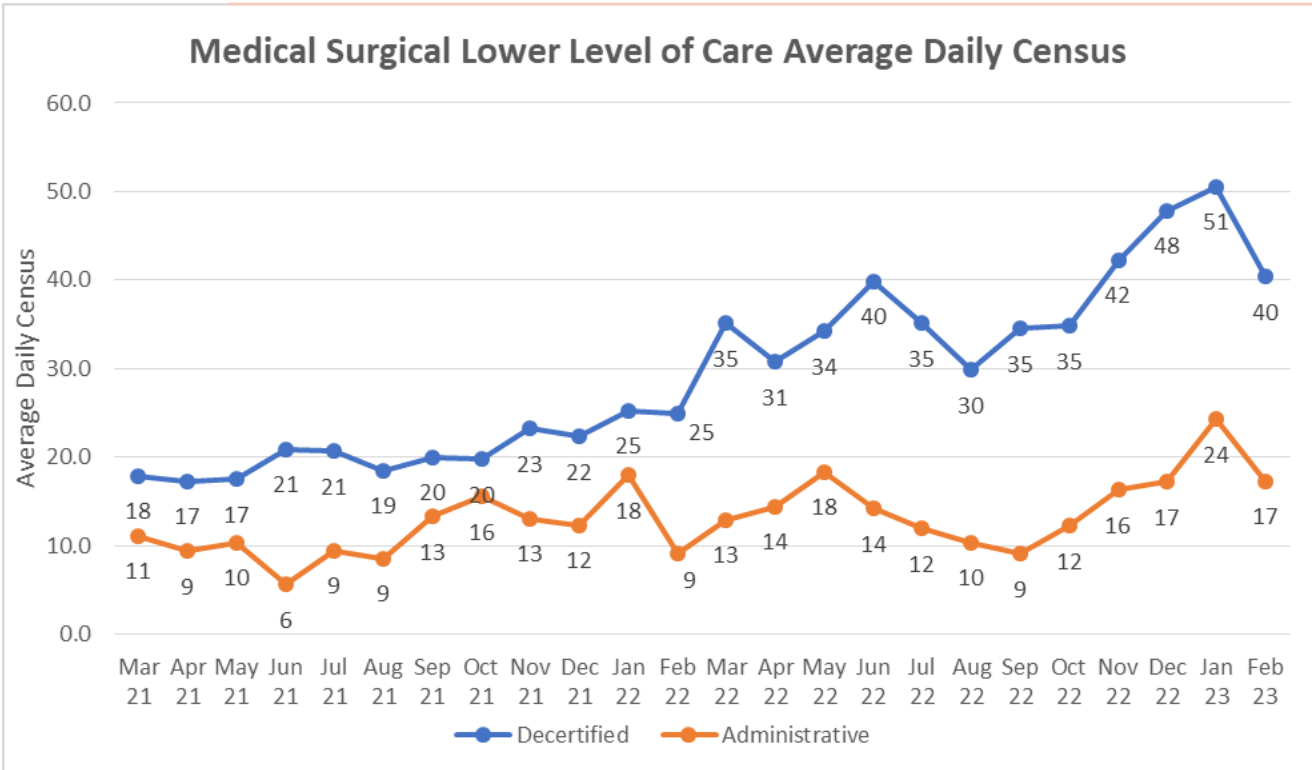
Acute Psychiatry (7B & 7C) Average Daily Census

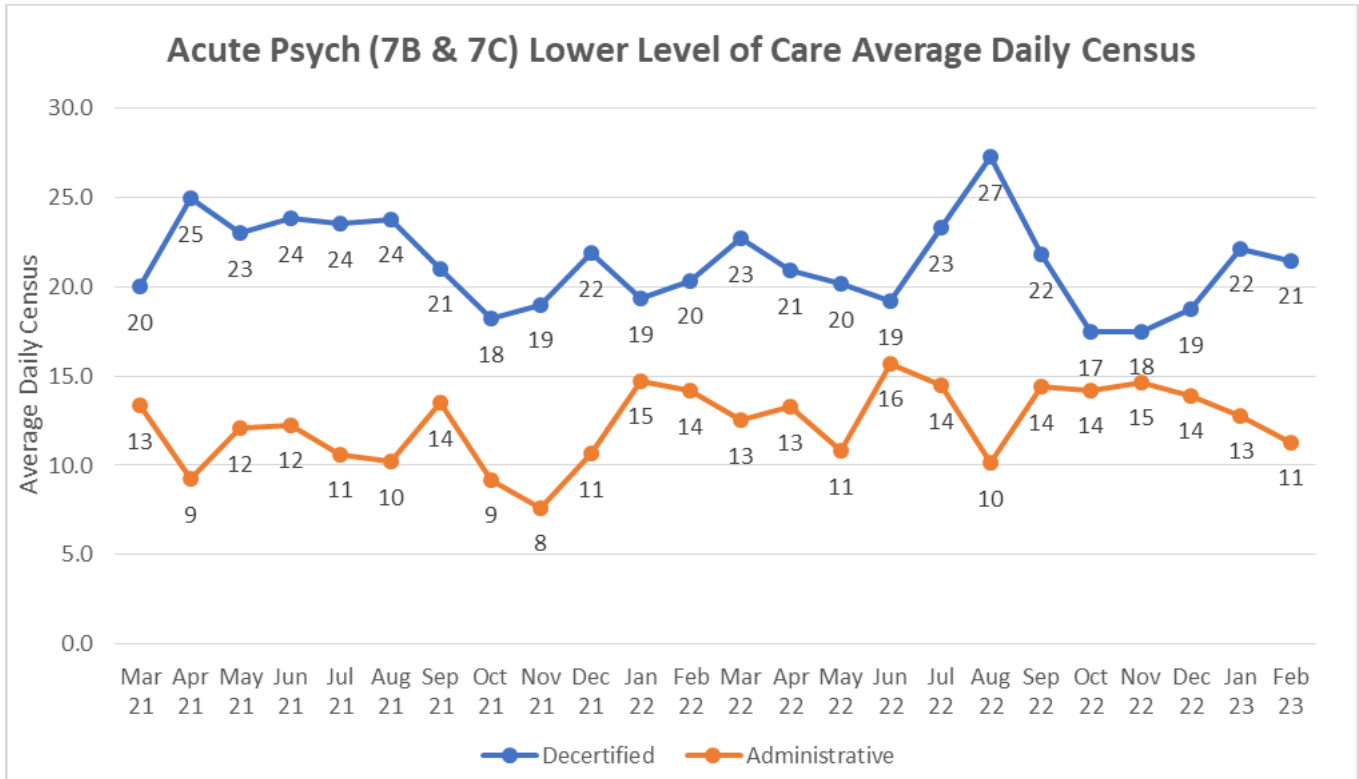


4A Skilled Nursing Facility Average Daily Census



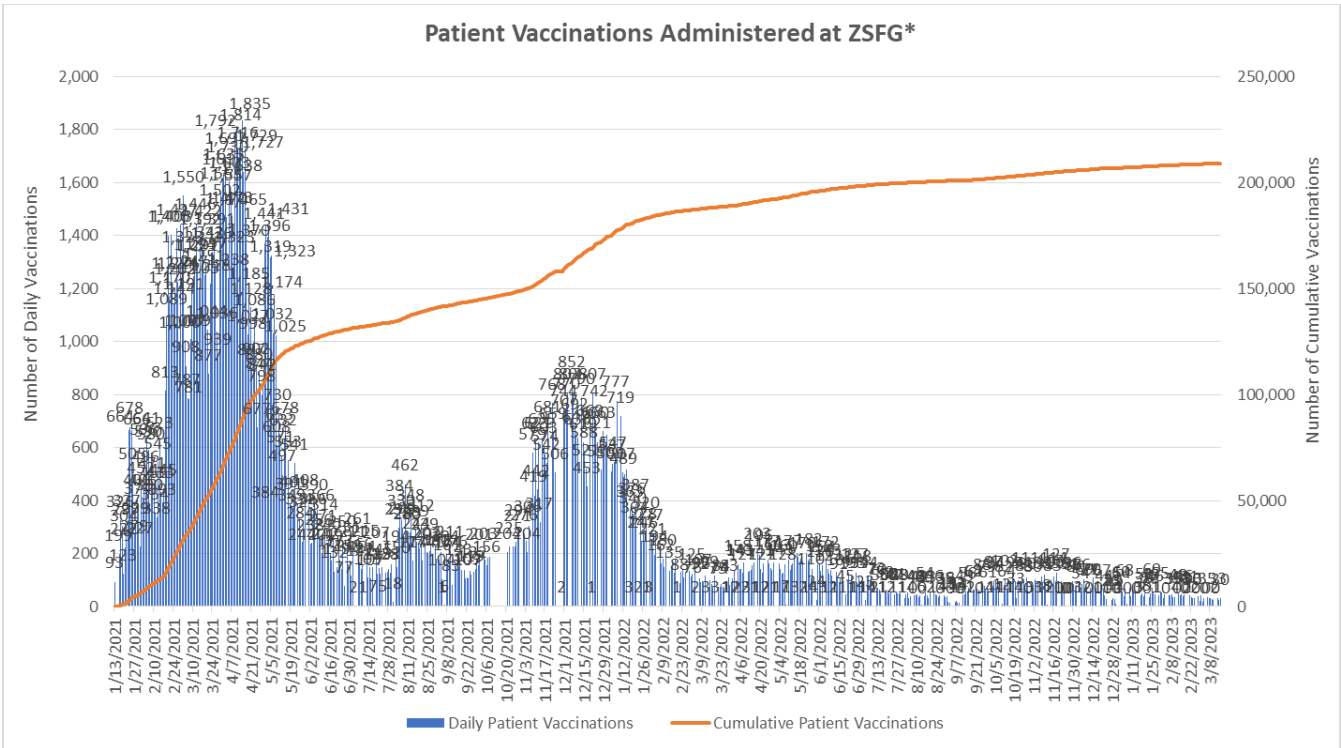
QUALITY Lower Level of Care Average Daily Census



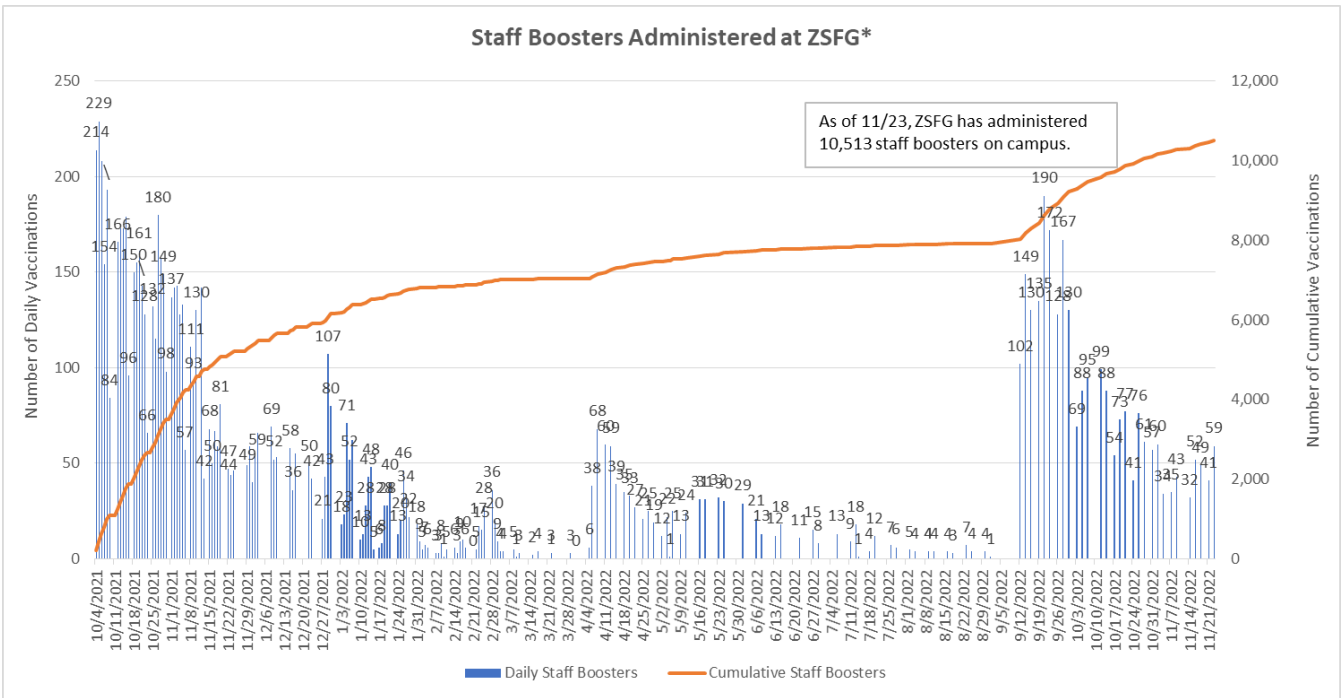


SAFETY

COVID-19 Vaccinations Administered at ZSFG



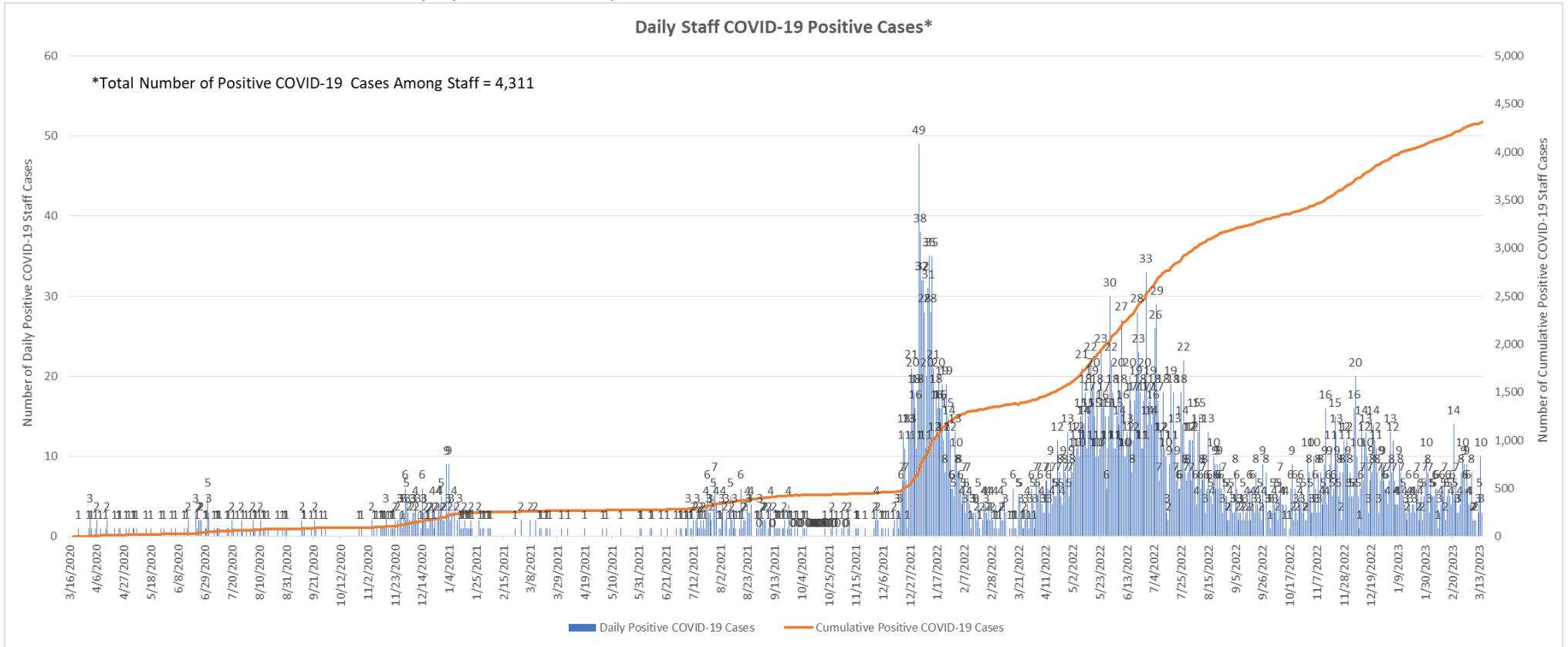
*Includes network-wide patients and members of the community.



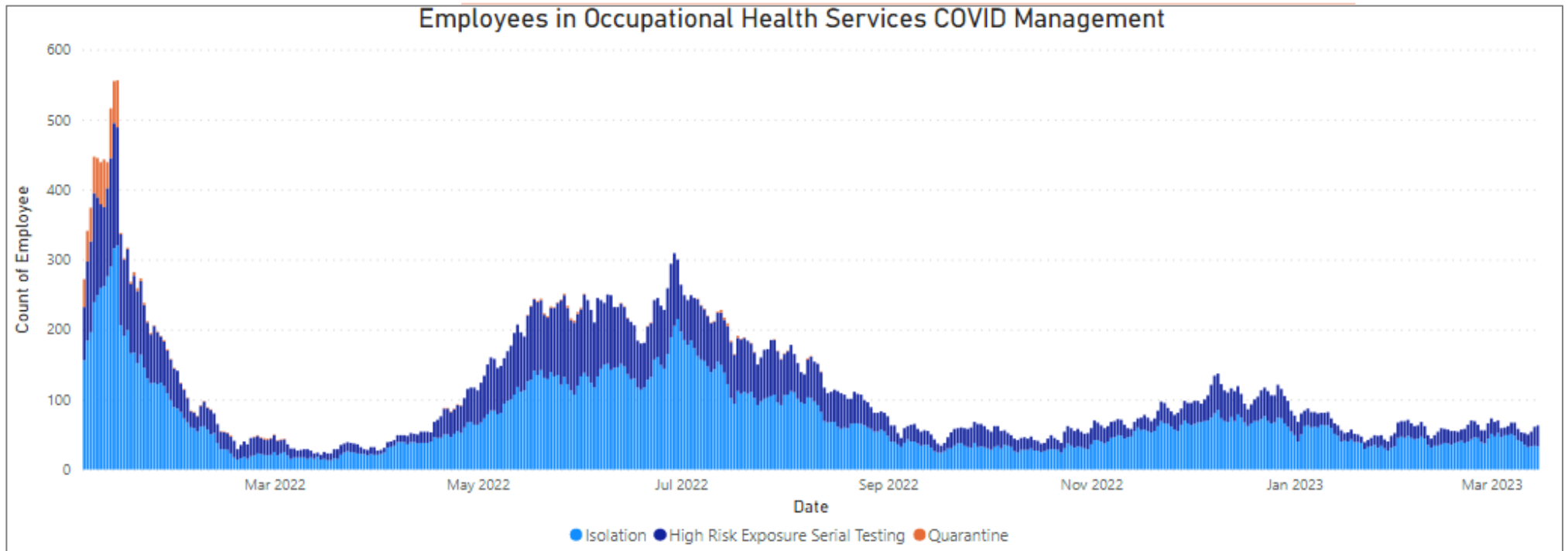
*Staff Booster data is currently unavailable.

SAFETY Occupational Health COVID+ Staff Cases

As of March 16, 2023, 4,311 ZSFG employees have tested positive for COVID-19.

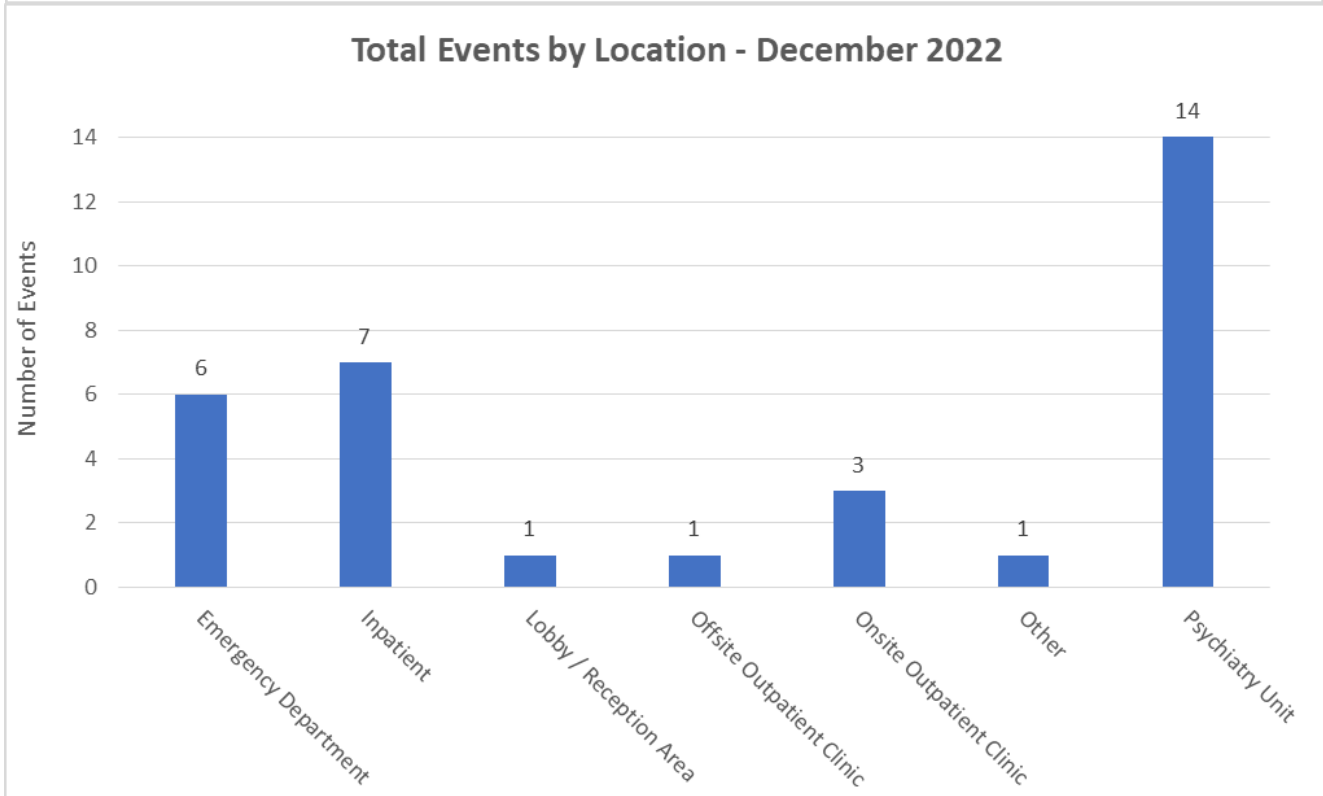
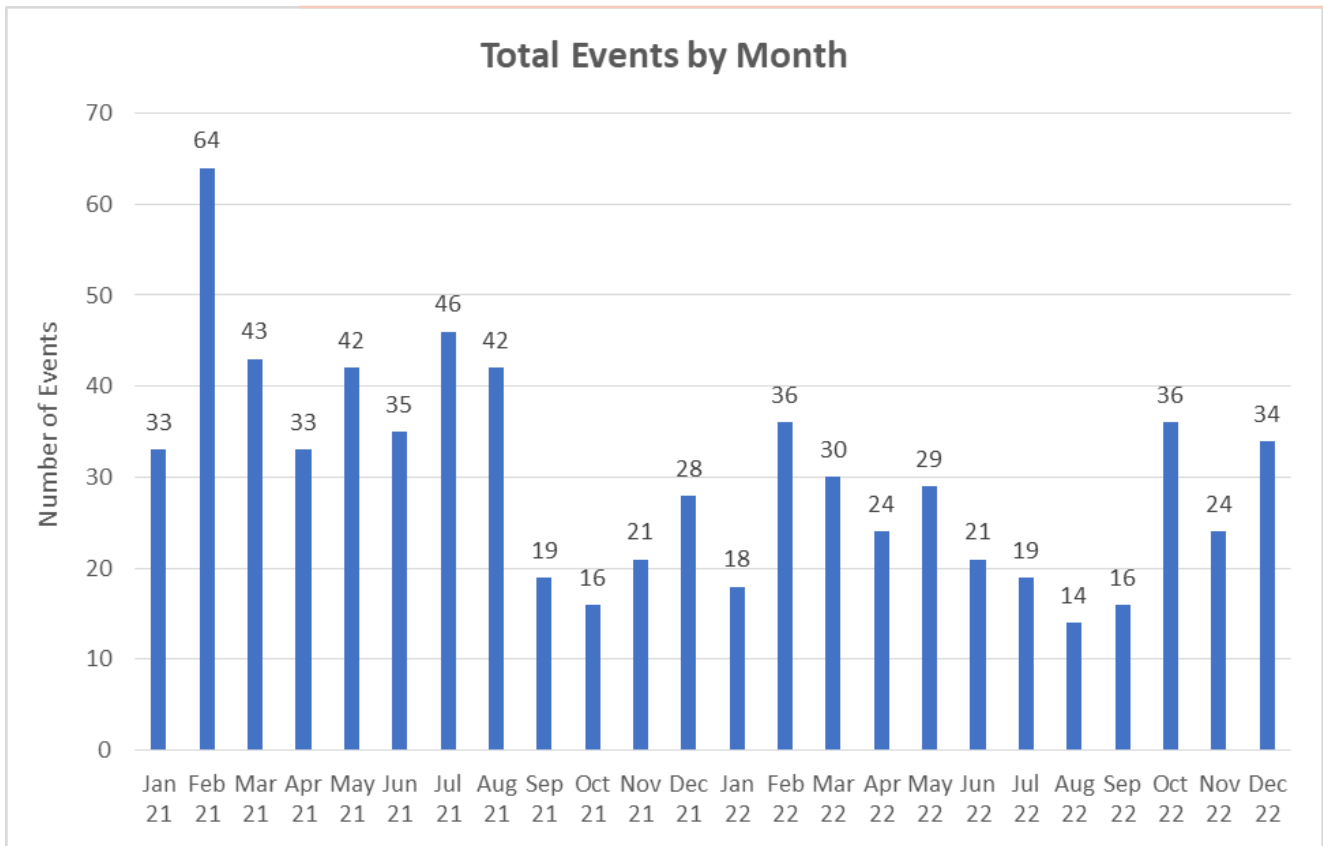


SAFETY Occupational Health COVID-19 Staff Management

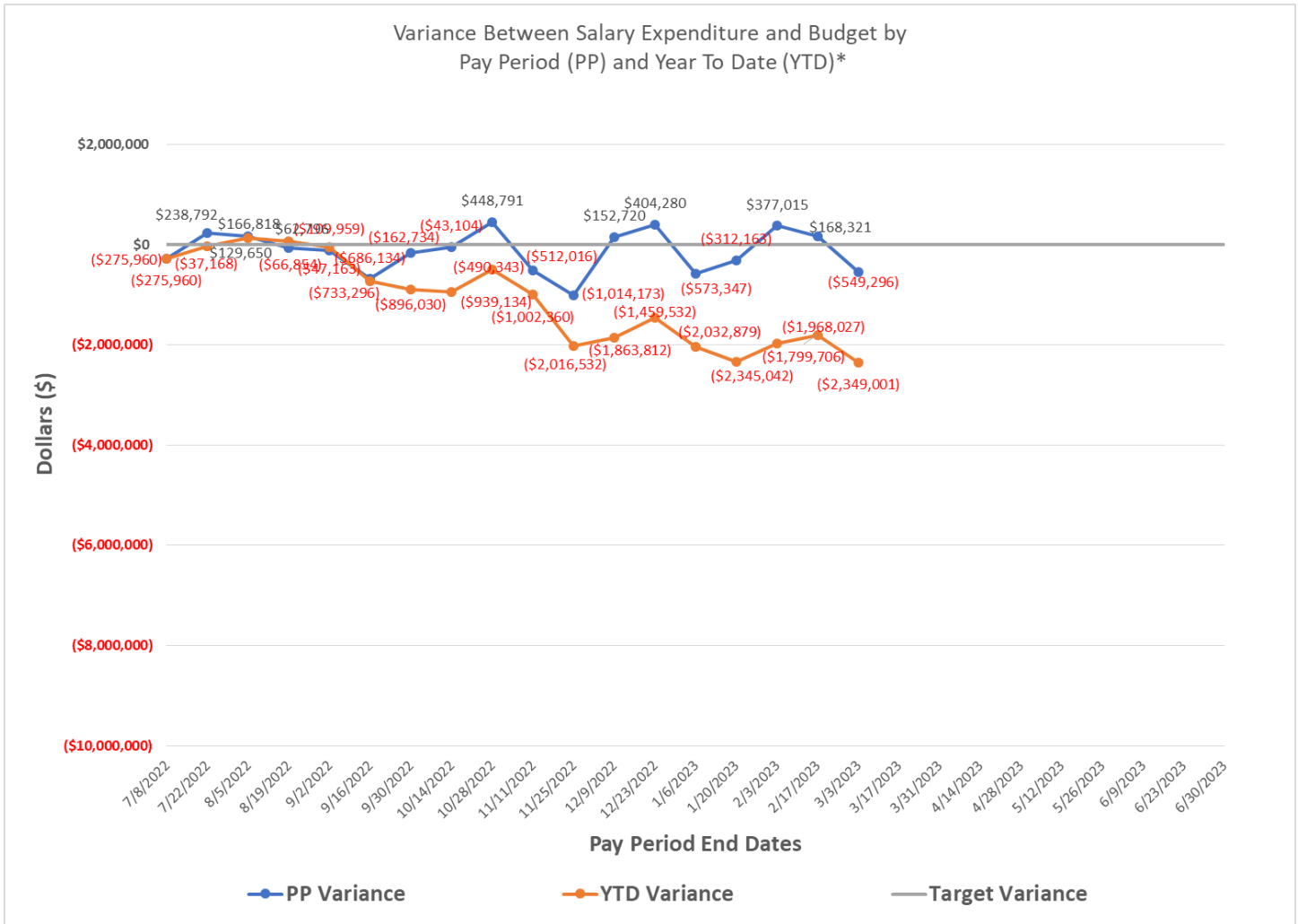


SAFETY

Workplace Violence Activity*



*Workplace Violence data is currently unavailable post-SAFE system go-live.



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

Commissioner Comments:

Commissioner Green asked what the mask policy will be for ZSFG patients and visitors. Dr. Ehrlich stated that masking for everyone in clinical settings. She noted that at the two official ZSFG entrances, staff provide masks and educate patients and visitors on where masks are mandated.

Commissioner Green asked if there is any cohort in the lower level of care group that is more prevalent. Dr. Day stated that individuals with housing issues, substance use, mental health issues, and other social determinants of health are common in this group.

Commissioner Chow asked for information regarding socio-economic issues for the Lower Level of Care patients. Dr. Ehrlich stated that she and other ZSFG staff review this data every day. There are currently 40 of these types of patients waiting for a placement each day. Approximately half are waiting for a skilled nursing bed and a large group is waiting for a residential care or treatment bed. She noted that there are fewer residential care and treatment beds in San Francisco because many have been sold. For those waiting to go home, there are often issues with needed equipment, getting a IHSS worker assigned, and/or waiting for a family member.

Commissioner Chow asked if patients are COVID tested for admission for surgery. Dr. Day stated that anyone admitted to ZSFG is tested for COVID-19; testing is not required for outpatient services.

Commissioner Chow noted there was recently a media article about ZSFG staff safety. He asked Dr. Ehrlich to give an update on this issue. Dr. Ehrlich stated that ZSFG has always and will continue to do tremendous amount of work in this area. She noted that media stories are not always accurate and that the recent story encourages ZSFG to continuing focusing on this important issue. ZSFG aspires to be a substance free zone; substance use of any kind is not tolerated or condoned on the campus. Since many ZSFG patients experience substance use disorders, the situation is challenging. As substance use continues to be an issue in the community, this will be reflected in patients served. There are a variety of relevant ZSFG policies and procedures that are being reviewed to ensure the hospital is doing all it can to keep staff and patients safe, while respecting the experiences of patient populations. There is also a skilled ZSFG addiction team which is part of this review process.

6) ZSFG HIRING AND VACANCY REPORT

Emma Moore, ZSFG Human Resources,

Commissioner Comments:

Commissioner Green asked if there is data from interviews with candidates that turned down offers from ZSFG. Ms. Moore stated that some candidates have anecdotally indicated that the training program work is difficult. Some report issues of commuting from other counties or states. Ms. Otway stated that experienced nurses do now want to work the night shift. She noted that training programs have been a successful way to recruit staff.

Commissioner Chow asked how ZSFG/DPH nursing salaries compare to other local health systems. Ms. Otway stated that generally, ZSFG is competitive because of union MOU negotiations. She noted that the next MOU negotiation will be in 2024.

Commissioner Chow asked how long it takes to hire someone from application to making an offer. Ms. Moore stated that in 2019 ZSFG mapped out its hiring process and it is revisiting it to cut down on time and waste. Commissioner Chow requested an update on this effort progresses.

7) MEDICAL STAFF REPORT

Lukejohn Day, M.D., Chief Medical Officer,

Commissioner Comments:

Commissioner Green is impressed with the number of patients seen by the Ophthalmology Department and asked for more information regarding staffing issues related to cataract surgery. Dr. Days stated that the issue is that more space is needed for outpatient services; currently these procedures must be done in the operating rooms. There is a backlog of patients due to the delay of these services during the pandemic.

Commissioner Chow asked why cataract surgery is not being done at ZSFG inpatient-outpatient clinics surgery. Dr. Day stated that the biggest impediment was infection control because not all regulatory measures were able to be provided in the current set-up of the ZSFG outpatient clinics. He noted that it may be possible after renovations to Building 5 that this procedure may be done there.

Action Taken: The committee approved the following policies and procedures:

- Ophthalmology Rules & Regulations
- Ophthalmology Summary of Changes
- Revised neurology Standardized Procedures
- Revised Ambulatory Care Clinical Pharmacist Standardized Procedures,

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 ZSFG JCC voted to not disclosed discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 4:47pm.