

**Dan Bernal**  
President

**Laurie Green, M.D.**  
Vice President

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

**Susan Belinda Christian, J.D.**  
Commissioner

**Cecilia Chung**  
Commissioner

**Suzanne Giraud ED.D**  
Commissioner

**Tessie M. Guillermo**  
Commissioner

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

**London N. Breed Mayor  
Department of Public Health**



**Grant Colfax, MD**  
Director of Health

**Mark Morewitz, M.S.W.**  
Executive Secretary

**TEL (415) 554-2666  
FAX (415) 554-2665**

**Web Site: <http://www.sfdph.org>**

**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Tuesday, August 22, 2023 3:00 p.m.  
101 Grove Street, **Room 220**  
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., Chair

**Staff:** Susan Ehrlich MD, Gabriel Ortiz MD, Elena Fuentes-Afflick, LukeJohn Day MD, Angelica Journagin, Gillian Otway, Adrian smith, Dan Fraeiser, James Frieberg, Jennifer Boffi, Jessica To, Christopher Ross, Aiyanna Johnson, Andrea Turner, Emma Moore

The meeting was called to order at 3:03pm. Commissioner Green chaired the meeting.

**2) APPROVAL OF THE MINUTES OF THE JULY 25, 2023, ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

**Action Taken:** The ZSFG JCC unanimously approved the July 25, 2023 meeting minutes.

**3) REGULATORY AFFAIRS REPORT**

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

**Commissioner Comments:**

Commissioner Green noted that a key ZSFG leader in fire and life safety recently took a position at LHH. Ms. Moore stated that the ZSFG staff member who had been chief engineer has taken over the fire and life safety duties at ZSFG.

#### **4) TRUE NORTH: ACHIEVING SAFE & EQUITABLE PATIENT CARE**

Adrian Smith, Chief Quality Officer, presented the item.

##### Commissioner Comments:

Commissioner Green asked for clarification regarding CMS-mandated metrics. Mr. Smith stated that the targets noted on slide 3 were developed by ZSFG; some of these were correlated with CMS. The three new benchmarks are CMS metrics; all three are risk adjusted against national data.

Commissioner Green asked if ZSFG can teach others in topics in which it has developed best practices. Mr. Smith stated that ZSFG is in the forefront of using race/ethnicity data to positively impact patient care.

Dr. Erlich stated that for many years Congress and CMS has recognized that the star rating system is flawed when it comes to safety net hospitals. CMS has attempted to adjust the star rating, but no one can agree on the best way to do so. ZSFG will continue on its path on continuous quality improvement.

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

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

## **CAPITAL**

### **1. New Chillers Installed**



**When ZSFG's Building 5 was first built in in the 1970s, the hospital didn't have a computer network yet. All of the hospital's information technology systems have been added and adapted over the decades – and we are nearing capacity. Enter the IT Infrastructure Project.**

As part of ongoing campus improvements projects supported by the 2016 Public Health and Safety Bond, the Capital Projects Team is literally putting the pieces into place so that ZSFG's IT capacity can be improved and expanded. Servers and networking equipment can overheat without the proper cooling system to serve the Individual Distribution Frame (IDF) rooms. Last May the team, in partnership with the Department of Public Works, installed two large, 70-ton chillers and three pumps, which will provide chilled water and, subsequently, cooled air to Building 5. Over time, the IT network team will migrate existing equipment and install new equipment to these properly designed, constructed and cooled IDF rooms

---

## CAPITAL 2. Pride Hall Relocation

---

UCSF research, academic, and administrative programs began relocation to UCSF Pride Hall in July. UCSF Real Estate is working with ZSFG operations to minimize disruptions to hospital operations during the relocation. Our 150-year partnership with UCSF is essential for the clinical, research, and medical advancement we offer to better serve our community.




---

## CARE EXPERIENCE 2. Electronic Consent Pilot Program

---

ZSFG is piloting the use of electronic consents, starting with patients undergoing a surgery/procedure. Beginning June 14th, staff and patients will have the option of utilizing Epic and iPads located in the Preop/OR areas and the ED to sign surgical, anesthesia, and blood consent forms. Please note that the content of the form remains the same, paper consent forms will still be available, and existing consent forms will still be valid. ZSFG will expand electronic consents to Labor and Delivery, Medical-Surgical, ICU, Skilled Nursing, and Inpatient Psychiatry units in July. At ZSFG, we are excited to continue to expand our use of technology to improve care and quality throughout the patient experience.

---

## EQUITY 3. Moving Forward with PRIDE

---

This year's Pride theme of "Looking Back and Moving Forward" reminded us of how far we have come and it's an opportunity to look ahead.

ZSFG has been at the forefront of providing exceptional care to the LGBTQIA+ community. At the onset of the AIDS epidemic, in 1983, our nurses took the lead in caring for AIDS patients by establishing Wards 86 and 5B. During a time riddled with misinformation and bias, ZSFG's commitment to providing a human touch and compassionate care to those suffering from a devastating disease made a significant impact to the people we serve. Our actions paved the way for other hospitals to follow suit, opening their own AIDS patient wards. Today, we continue to provide top-notch care to individuals seeking treatment for HIV infections or preventative drugs such as PrEP.



More recently, our hospital took proactive measures to combat the Mpx epidemic, which disproportionately affected the LGBTQIA+ community. We ensured that tens of thousands of at-risk San Franciscans received Mpx vaccines. To prioritize equity, a third of these vaccines were reserved for BIPOC community members. In just three months, thanks to our dedicated staff, our city's cases went down to nearly zero.

Looking ahead, our hospital remains committed to leading the way in providing the best standard of care for LGBTQIA+ individuals. Just last year, the Human Rights Campaign awarded us a top score and designation as an LGBTQ+ Healthcare Equality Leader in 2022. That means we are a national leader in the equitable and inclusive care for LGBTQ+ patients and their families

---

## DEVELOPING OUR PEOPLE

### 4. 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!

#### *Truama Awareness Month*



As part of June's Trauma Awareness Month, we celebrated our Trauma Nurse Practitioners who have provided care to the injured and vulnerable surgical populations admitted to the ZSFG Trauma Service. This mighty team of 9, work closely with our Trauma Surgery Attendings, Fellows and Residents to provide compassionate trauma informed care to our patients & families. After experiencing a traumatic incident in the City, a patient is likely to be transported to San Francisco's only Level 1 Trauma Center at ZSFG's emergency department, which is equipped to have services ready right away. From care in the Emergency Department, in the ICU, followed by ongoing care in the hospital or rehab to care coordination and follow up clinics, our Trauma Nurse Practitioner is at the bedside of the trauma patient providing care each step of the way.

"Trauma is a team sport," shares Vagn Petersen, administrative team lead and 20-year veteran with ZSFG. "Trauma care is never just one individual. It's literally a team from beginning to end. As advanced Nurse Practitioners, we provide continuity from beginning to end from all staff."

#### *Alzheimers and Brain Awareness Month*

**Annelie Nilson, RN, CNS,** is a Clinical Nurse Specialist with our Acute Care for the Elders (ACE) unit here at ZSFG. She was a recent panelist at the AgeIn "Creature Comforts" event at Ruth's Table hosted by "At Home with Growing Older" – a forum, network and resource for the challenges of an aging society – where she shared some of the innovative programs we have available for our elderly patients here at ZSFG to a full house of over 70 participants.

As a certified "Senior Friendly Facility," Annelie and her team have been working on ways to make hospital stays even more comfortable at ZSFG. She and her team provide care to elderly patients to try to prevent functional decline by mobilizing patients and preventing delirium. Aside from providing compassionate care – she also tries to go outside the box. "Often giving a little extra can go a long way."



## DEVELOPING OUR PEOPLE

### 5. New ZSFG Leadership



**Dr. Hemal Kanzaria is Chief of Performance Excellence**

Hemal Kanzaria, MD, MSc, is our new ZSFG Chief of Performance Excellence, as of July 1, 2023. As the Chief of Performance Excellence, Hemal will be a member of the ZSFG Executive Team and work with our team, the Kaizen Promotion Office (KPO), our colleagues in the SFDPH to develop and implement our strategic True North goals.

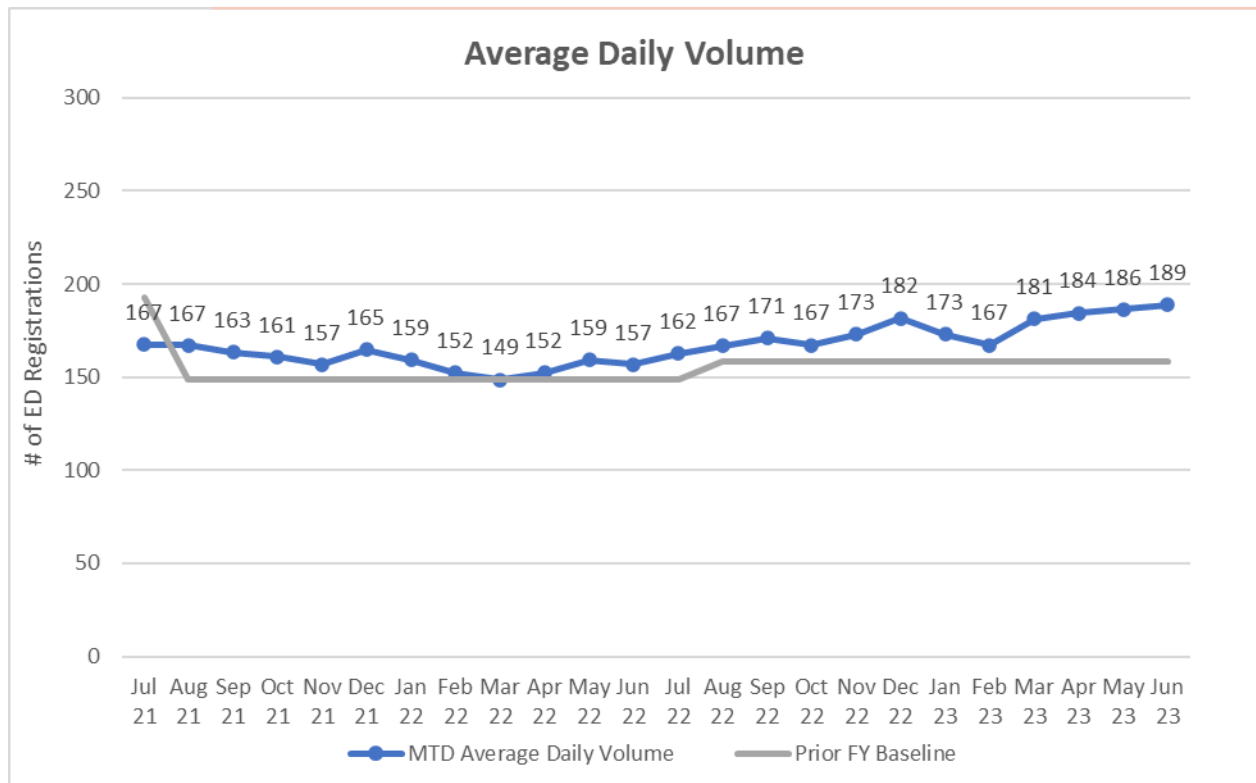
Hemal is an accomplished and talented member of our ZSFG family. He is an Associate Professor of Emergency Medicine and has been serving as our Medical Director of Care Coordination. He has a robust research portfolio and his research focuses on patient engagement, health-related social needs and health care delivery system transformation, and volunteers as a San Francisco General Hospital Board of Directors member.

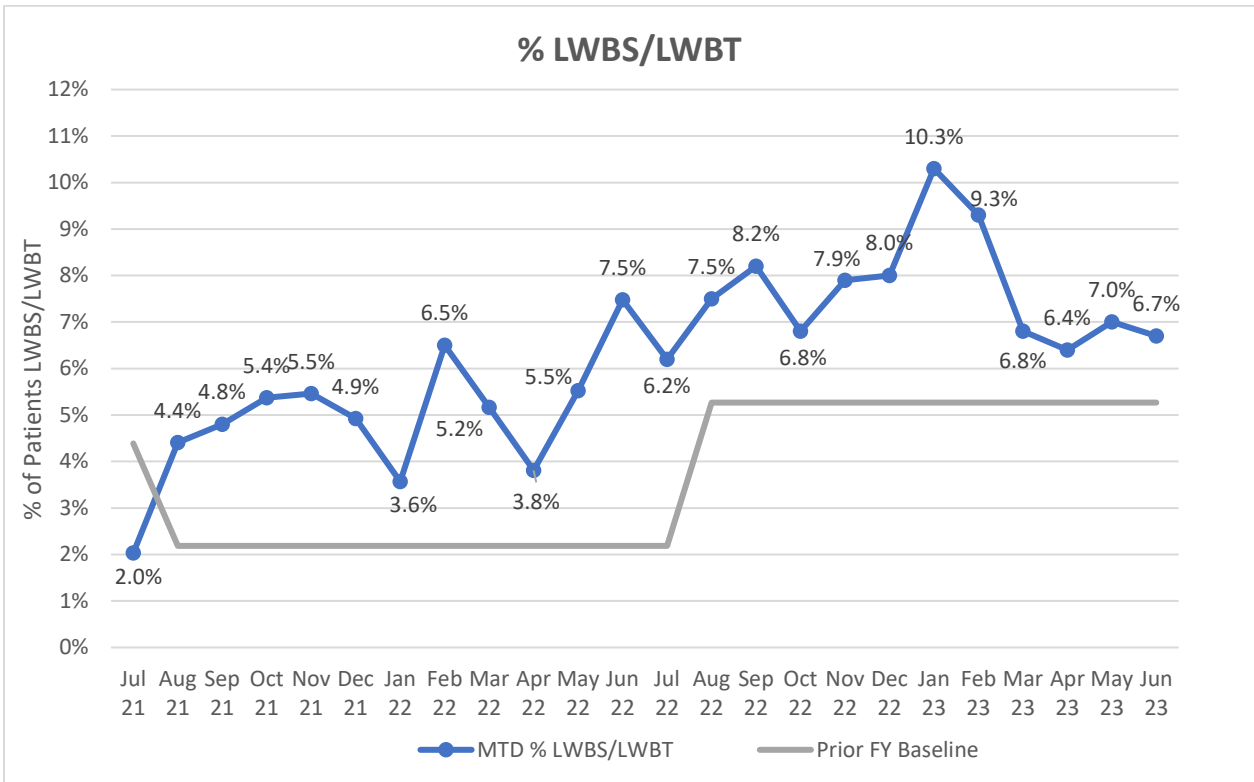
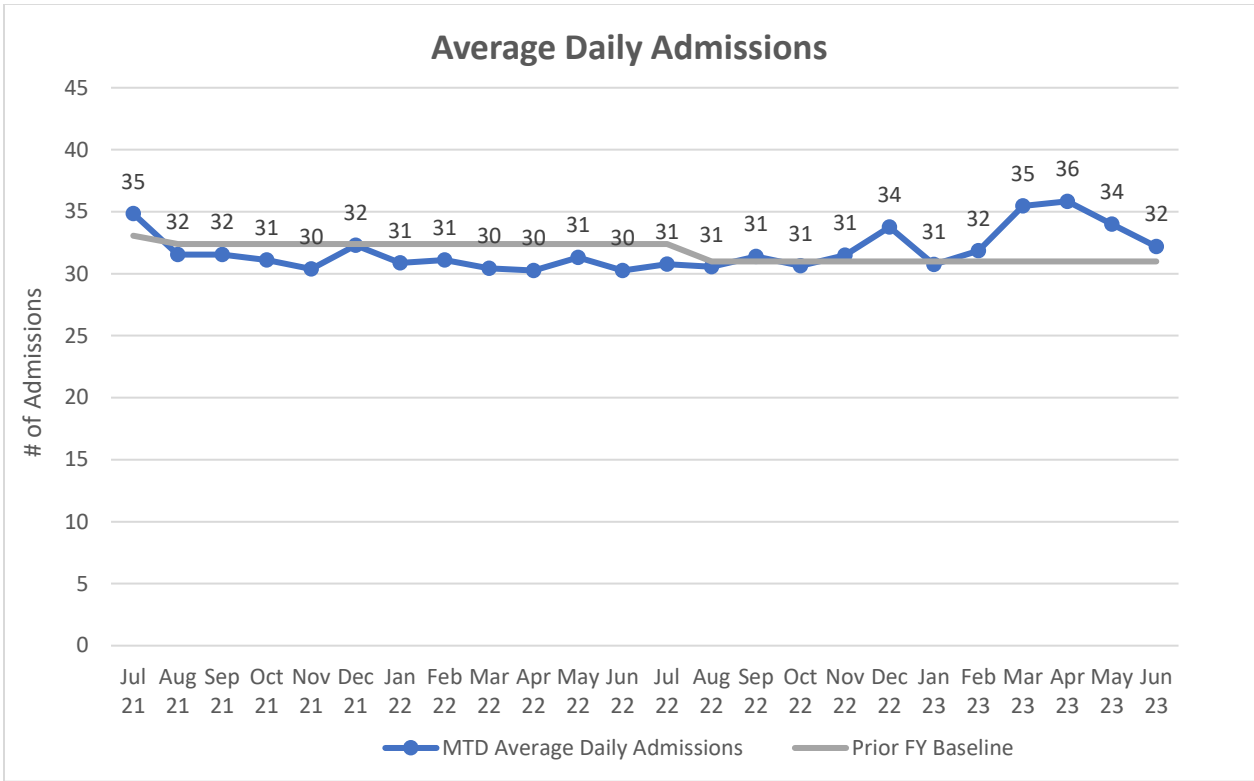
**Dr. Gabriel Ortiz our new Chief of Staff**

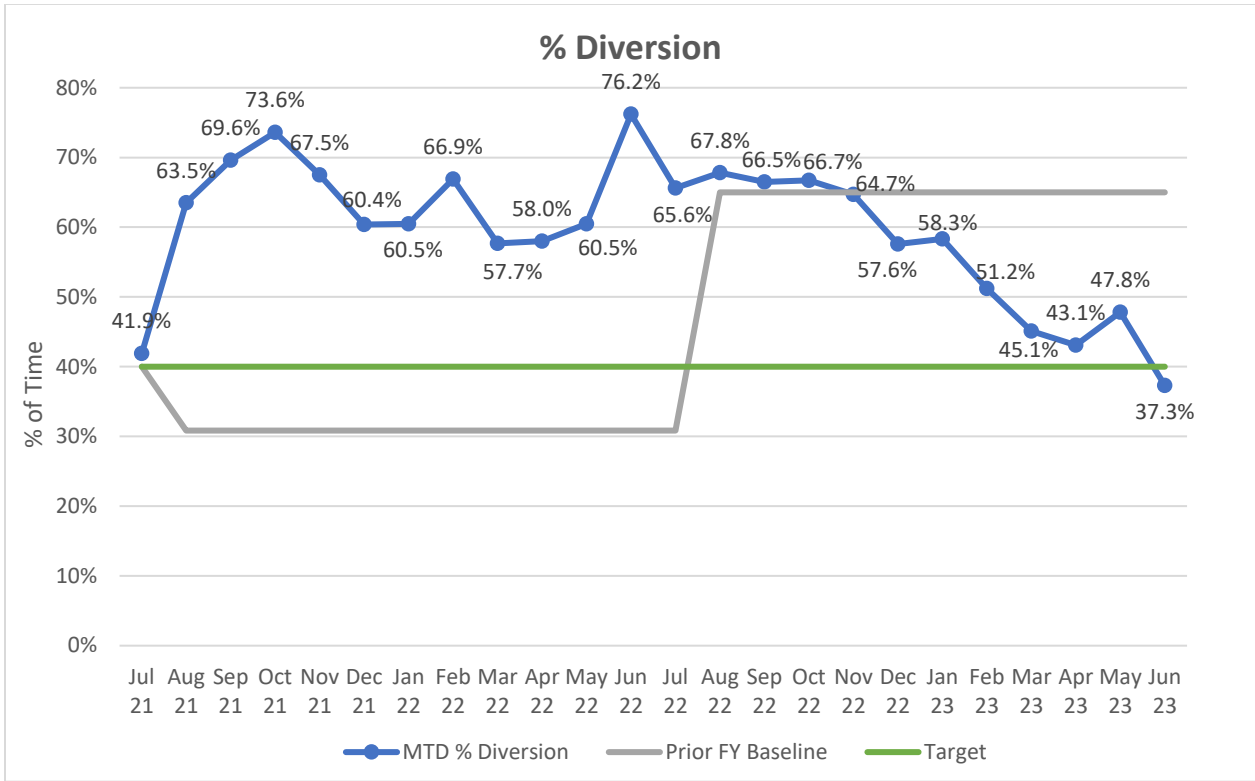
ZSFG is excited to have Gabriel Ortiz, MD, PhD, join our leadership team as the Chief of Staff. Gabe is an Associate Clinical Professor at UCSF and a hospitalist at Zuckerberg San Francisco General. As the Medical Director of the Medical-Surgical Care Areas, he is focused on quality improvement work to enhance the care delivered to the vulnerable communities served by ZSFG. He is deeply engaged in applying Toyota's LEAN production and LEAN daily management systems as tools for achieving healthcare systems transformation. Gabe is also engaged in the implementation and optimization of Epic, the enterprise EHR at ZSFG.



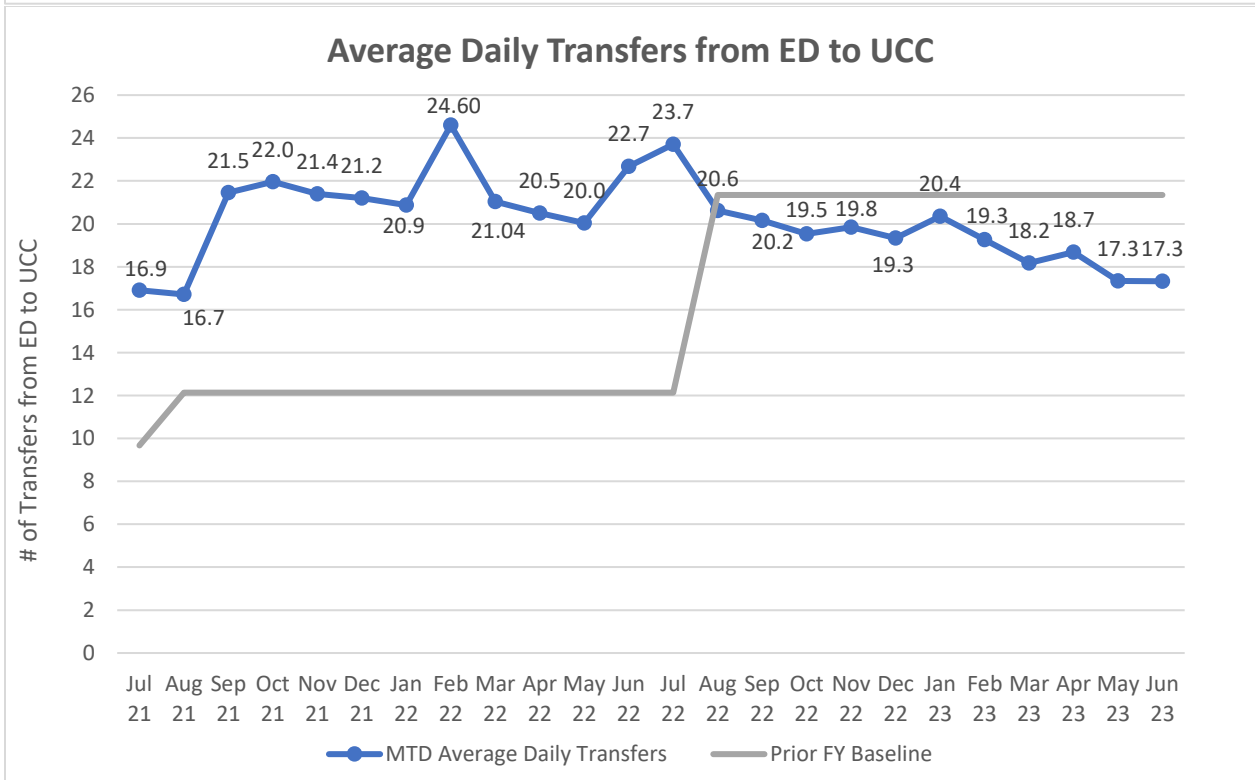
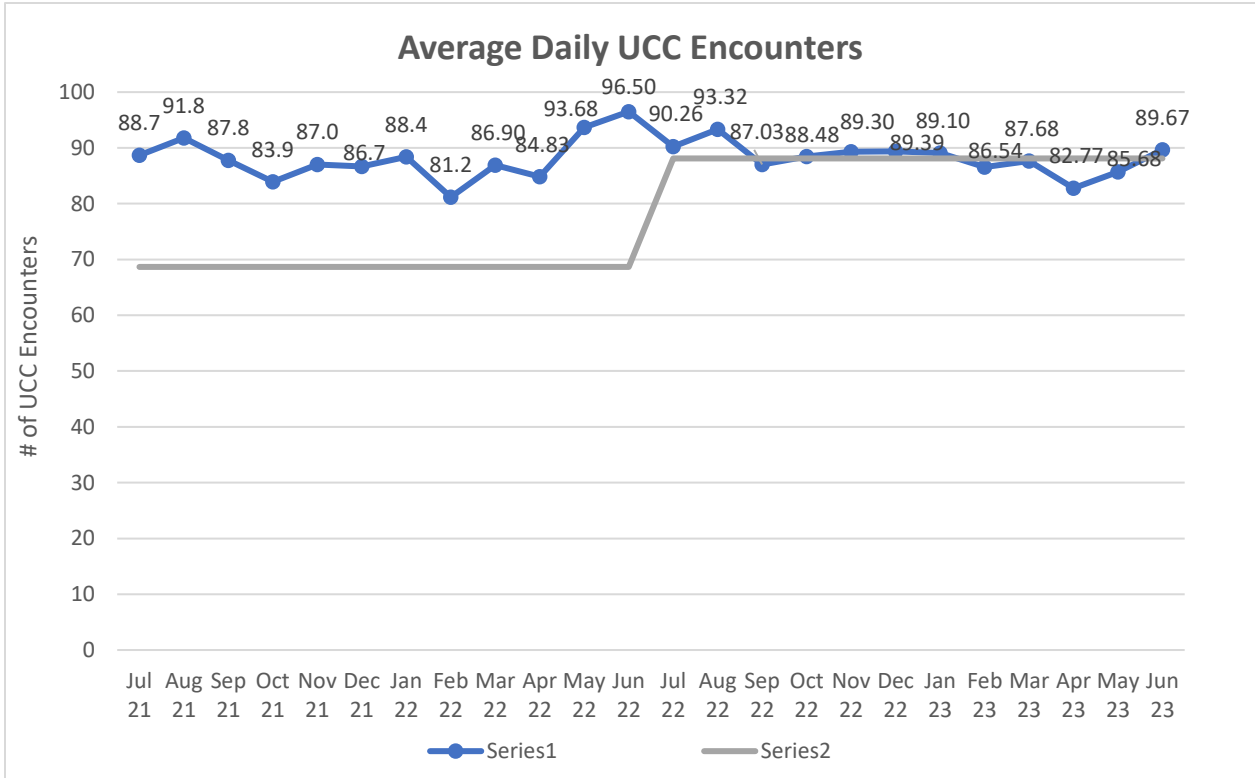
# QUALITY      Emergency Department Activities



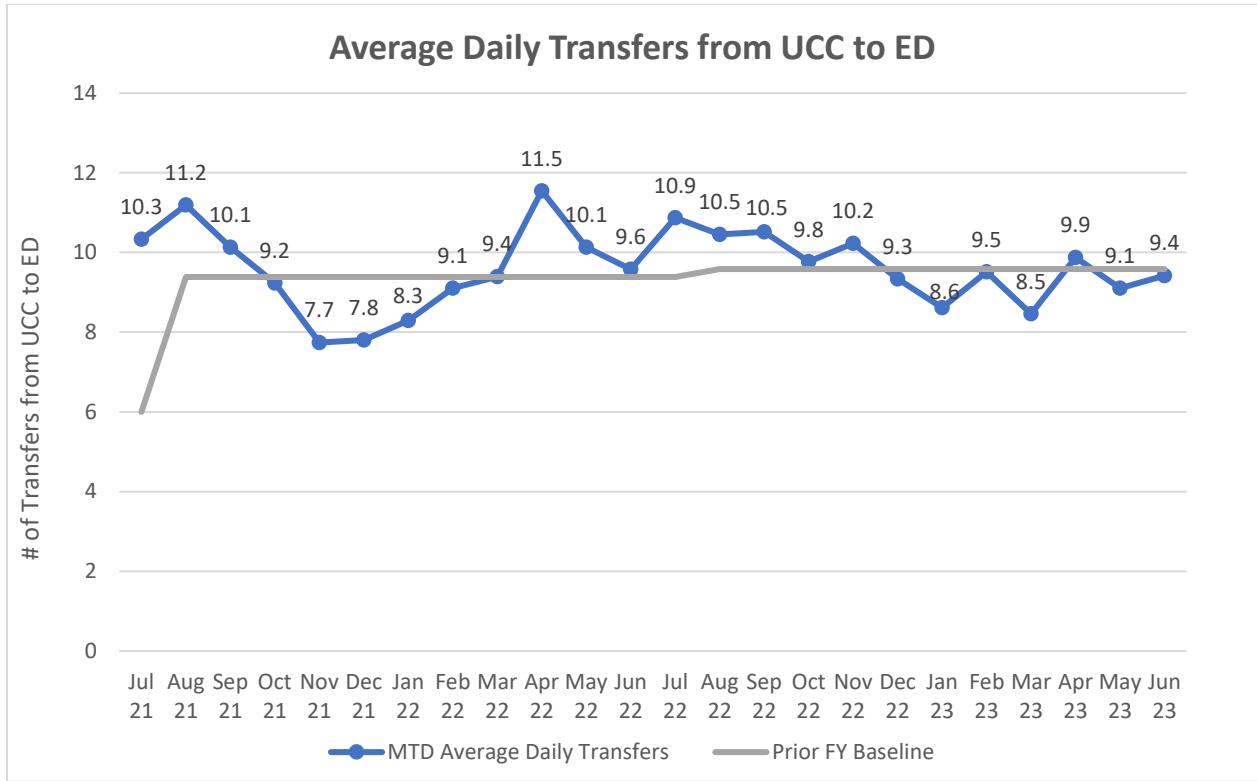




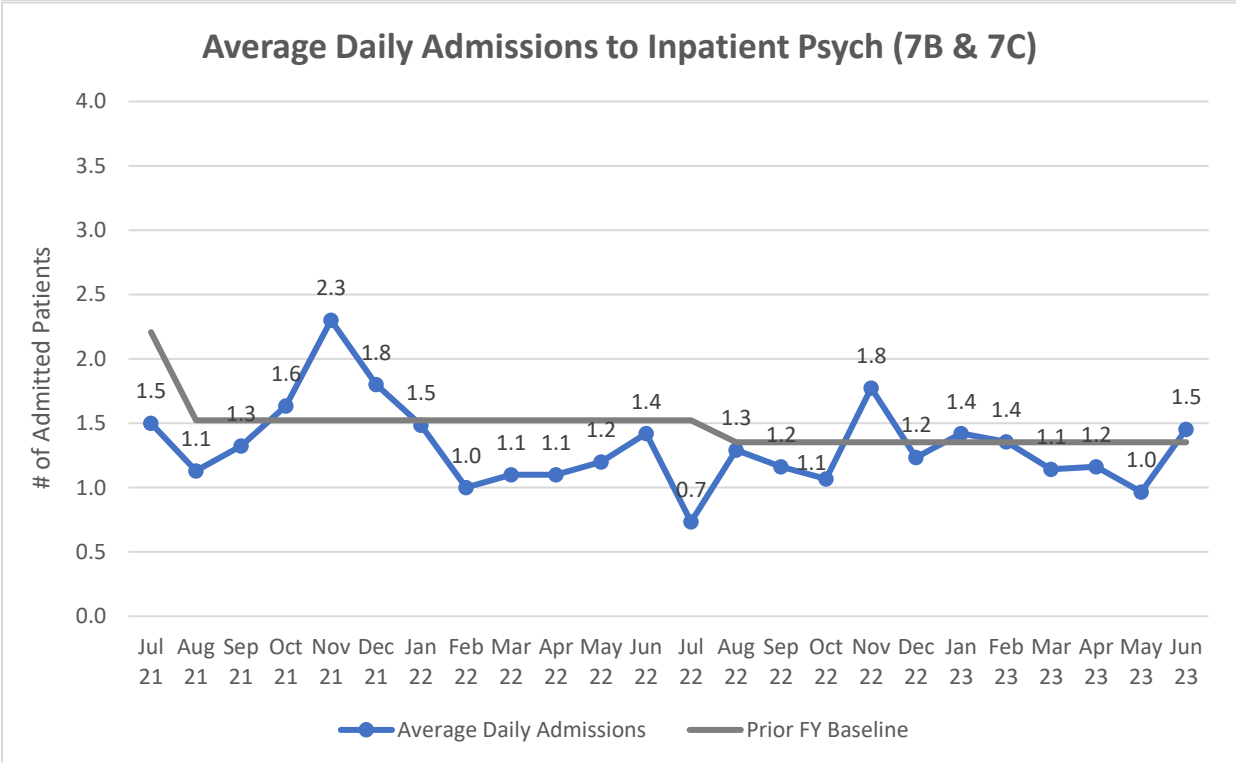
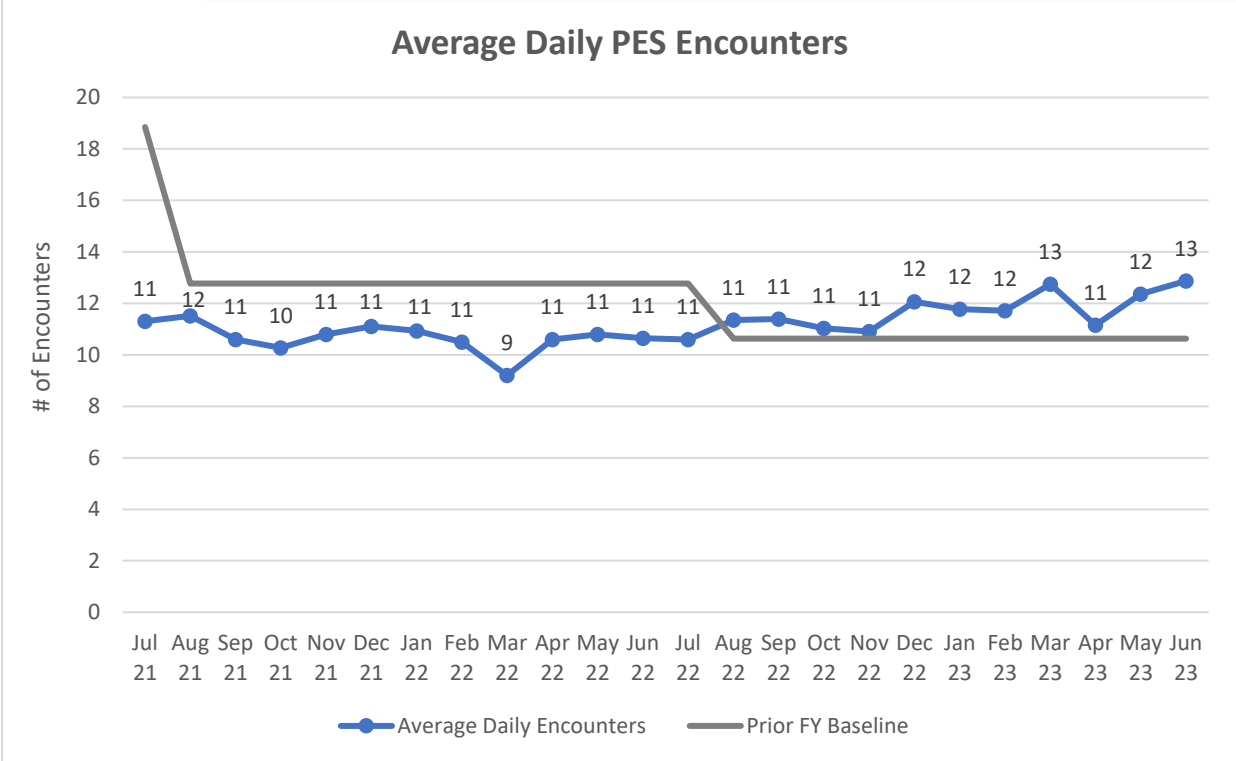
# QUALITY Urgent Care Clinic Activities

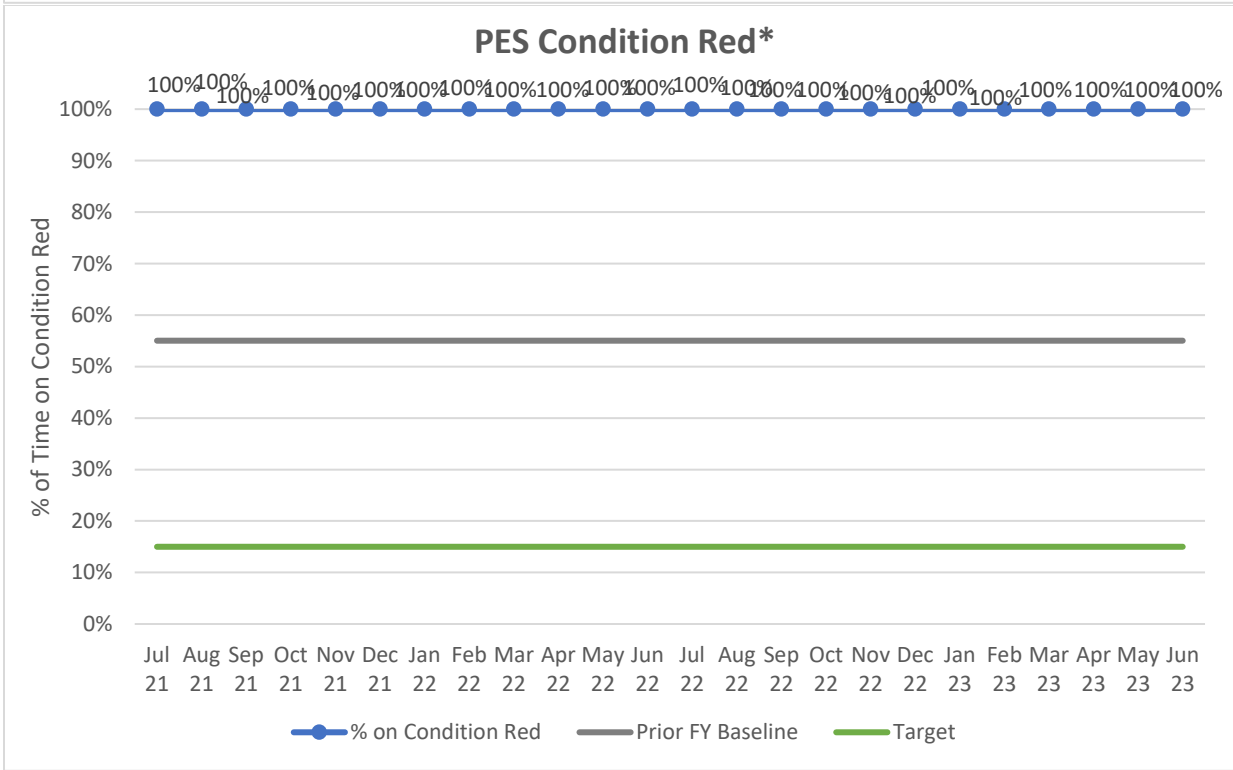
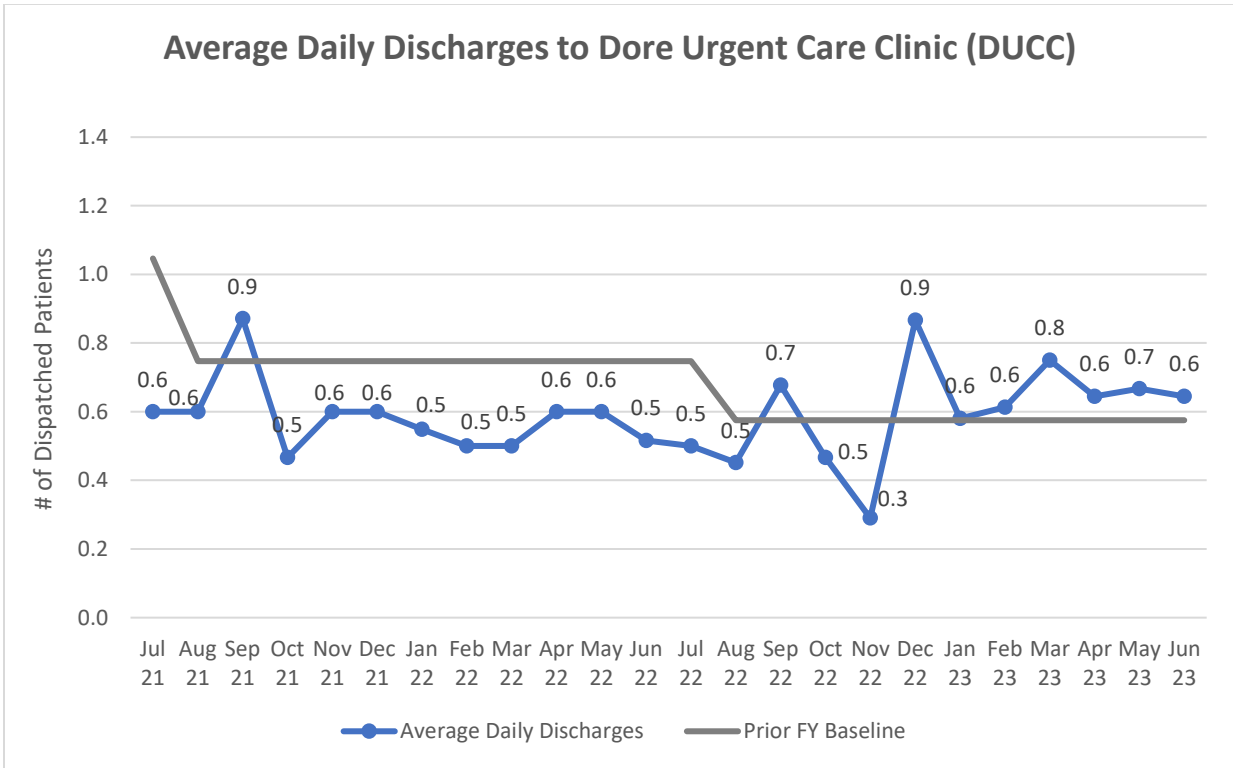






# QUALITY Psychiatric Emergency Services Activities





**\*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.**

---

## QUALITY Average Daily Census

---

### **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 178.47 which is 104.37% of budgeted staffed beds and 96.99% of physical capacity. 37.04% of the Medical/Surgical days were lower level of care days: 9.41% administrative and 27.62% decertified/non-reimbursed days.

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

Average Daily Census of ICU was 30.57 which is 109.17% of budgeted staffed beds and 52.7% of physical capacity of the hospital.

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

Average Daily Census of MCH was 31.70 which is 105.67% of budgeted staffed beds and 75.48% of physical capacity of the hospital.

### **ACUTE PSYCHIATRY**

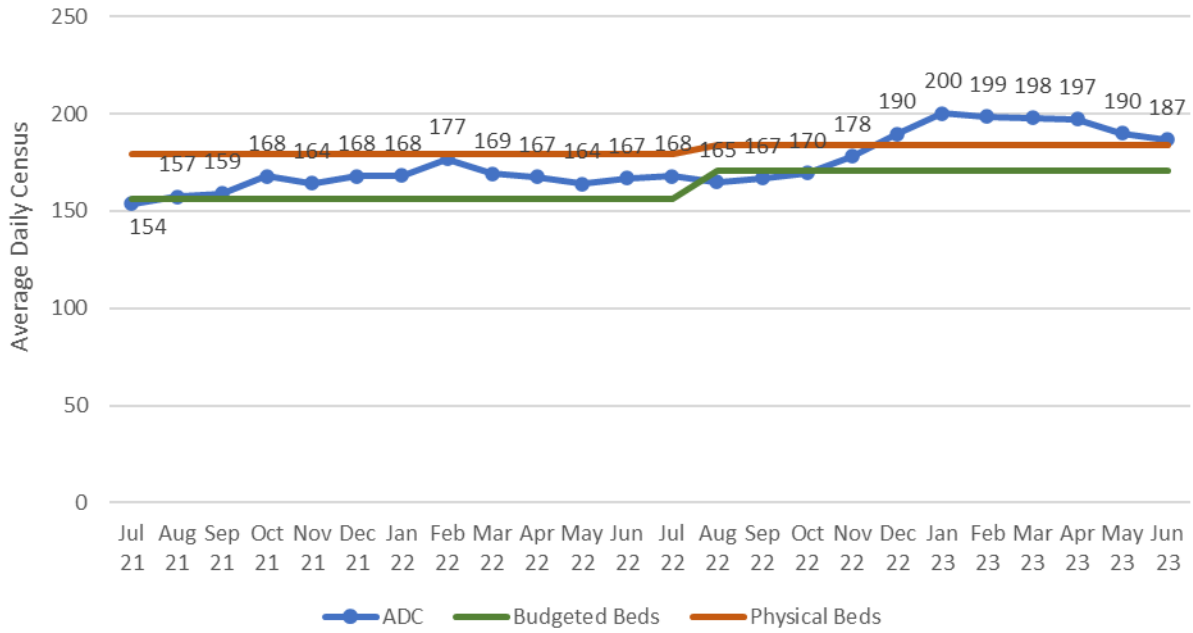
Average Daily Census for Psychiatry beds, excluding 7L, was 42.67, which is 96.97% of budgeted staffed beds and 63.68% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.93, which is 84.76% of budgeted staffed beds (n=7) and 49.44% of physical capacity (n=12).

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

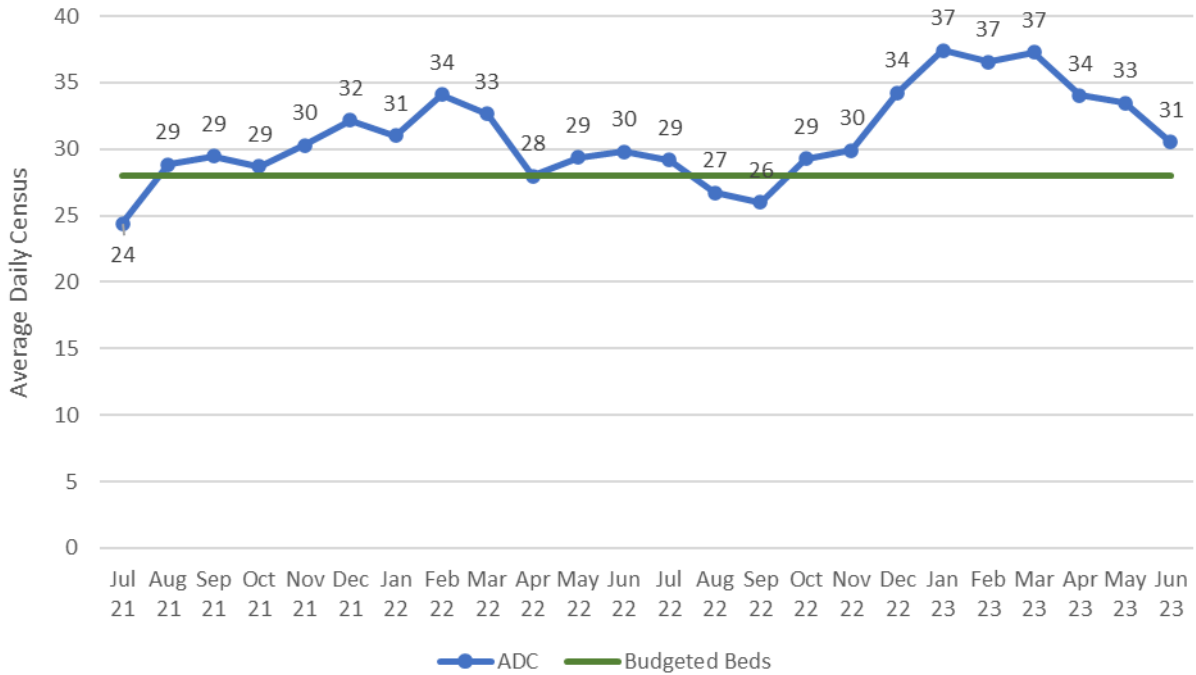
Average Daily Census for our skilled nursing unit was 27.60, which is 98.57% of our budgeted staffed beds and 92.00% of physical capacity.

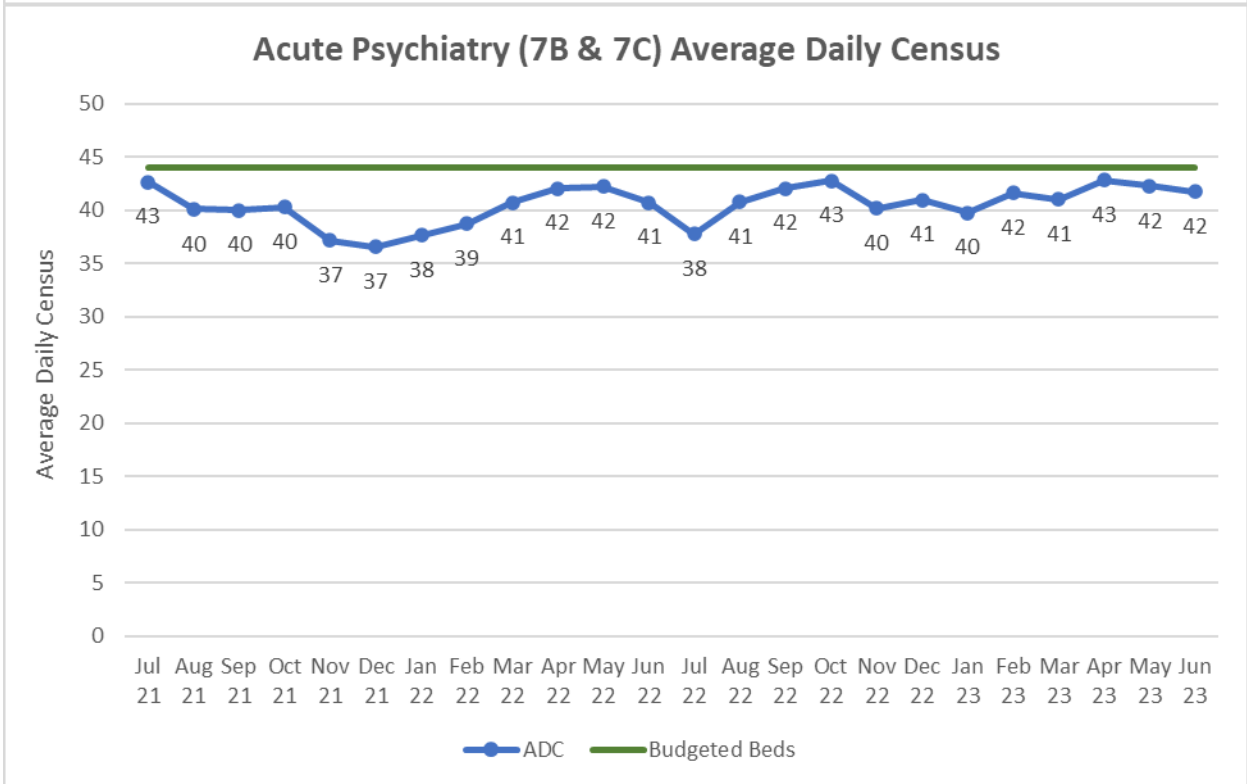
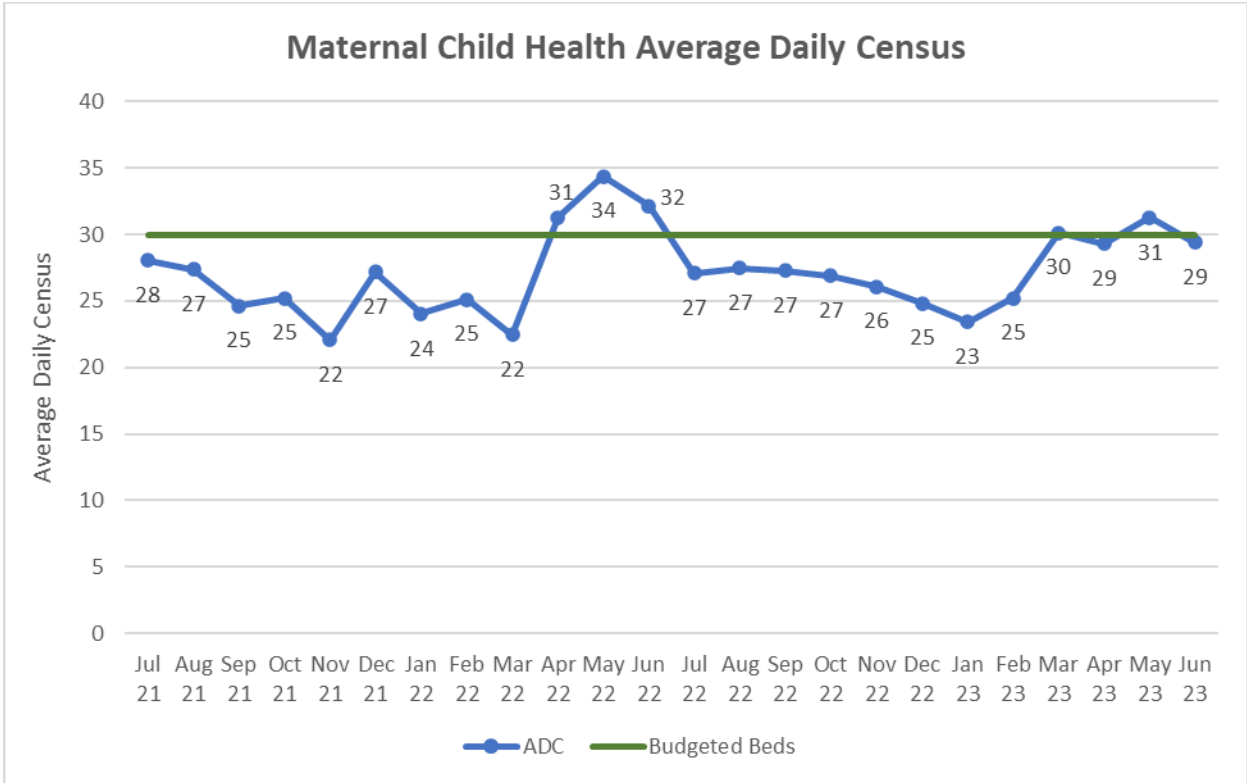
---

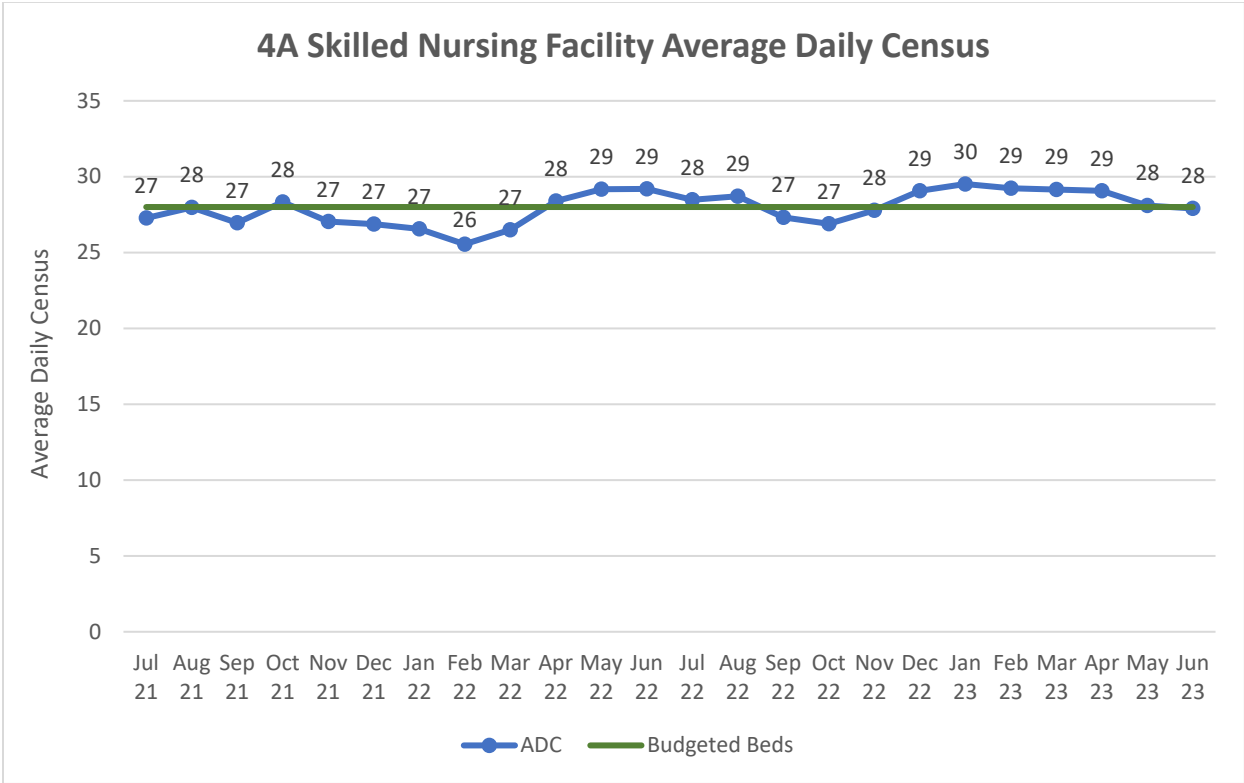
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



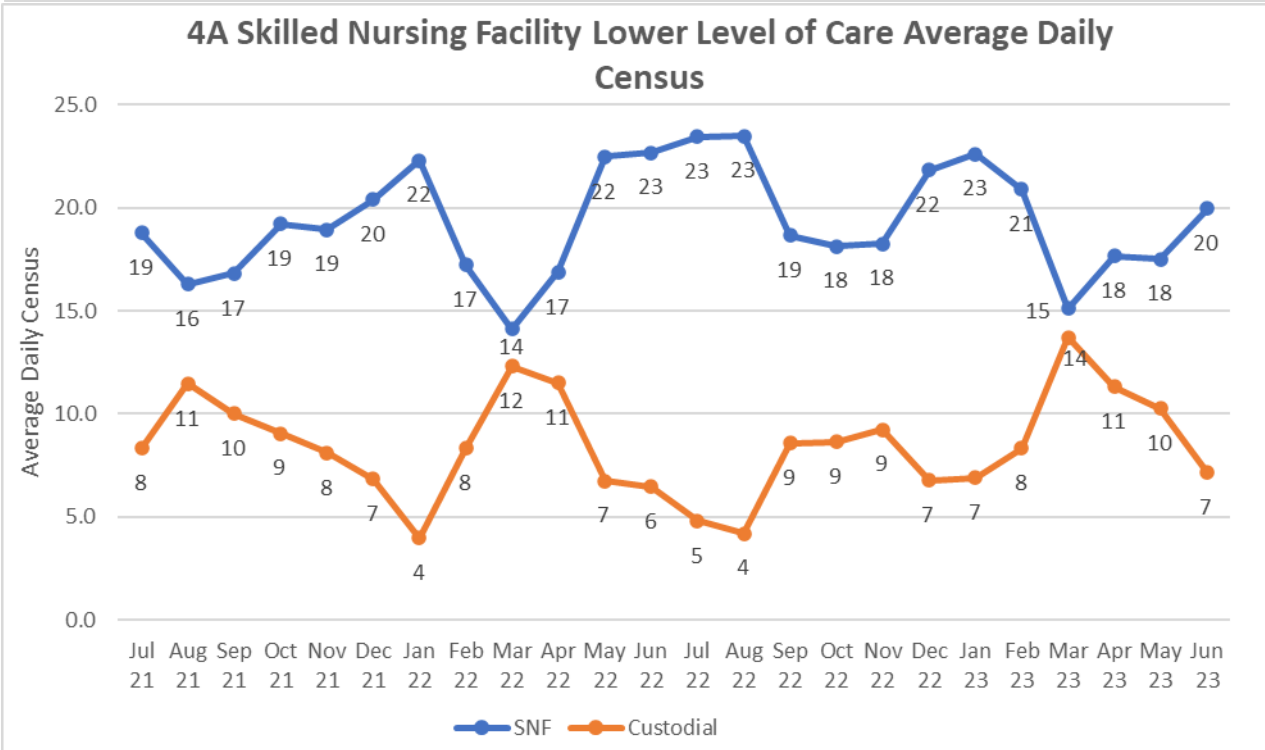
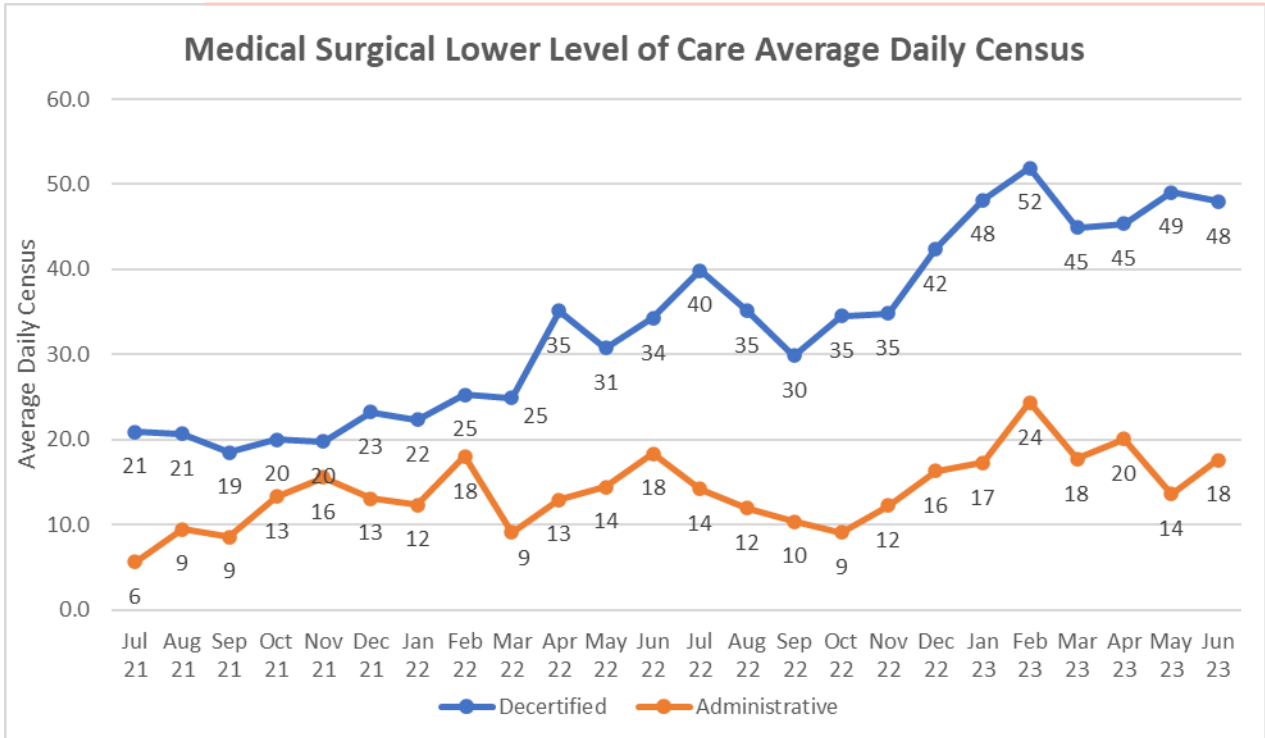
### Intensive Care Unit Average Daily Census



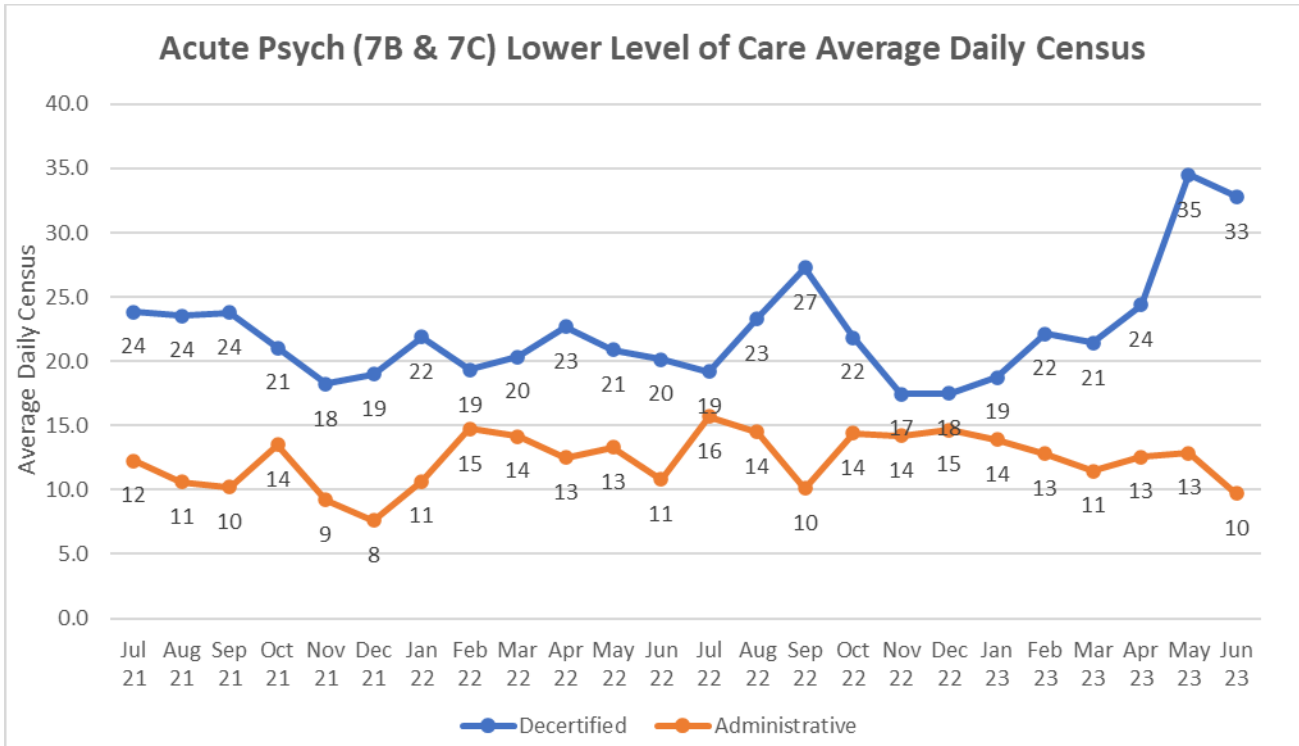




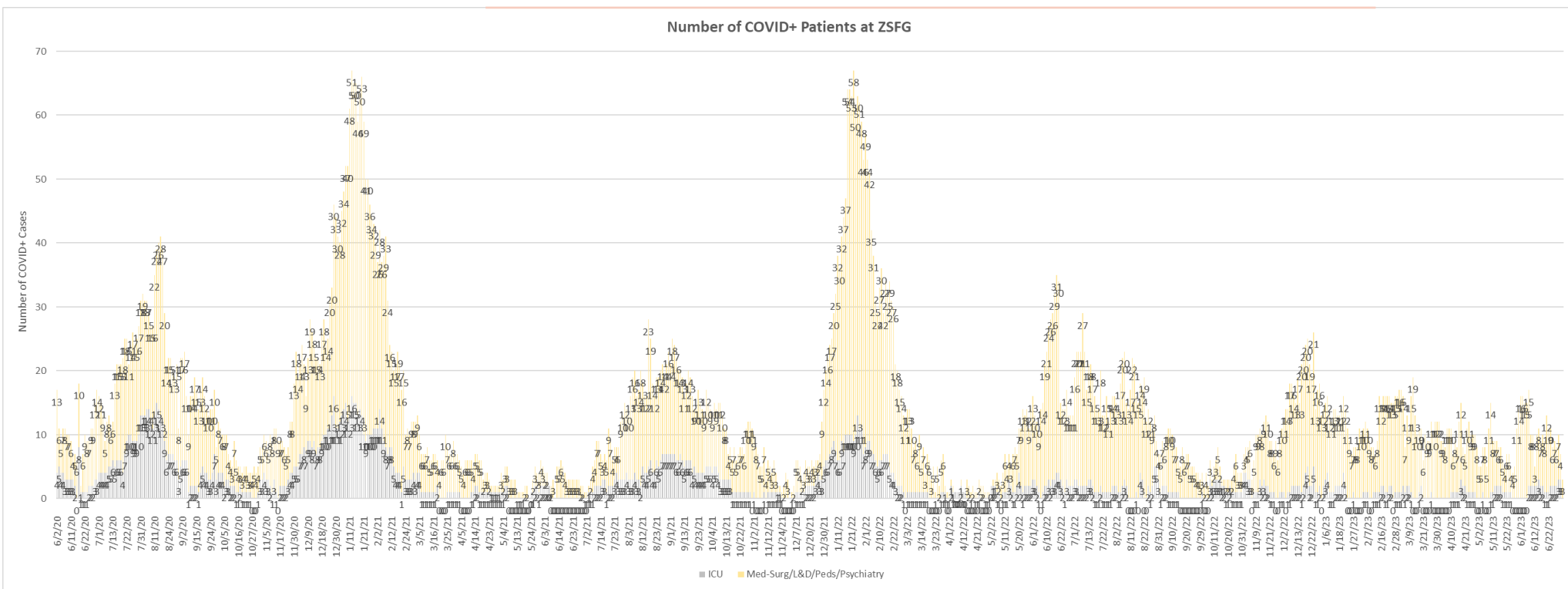
# QUALITY Lower Level of Care Average Daily Census



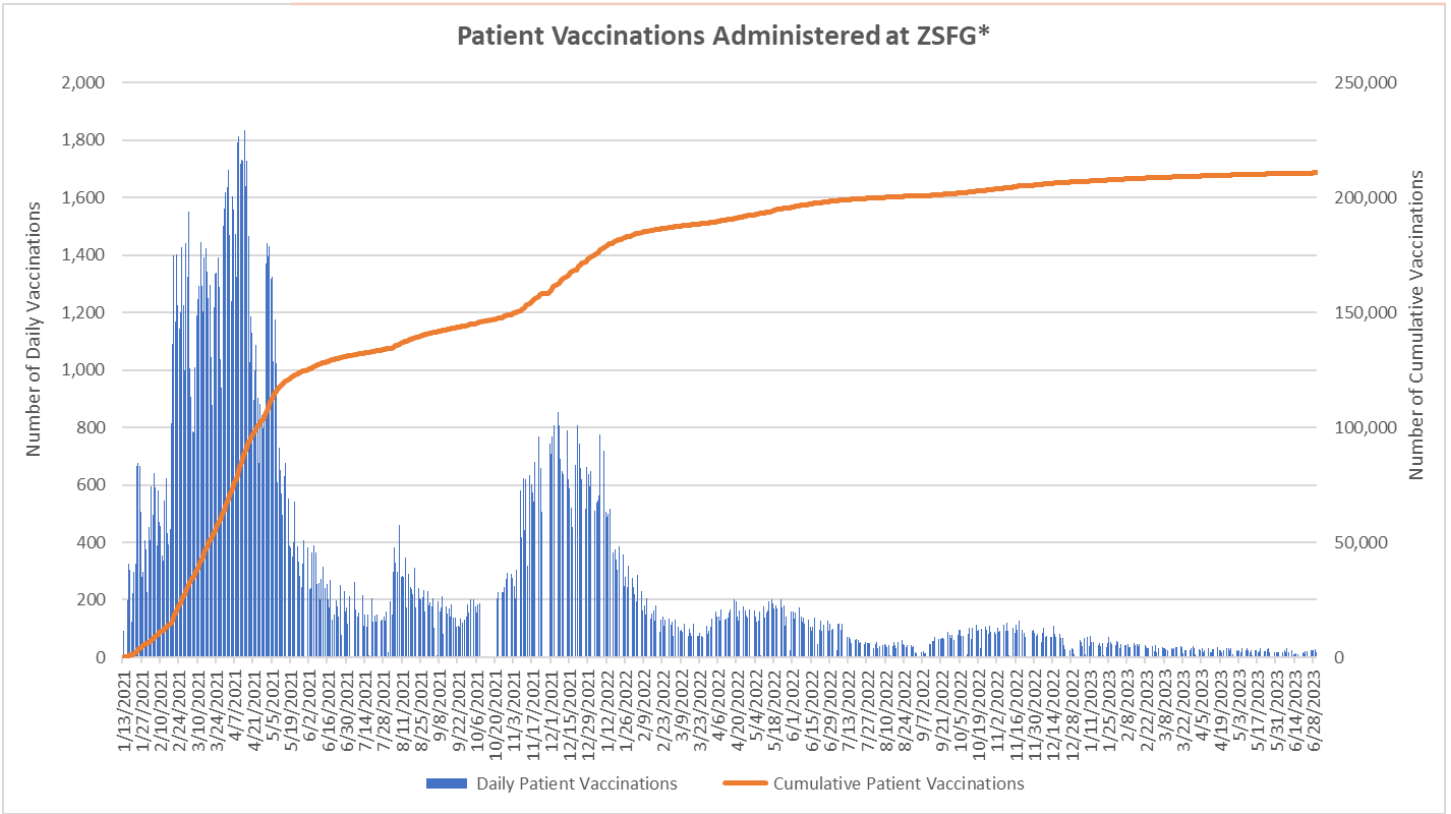




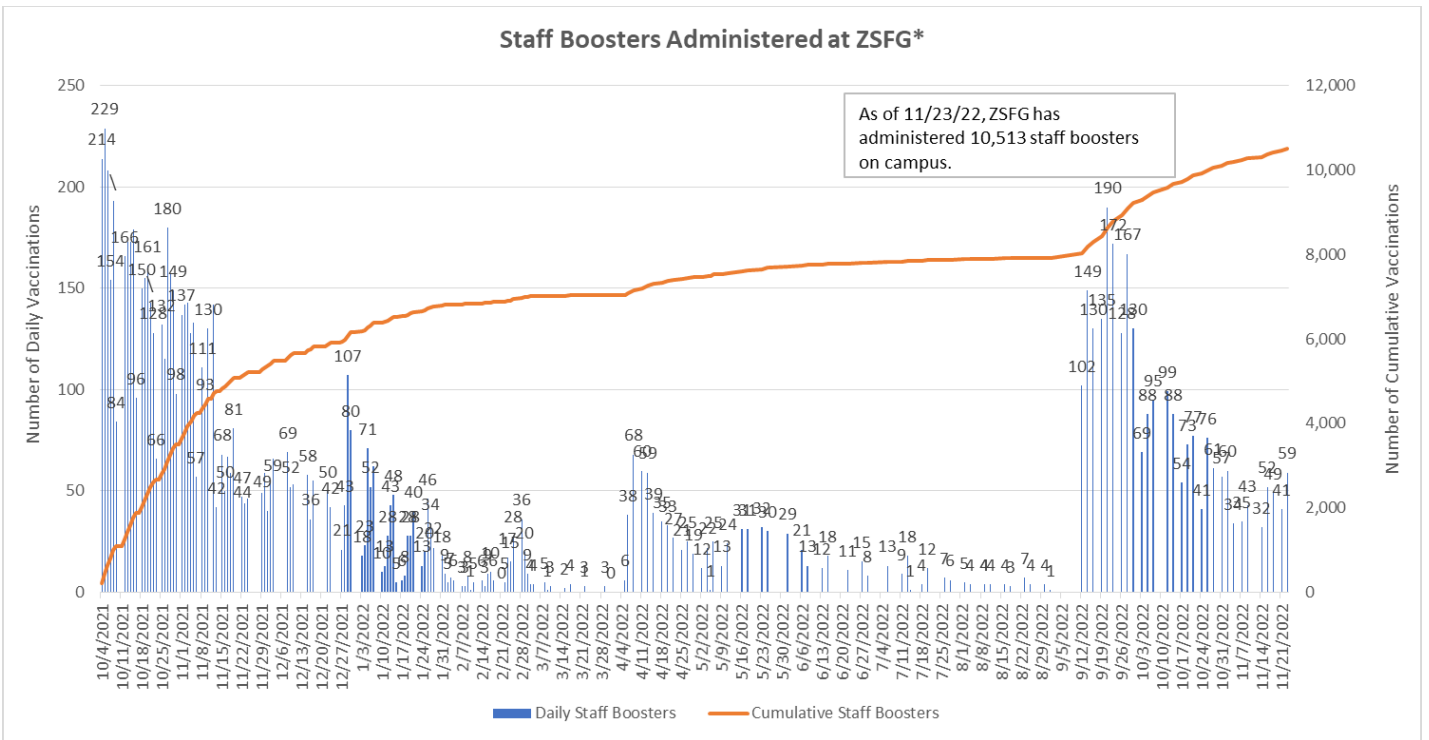
# SAFETY ZSFG COVID+ Patients



# SAFETY COVID-19 Vaccinations Administered at ZSFG



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

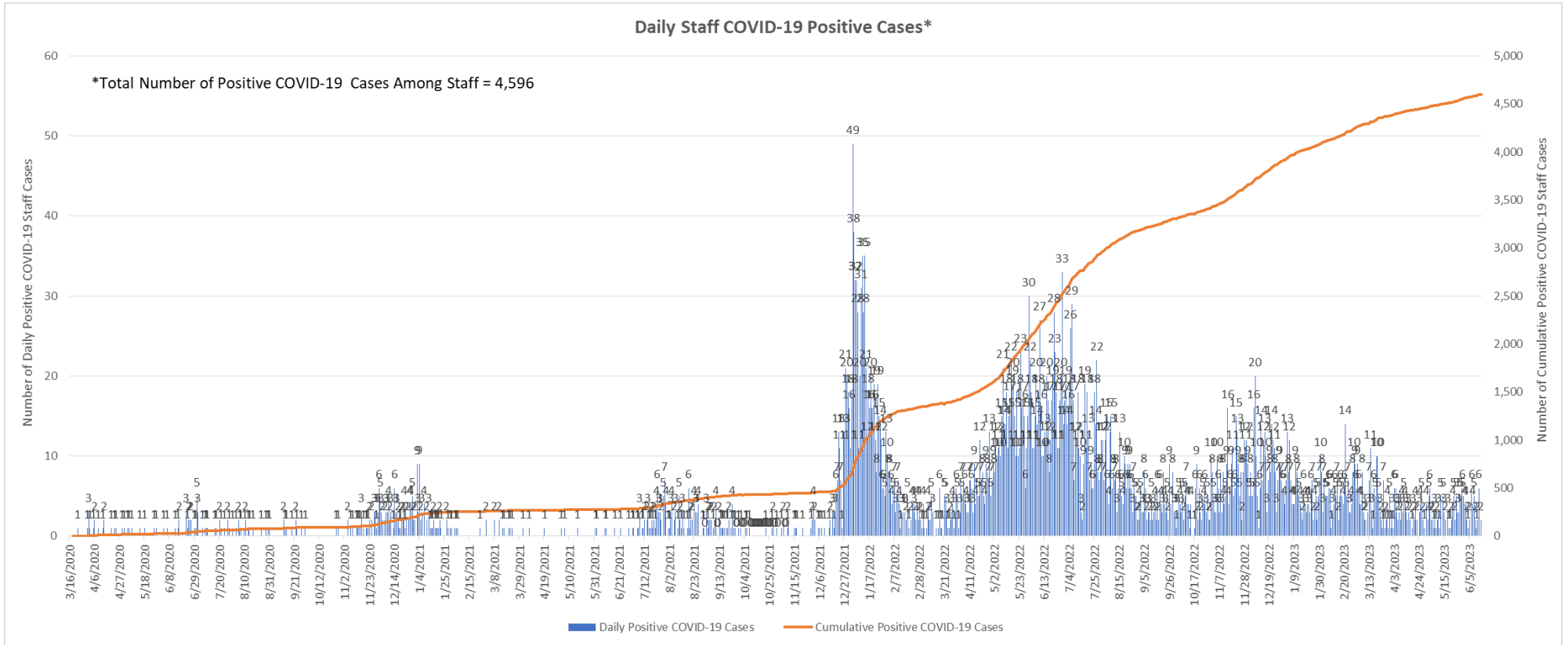


\*Staff Booster data is currently unavailable.

# SAFETY

## Occupational Health COVID+ Staff Cases\*

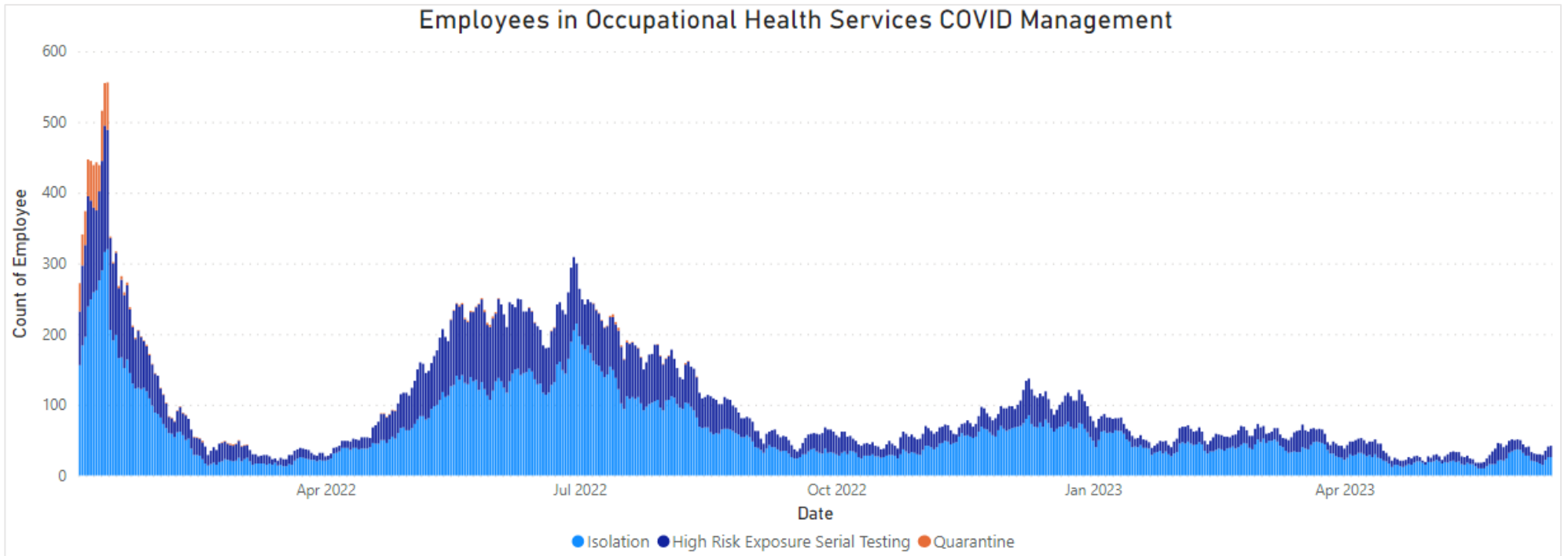
\*Data was unavailable for June.



**SAFETY**

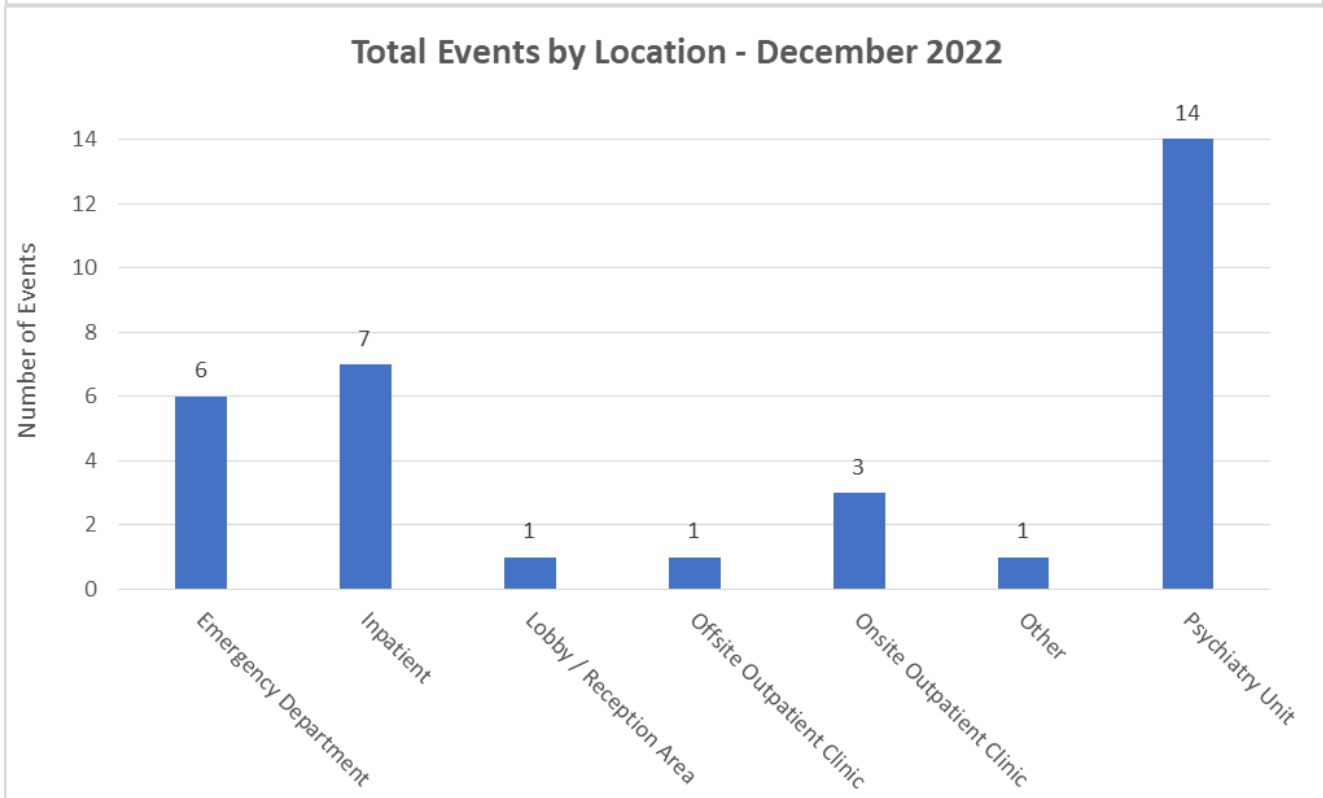
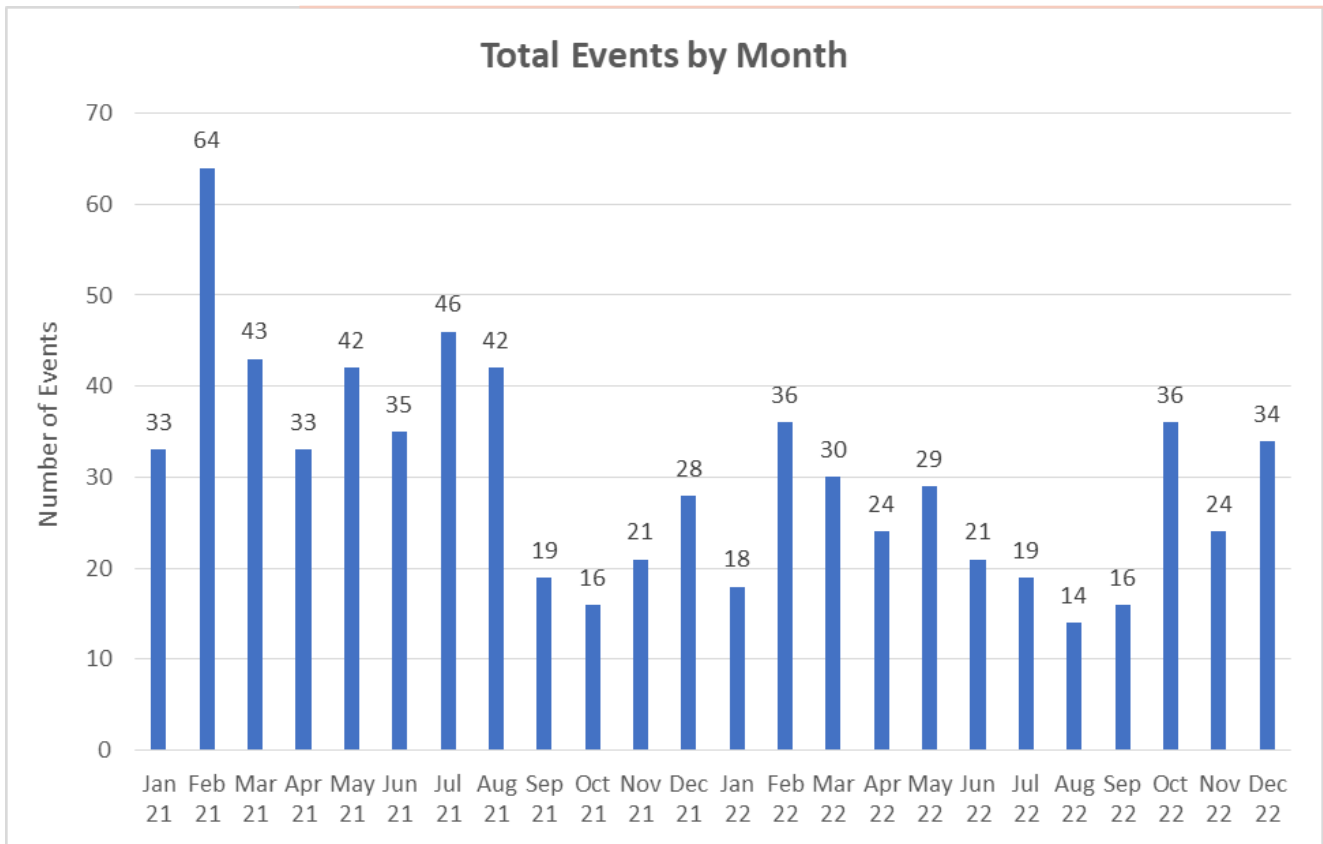
## Occupational Health COVID-19 Staff Management\*

\*Data was unavailable for June.



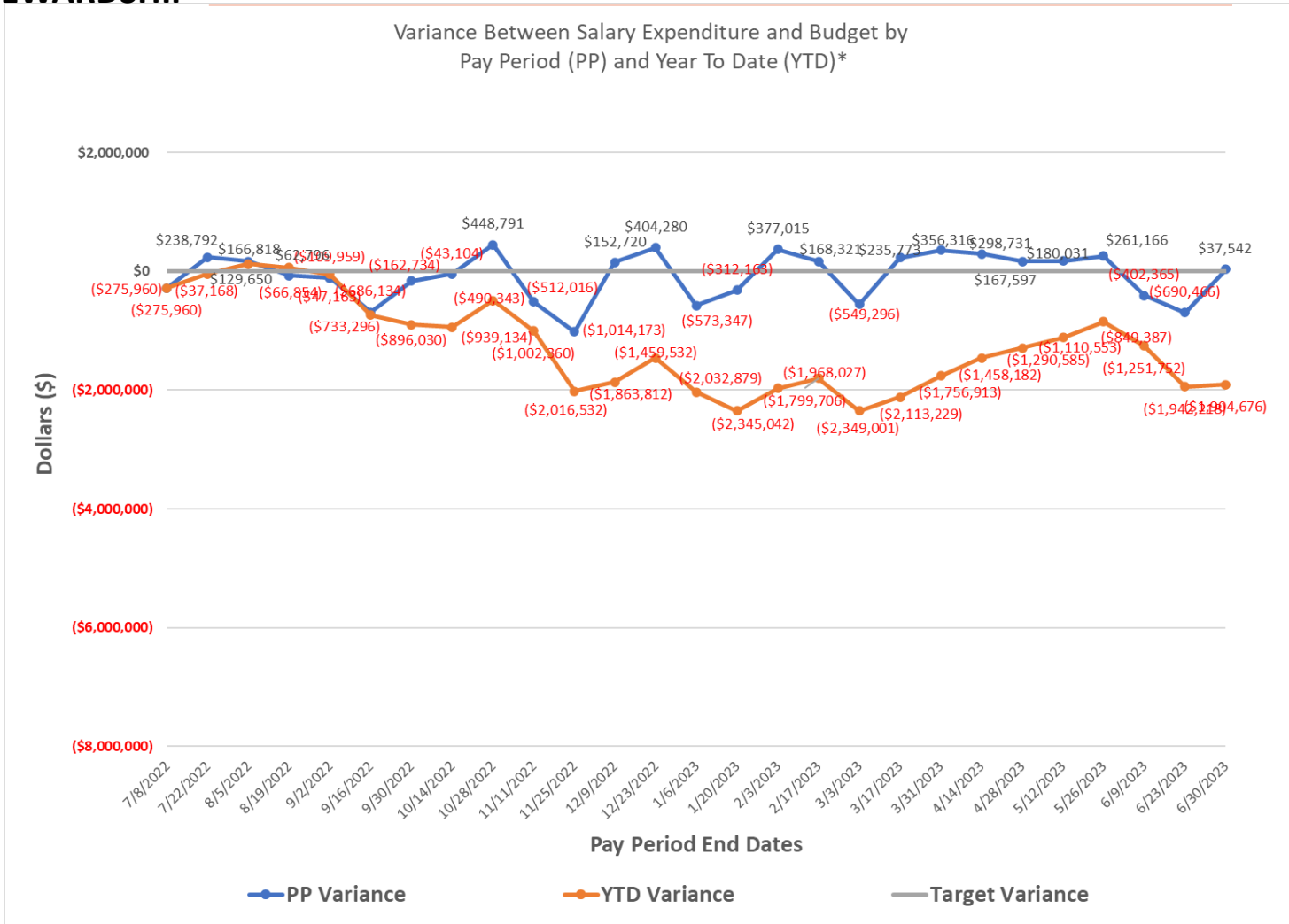
# SAFETY

## Workplace Violence Activity\*



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

# FINANCIAL STEWARDSHIP Salary Variance



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

Commissioner Comments:

Commissioner Christian asked how ZSFG deals with the lack of lower level of care beds in the community while patients keep coming to ZSFG for care. Dr. Erlich stated that ZSFG staff must be very creative and work hard to construct the best discharge plan for patients. ZSFG has been working with the San Francisco Health Plan and she noted that Cal AIM make more resources available. Dr. Ortiz added that it is a multi-tier approach by many staff to mobilize the scarce resources available.

Commissioner Green asked for how the new COVID vaccine will be rolled out. Dr. Day stated that ZSFG plans on rolling out the new COVID vaccine and RSV vaccine as soon as possible in all primary and specialty clinics. ZSFG does not plan on reopening its large-scale vaccine clinic.

Commissioner Green asked how the mask mandate for staff and patients is going. Dr. Ehrlich stated that ZSFG Infection control is encouraging additional messaging regarding masking in public areas of the hospital and also encouraging staff to keep masks due to the increase in COVID cases in the hospital.

**6) ZSFG HIRING AND VACANCY REPORT**

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

Commissioner Comments:

Commissioner Green asked for an update from the Controller's Office regarding improvements in the hiring process. Ms. Perez stated that the Controller's Office has not yet presented information to ZSFG regarding proposed hiring practice improvements. ZSFG and DPH is doing what it can on its own to streamline its human resource hiring processes. She noted that during COVID, batch hiring was found to be efficient.

**7) MEDICAL STAFF REPORT**

Gabriel Ortiz, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green thanked Dr. Ortiz for the wonderful report. She is impressed that 85% of the Pediatric Department staff are bilingual.

Action Taken: The following were unanimously approved:

- Emergency 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
- 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 unanimously not to disclose discussions held in closed session.



**11) ADJOURNMENT**

The meeting was adjourned at 5:21pm.