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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

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MINUTES
**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER**
Tuesday, October 24, 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, Gabriel Ortiz MD, LukeJohn Day MD, Angelica Journagin,
Gillian Otway, Adrian smith, James Frieberg, Jennifer Boffi, Jessica To, Christopher Ross,
Aiyanna Johnson, Andrea Turner, Emma Moore, Gabe Ortiz, MD, Claire Horton, MD

The meeting was called to order at 3:02pm.

**2) APPROVAL OF THE MINUTES OF THE AUGUST 22, 2023 AND SEPTEMBER 29, 2023 ZUCKERBERG FRANCISCO
GENERAL JOINT CONFERENCE COMMITTEE MEETINGS**

Action Taken: The ZSFG JCC unanimously approved the August 22, 2023 and September 29, 2023 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Emma Moore, Director of Regulatory Affairs,

Commissioner Comments:

Commissioner Green asked for more information regarding the regulatory finding related to vaccines. Ms. Moore stated that when surveyors reviewed patient charts, they found that a 59-year old male was admitted and readmitted. During

his first admission, the patient refused the vaccine; during the readmission, he was not asked about getting a pneumovax vaccine.

Commissioner Chow asked if the vaccine issue was due to the patient being in ZSFG's skilled nursing unit. Ms. Moore confirmed that patients in a skilled nursing unit should be asked about getting the flu and pneumonia vaccine unless medically contraindicated.

4) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT AND EMERGENCY DEPARTMENT NEWSLETTER

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

CELEBRATIONS

1. A Conversation about Covid-19 Lessons Learned with Dr. Fauci



In conjunction with UCSF and DPH, ZSFG was honored to host Dr. Anthony Fauci at UCSF Pride Hall on October 5, 2023. Dr. Grant Colfax introduced the former director of the National Institute of Allergy and Infectious Disease, who engaged the audience in a conversation on lessons learned from the COVID-19 pandemic.

Dr. Fauci went beyond his 10 lessons learned - answering questions and sharing his experience through his decades of public service and providing care to millions around the world. He applauded San Francisco's COVID response and was honest and humorous in reminding everyone to stay true to our values and in the loving care we provide every day.

The staff members in attendance (in person and virtually) were grateful to Dr. Fauci for sharing his time, his dedication and commitment to the people. His perseverance is an inspiration to many, everywhere.



CELEBRATIONS

2. UCSF Pride Hall Ribbon Cutting

The ribbon cutting of UCSF Pride Hall on September 12, 2023 further strengthened the 150-year partnership between San Francisco's Department of Public Health and UCSF. This state-of-the-art facility for UCSF faculty at ZSFG, will become a hub of research and academics in improving health outcomes for the ZSFG patient community and beyond, as well as train the next generation of physicians and scientists. This is an incredible accomplishment and milestone for the entire ZSFG community! Thank you to the ZSFG Capital and Facilities team for their dedication in coordinating the project to completion with the UCSF teams.



CELEBRATIONS 3. Code Lavender



On September 1, Gillian Otway and Dr. Susan Ehrlich presented our Sojourn Chaplains and Code Lavender staff with a token of gratitude for all they do for us during stressful times at the hospital.

Code Lavender can be activated when there has been an incident on the unit that is impacting staff wellness, that is making it difficult to return to work and return to center emotionally.

EQUITY 4. Celebrating Latinx Heritage Month



“Juntas Podemos!” (“Together we can!”)

Every year from September 15 through October 15, the vibrant cultures and deep histories of Latinx communities is celebrated. It is a time to recognize and commemorate the history and contributions of Americans with roots in Mexico, the Caribbean, South and Central America, and Spain. National Latinx Physician Day is also honored on October 1st.

At the Celebration of Latinx Heritage Month in the Wellness Center on October 2, CEO, Dr. Susan Ehrlich, gave opening remarks, followed by Dr. Gabriel Ortiz who spoke movingly to a packed room of LatinX staff and their colleagues about the importance of celebrating the diversity of voices, stories and origins of the rich Latinx community. Ortiz talked about how these stories and histories can be used as inspiration to fuel all the important work our amazing Latinx ZSFG and UCSF staff does to provide excellent and compassionate health care to patients.

The ZSFG campus is located in the Mission District, which has historically been a focal point for Latinx communities, known for its vibrant murals, cultural events, and diverse businesses. Latinx people make up 41% of our patients and almost 13% of our DPH-employed staff.

Several LatinX staff members were nominated by their peers and presented with a certificate during the celebration in recognition of exemplifying the values and contributing to the mission of ZSFG: Aiyana Johnson, Amy E. Pineda, Dana Rodriguez, Graciela Olascoaga-Selu, Himer Duran-Chavez, Karen Lopez-Acero, CNN, MS, Marlene Martin, MD, Marisella Carranza, Nora Franco, Paul Urrutia, Ruth Diaz-Medina, Salvador Lopez, Teresa Rondone, and Vanessa Valencia.



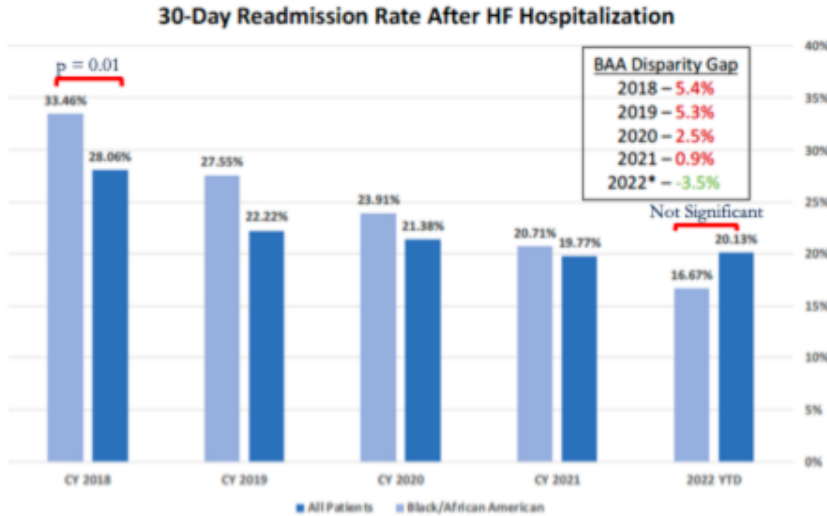
EQUITY

5. Transforming Heart Failure Care at ZSFG

Heart failure (HF) is a major health issue, impacting millions of Americans annually, with a disproportionate impact on Black/African American (B/AA) patients. Before 2017, ZSFG confronted substantial challenges in managing heart failure cases, including high readmission and mortality rates, as well as considerable care disparities for Black/African American patients.

To address these challenges, SF Health Network and ZSFG initiated a comprehensive heart failure population health and health equity initiative. The strategy revolved around integrating cutting-edge technology with personalized patient care. In 2019, an upgrade to the electronic health record (EHR) system enabled the integration of artificial intelligence (AI) and machine learning (ML) into patient care. This transformation facilitated point-of-care decision support customized to individual patient needs. ML models were developed to predict patient risks, enabling proactive interventions before adverse events occurred. Also, by providing standardized care, access to a multidisciplinary “Heart Team” – heart failure experts, primary care providers and

specialists from Addiction Medicine, Palliative Care and Social medicine, and the creation of the HeartPlus Clinic – a single clinical home for managing patients with heart failure with substance use issues, remarkable results were yielded.



A 13% absolute reduction in thirty-day all-cause readmission rates

A 6% reduction in one-year heart failure mortality

The elimination of equity gaps between Black/African American patients and the general heart population.

The transformation of heart failure care at ZSFG is a testament to the institution's dedication to providing equitable and innovative healthcare.

Developing Our People

6. Healthcare Environmental Services Week



Healthcare Environmental Services week was celebrated from September 10-16, 2023 and presented a great opportunity to recognize and celebrate one of the teams behind the scenes at ZSFG. Our Environmental Services (EVS) team consistently provides a clean, safe and healthy environment to all patients, staff and visitors. They take pride in the care they provide, and it shows in the work they do every day.

Through strategic planning, EVS is advancing equity to all their staff members by having a champion Equity Council member. Currently, EVS has one of the most diverse departments and leadership groups at ZSFG. In 2022-2023, EVS promoted and mentored over 9 porters of different genders, racial and cultural background to perform Supervisor and Lead-Porter roles to gain the experience necessary for promotional opportunities.





The 197 team members of EVS walk every inch of the ZSFG campus- wiping over 10,000 windows and hundreds of handrails, sweeping the hallways, stairwells and hospital floors, quickly turning over rooms in the inpatient or outpatient areas throughout campus, and cleaning the restrooms and restocking dispensers. EVS also collects our recyclables, compost and trash, which supports the hospital's green initiative and coordinates the pest management program. EVS also works in collaboration with the Capital Project Team to complete terminal and total care projects to newly remodeled spaces for occupancy of hospital staff. ZSFG shines because of our EVS team that takes care of all the details.

Since January 1, 2023, our EVS team has cleaned and prepared over 16,000 beds for our patients at ZSFG!

Developing Our People

7. New Leadership in the Department of Care Coordination

ZSFG was pleased to announce the addition of two new physician leaders in the Department of Care Coordination (DoCC) effective September 5th, 2023.

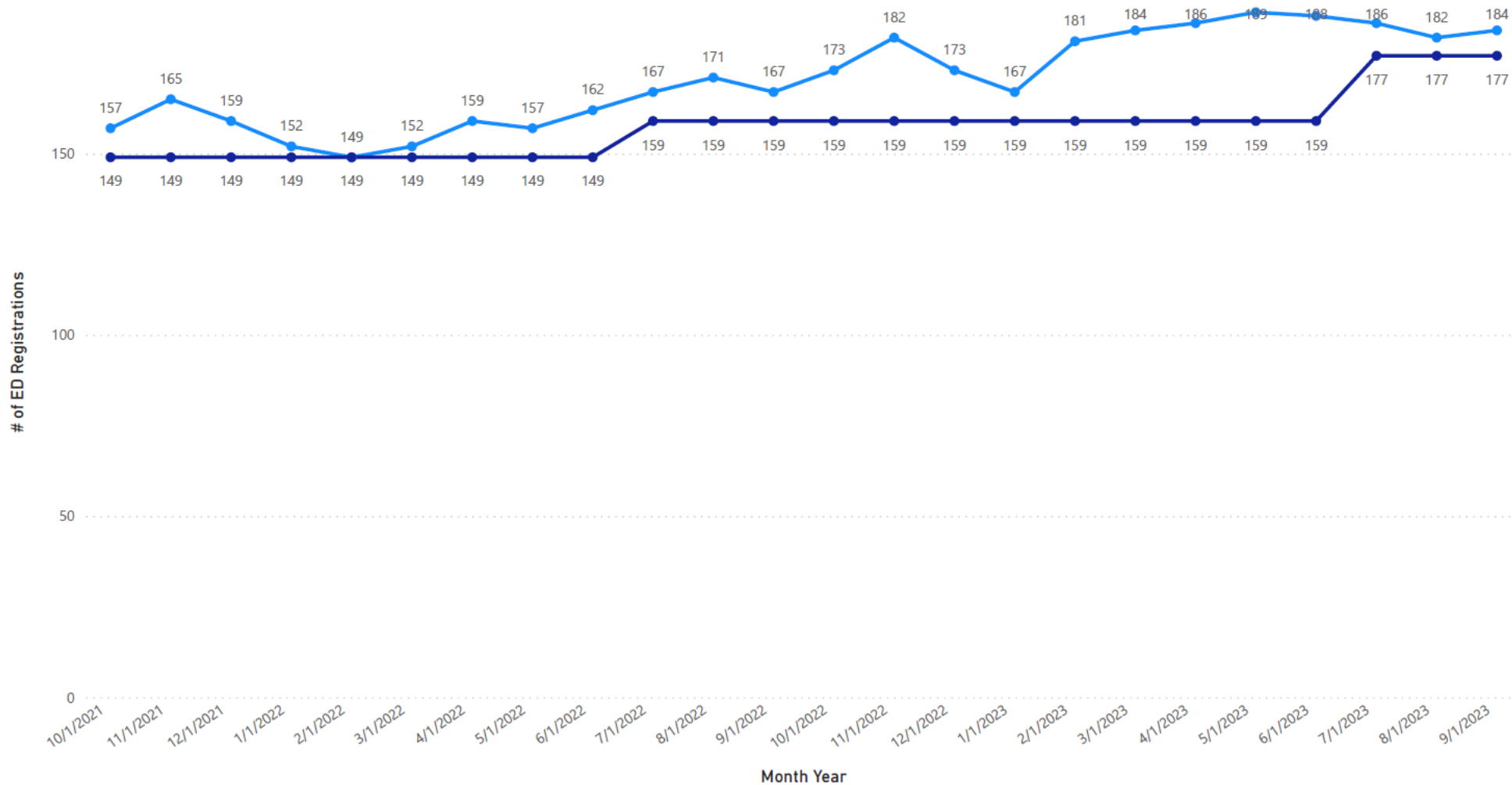
Dr. Nicholas Iverson will be serving as the Medical Director of Patient Flow. He completed his undergraduate training at the University of Washington and attended medical school at Albert Einstein College of Medicine. He completed his residency and a fellowship in Hospital Medicine, both at UCSF. He is currently a hospitalist and serves as a consultant on the ED Social Medicine Team. He is a Social Determinants of Health committee member and the Medical Director for ZSFG's Food Bridge to Health program. His experience interfacing with social determinants of health and his patient-centered approach to caring for our vulnerable patients will be great assets as he joins DoCC to support patient flow efforts.

Dr. Shreya Patel will be serving as the Medical Director of Utilization Management. She completed her undergraduate training at Dartmouth College and attended medical school at the University of Arizona College of Medicine – Tucson. She also completed an MPH at Johns Hopkins Bloomberg School of Public Health. She completed an internal medicine residency at Massachusetts General Hospital, and a gastroenterology fellowship at UCSF. She works clinically as a gastroenterologist and is also the ZSFG Director for the UCSF gastroenterology fellowship. She also serves as Director of QI/Innovation for the Department of Gastroenterology. Her experience in quality improvement work and dedication to our patient population will be invaluable in establishing this new DoCC role, where she will focus on utilization workflows to increase access for our patients to various clinical services.

QUALITY Emergency Department Activities

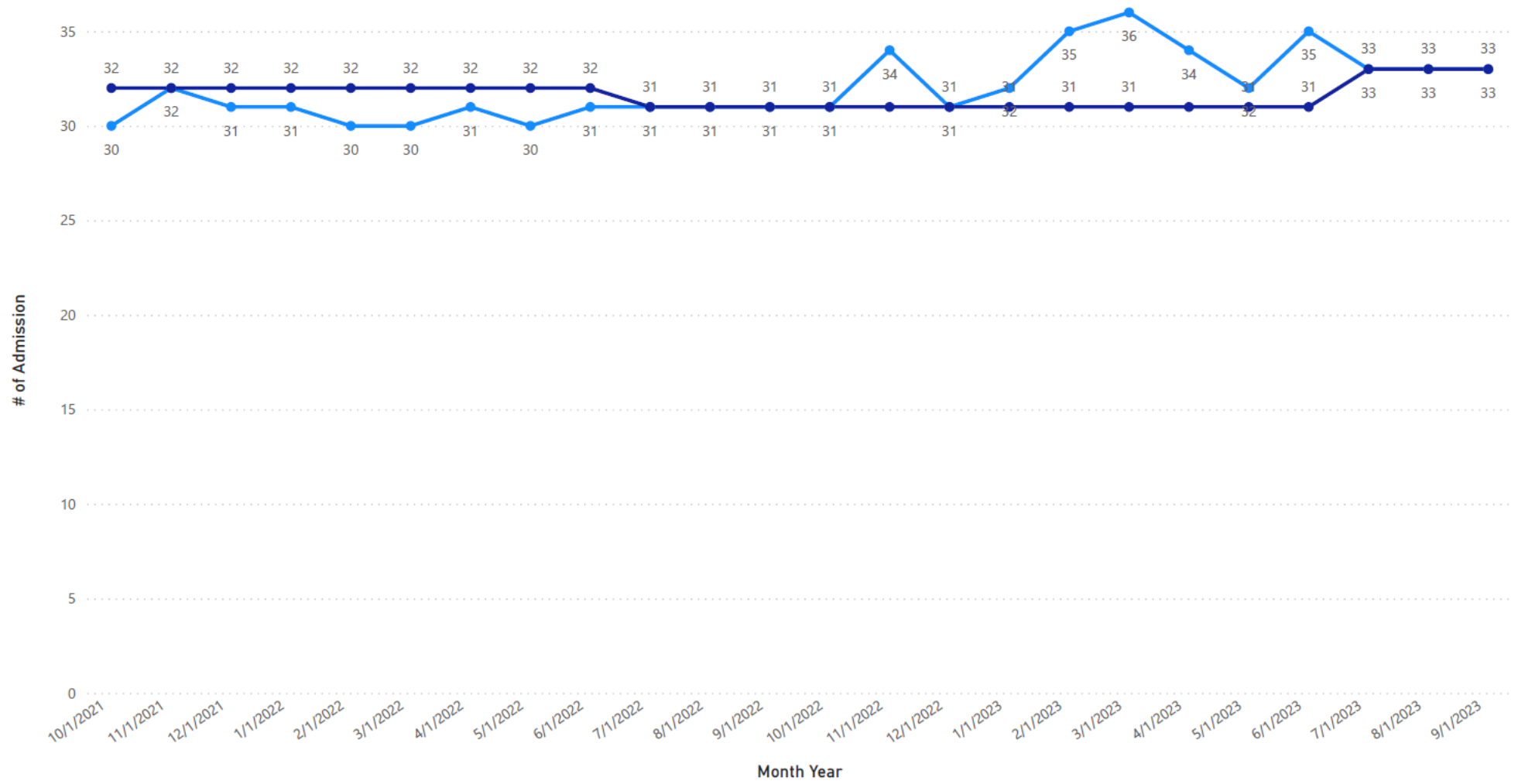
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



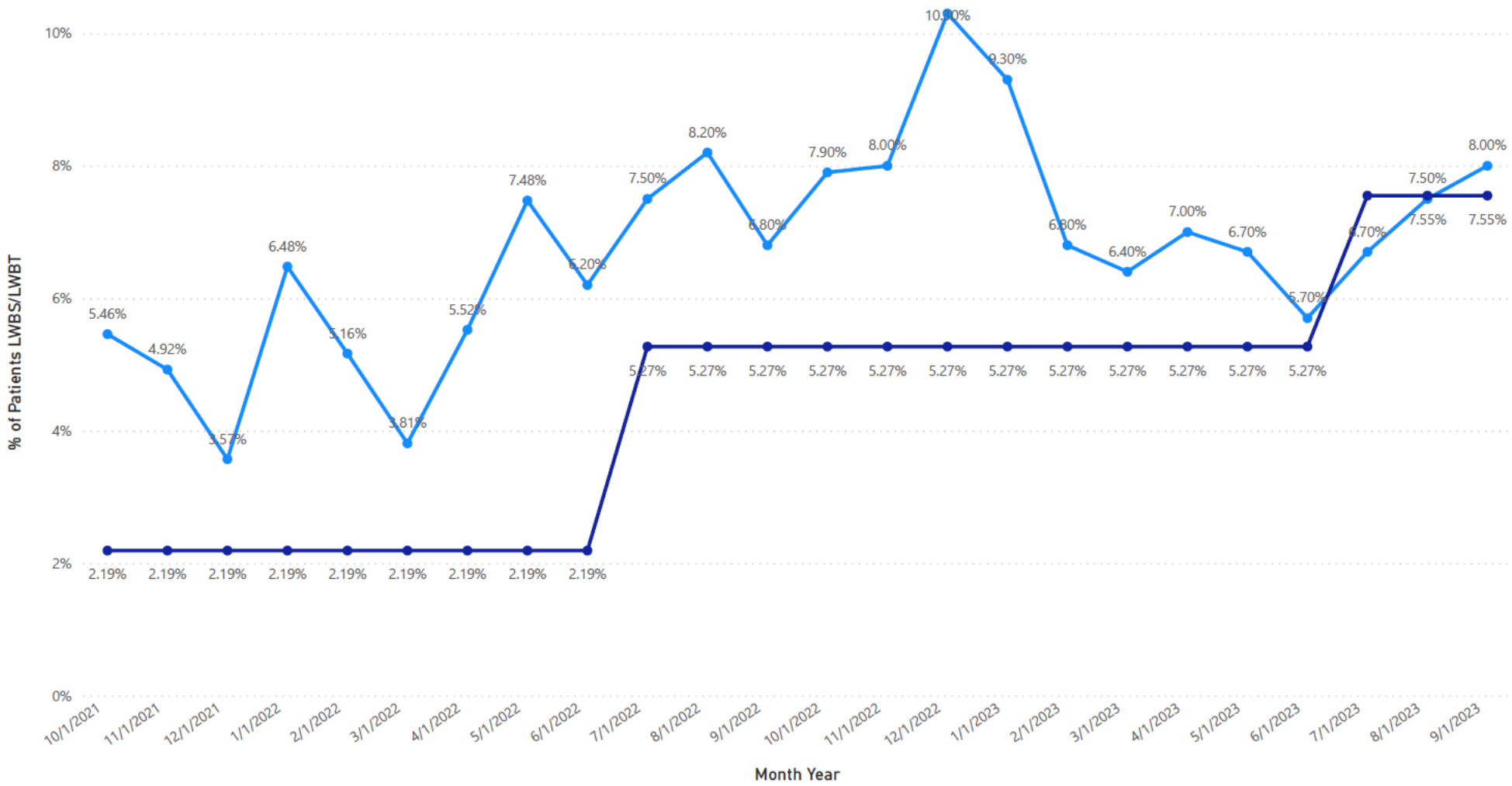
Average Daily Admissions

● MTD Average Daily Admissions ● Prior FY Baseline



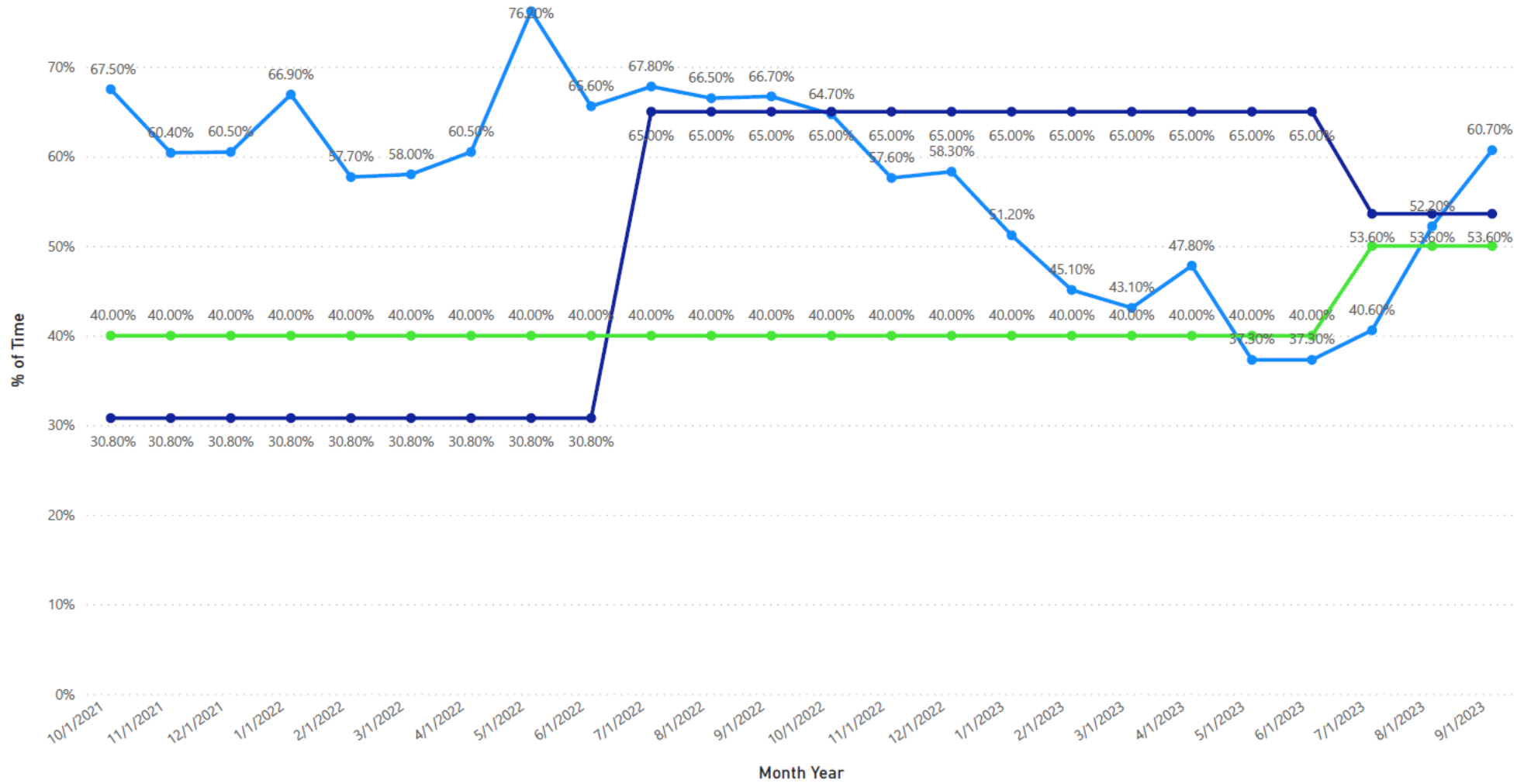
% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline



% Diversion

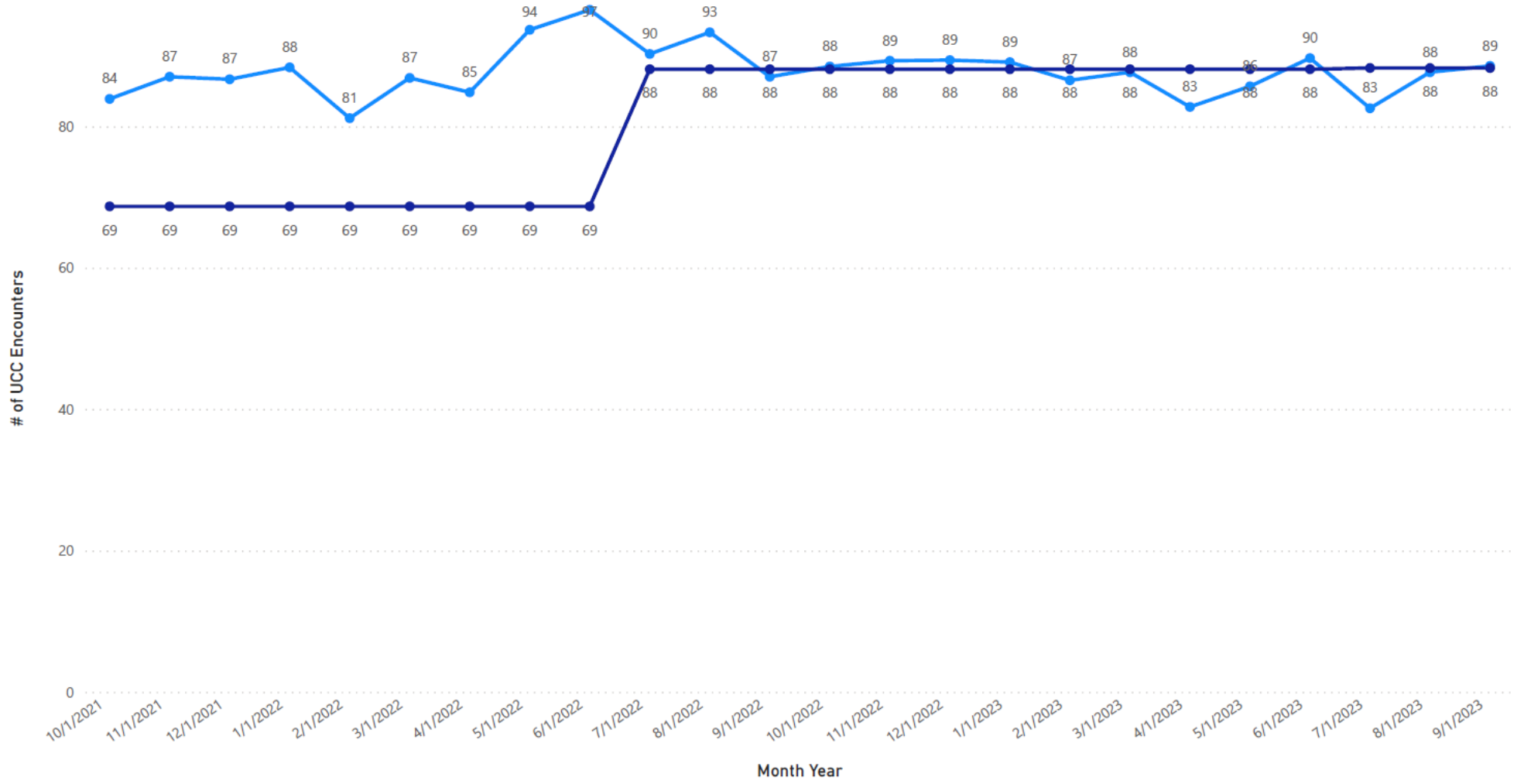
● MTD % Diversion ● Prior FY Baseline ● Target



QUALITY Urgent Care Clinic Activities

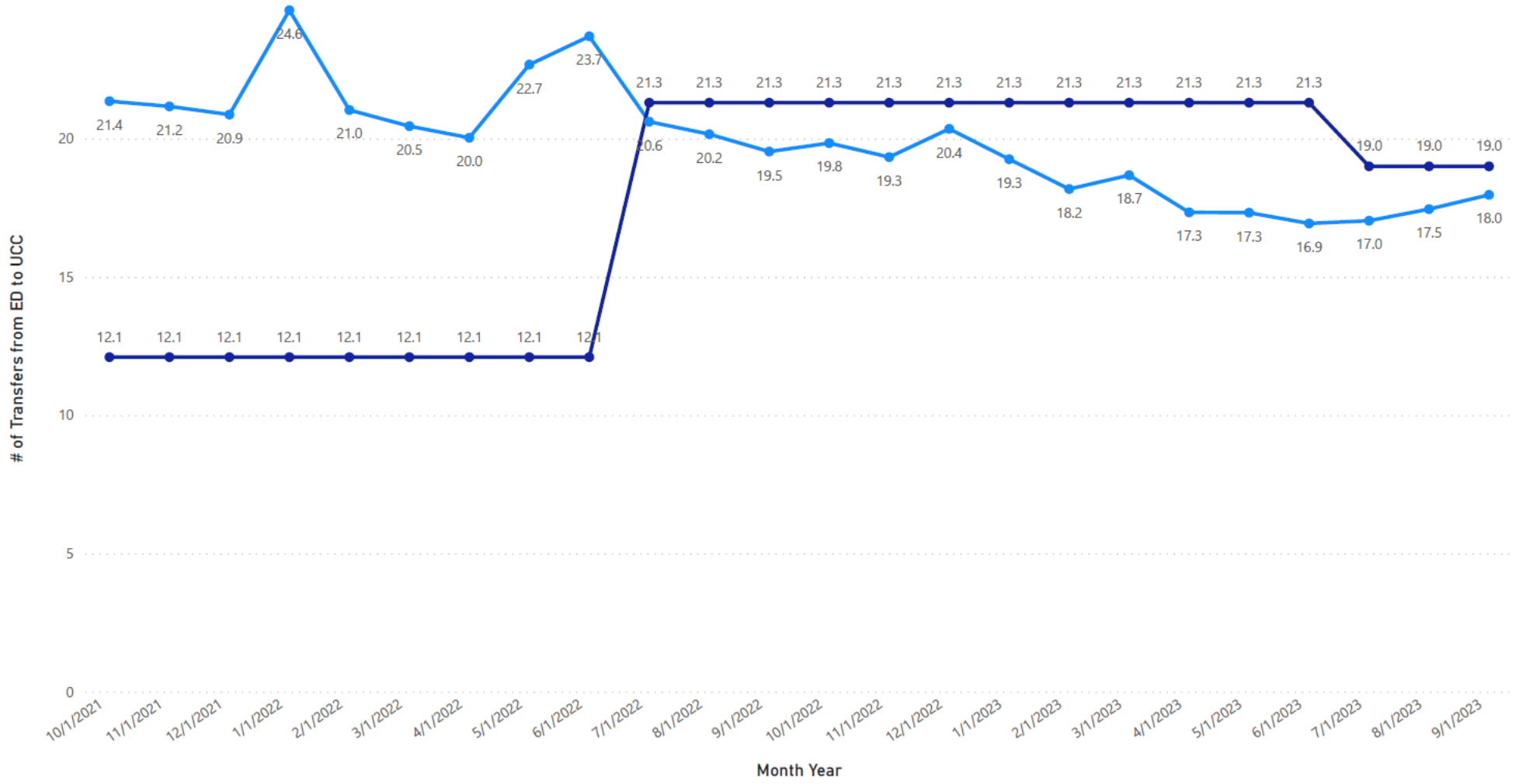
Average Daily UCC Encounters

● MTD Daily UCC Encounters ● Prior FY Baseline



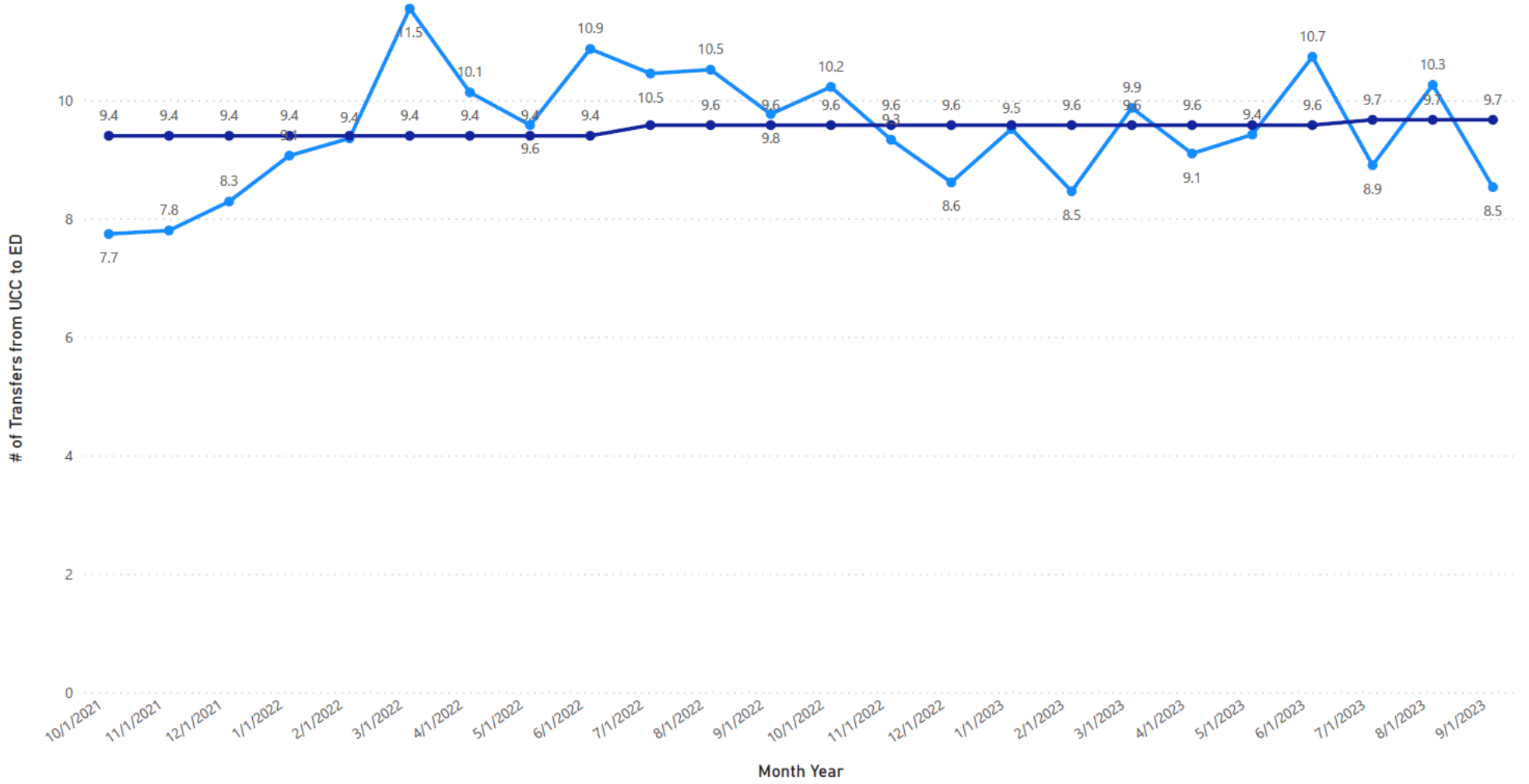
Average Daily Transfers from ED to UCC

● MTD Average Daily Transfers ● Prior FY Baseline



Average Daily Transfers from UCC to ED

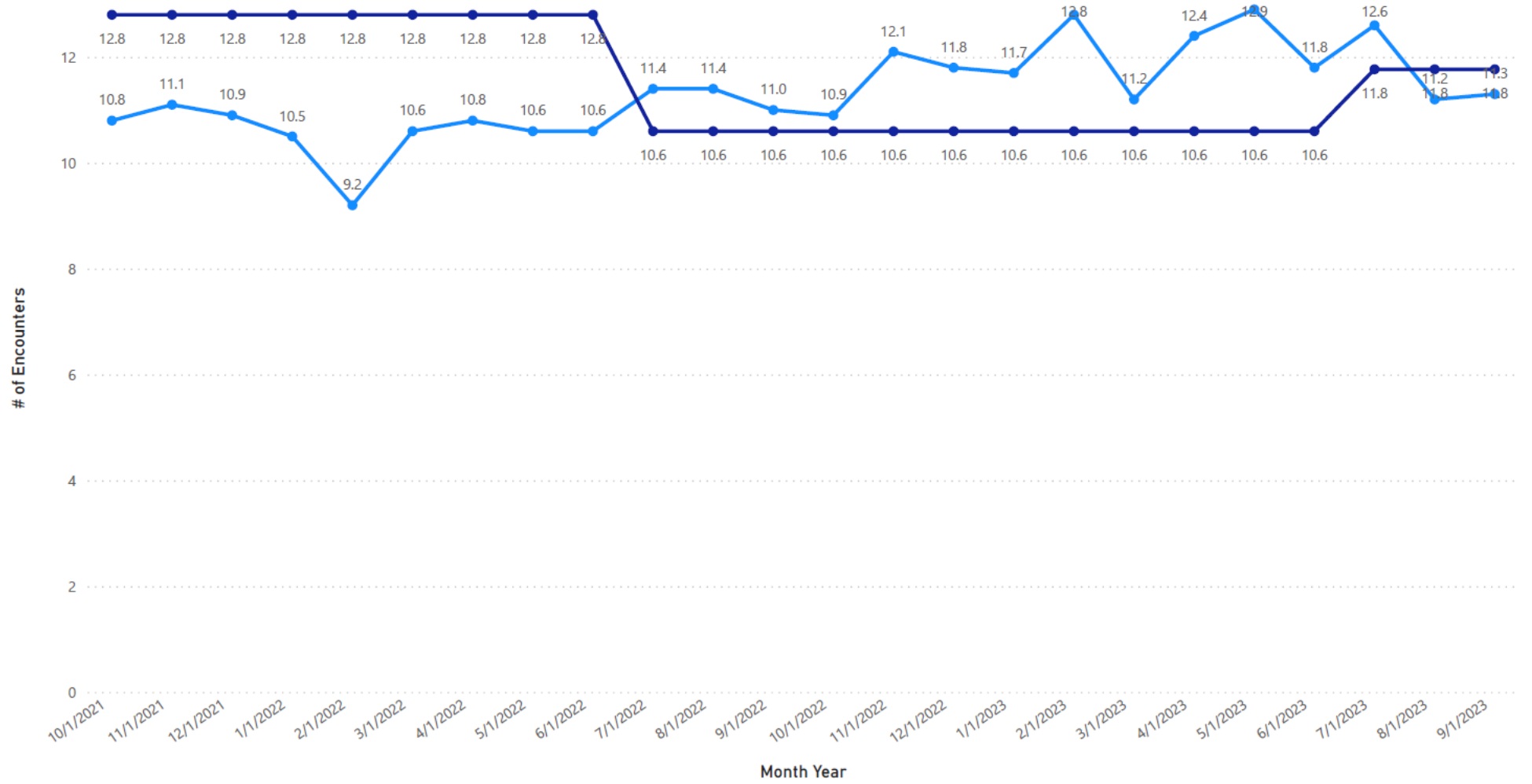
● MTD Average Daily Transfers ● Prior FY Baseline



QUALITY Psychiatric Emergency Services Activities

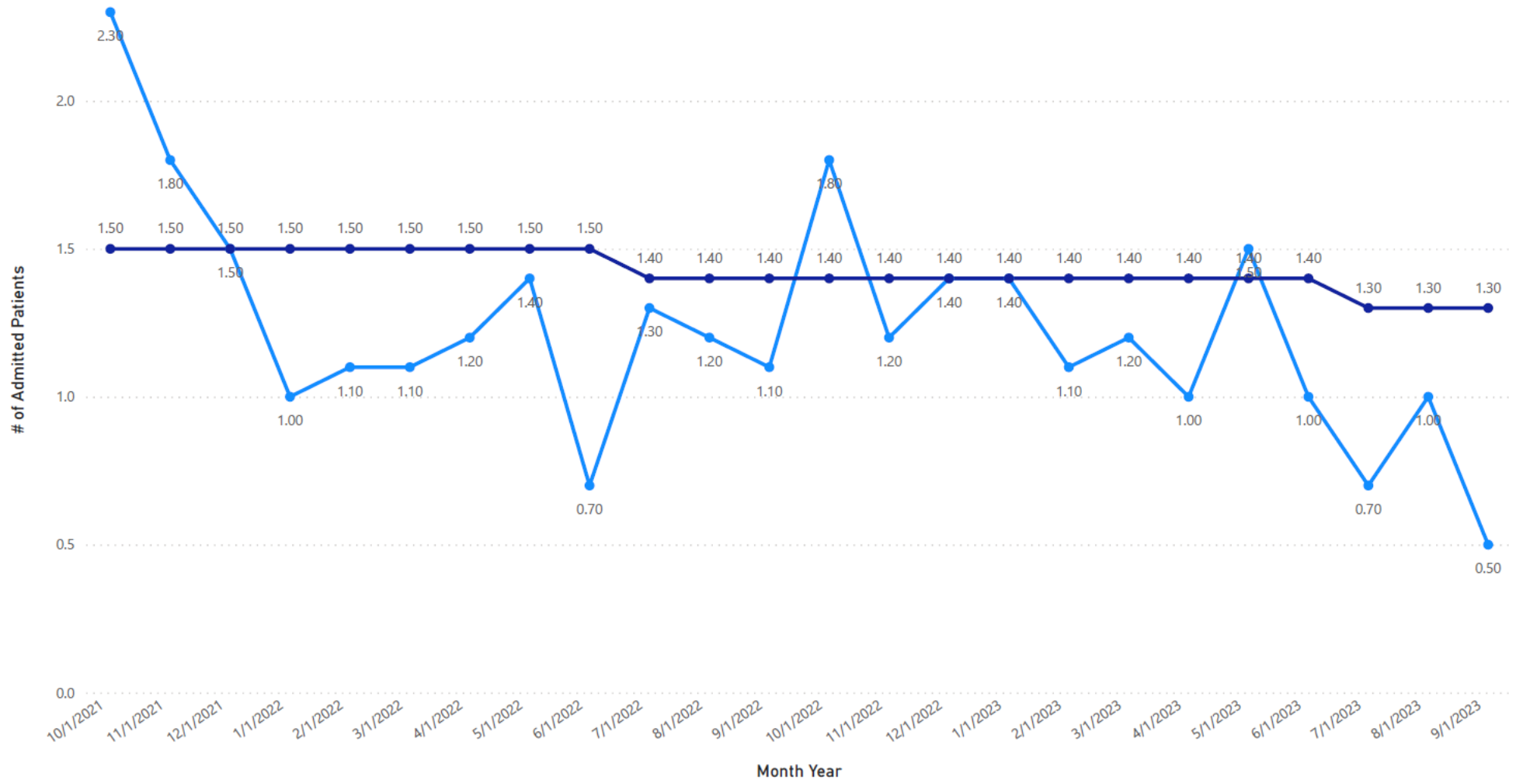
Average Daily PES Encounters

● Average Daily Encounters ● Prior FY Baseline



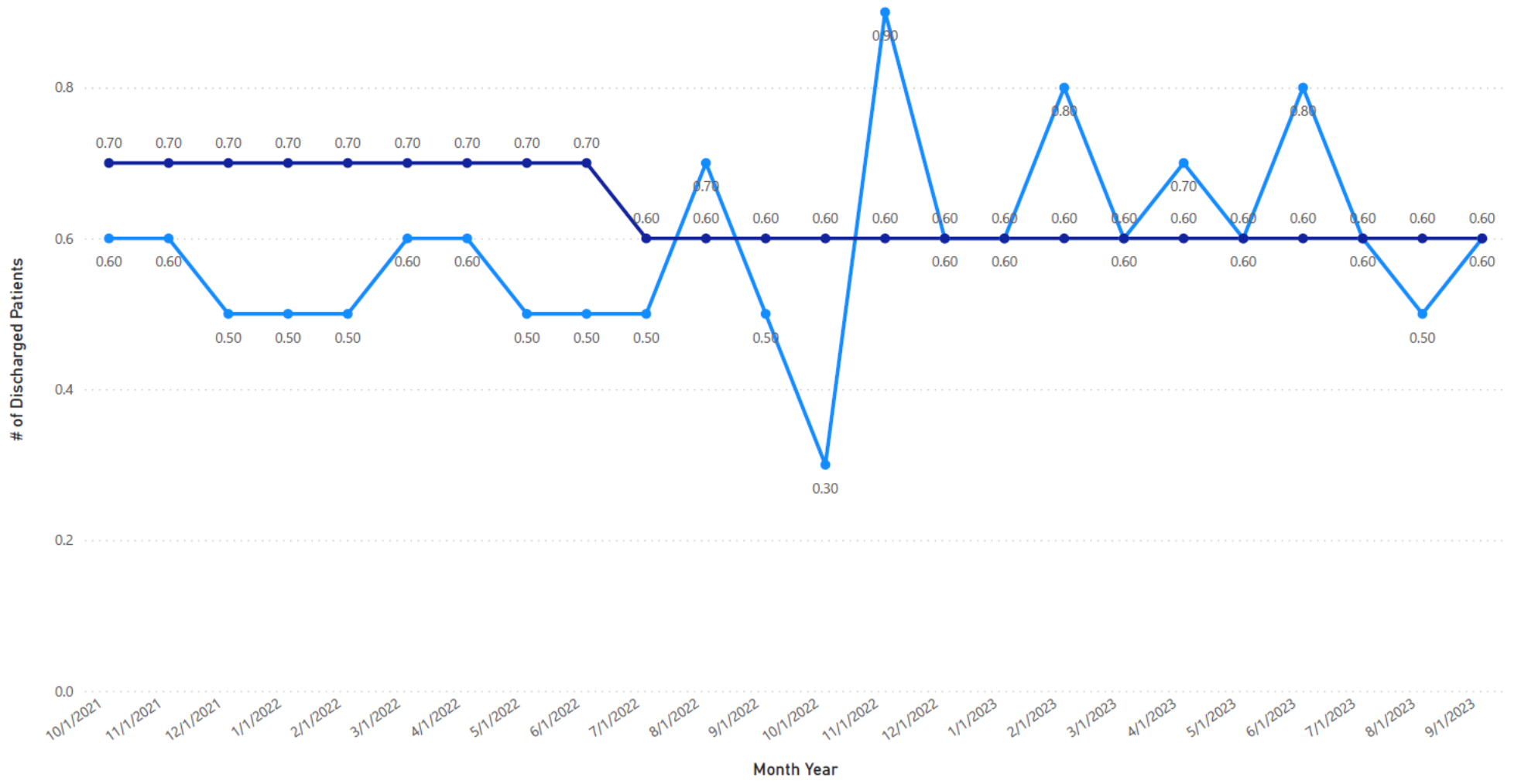
Average Daily Admissions to Inpatient Psych (7B & 7C)

● Average Daily Admissions ● Prior FY Baseline



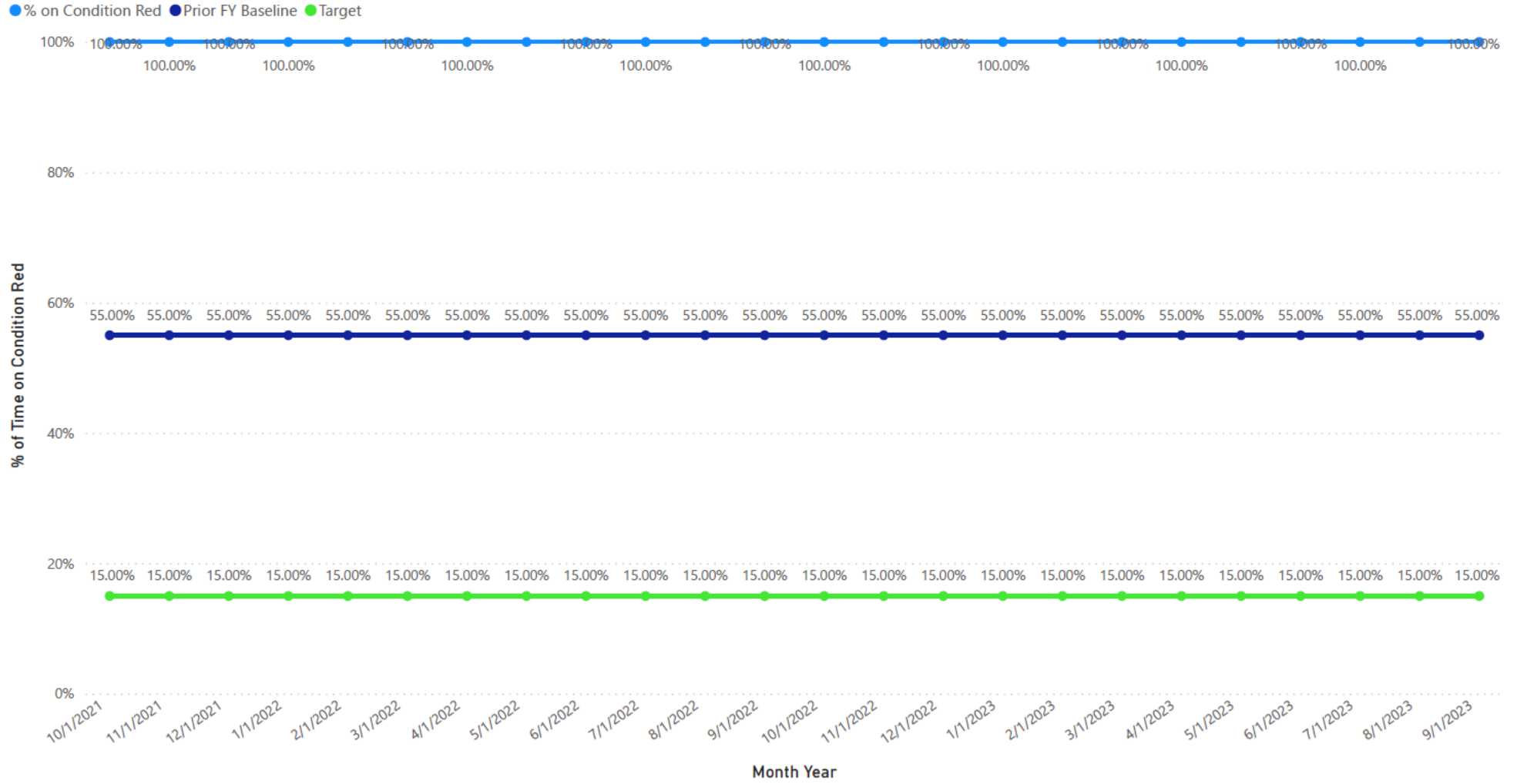
Average Daily Discharges to Dore Urgent Care Clinic (DUCC)

● Average Daily Discharges ● Prior FY Baseline



PES Condition Red*

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



Average Daily Census of Medical/Surgical was 186.57 which is 109.1% of budgeted staffed beds and 101.39% of physical capacity. 37.18% of the Medical/Surgical days were lower level of care days: 7.11% administrative and 30.07% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 30.07 which is 107.39% of budgeted staffed beds and 51.84% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 34.40 which is 114.67% of budgeted staffed beds and 81.90% of physical capacity of the hospital.

ACUTE PSYCHIATRY

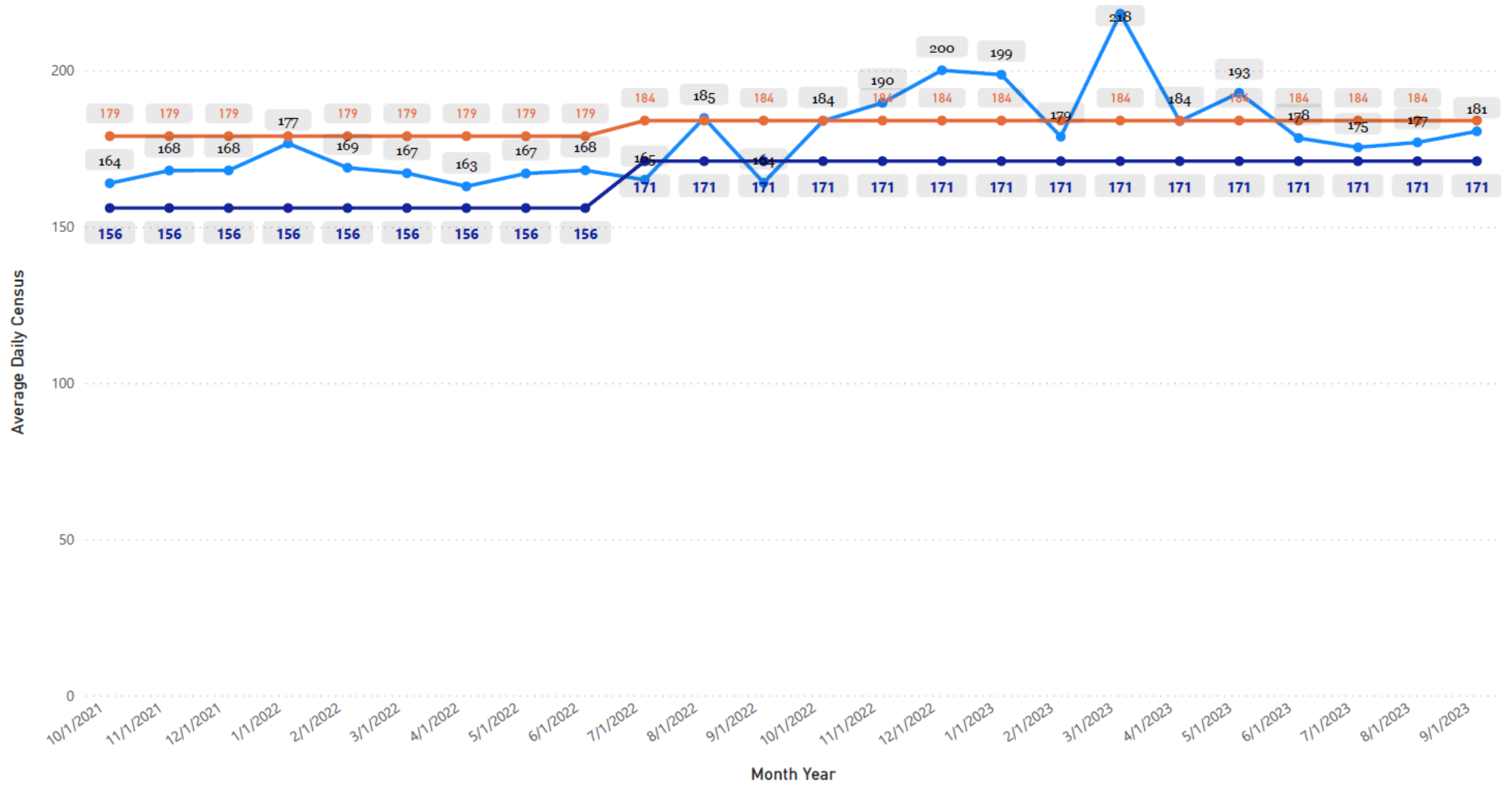
Average Daily Census for Psychiatry beds, excluding 7L, was 43.40, which is 98.64% of budgeted staffed beds and 64.78% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.80, which is 84.86% of budgeted staffed beds (n=7) and 48.33% of physical capacity (n=12).

4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 29.80, which is 106.43% of our budgeted staffed beds and 99.33% of physical capacity.

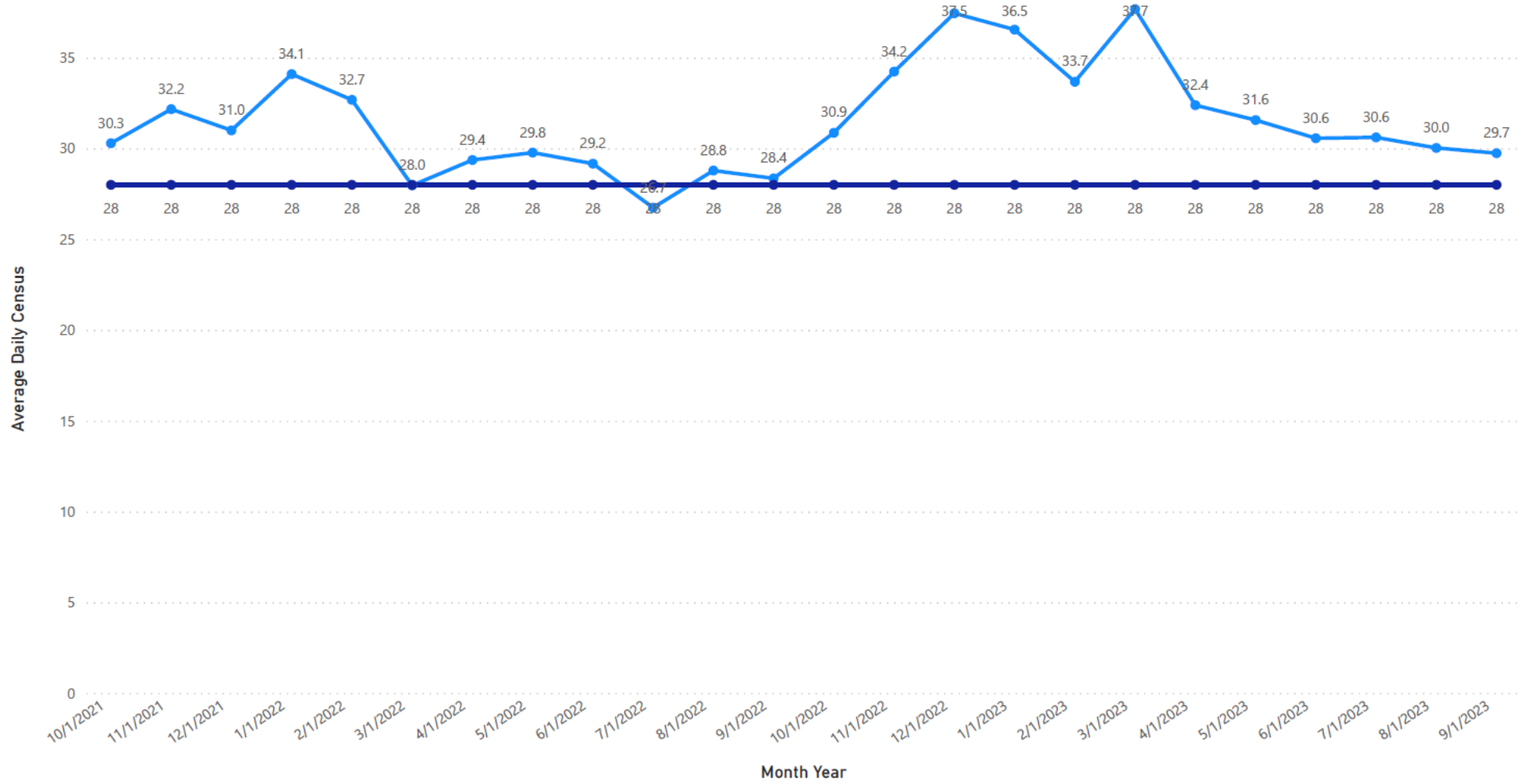
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census

● ADC ● Budgeted Beds ● Physical Beds



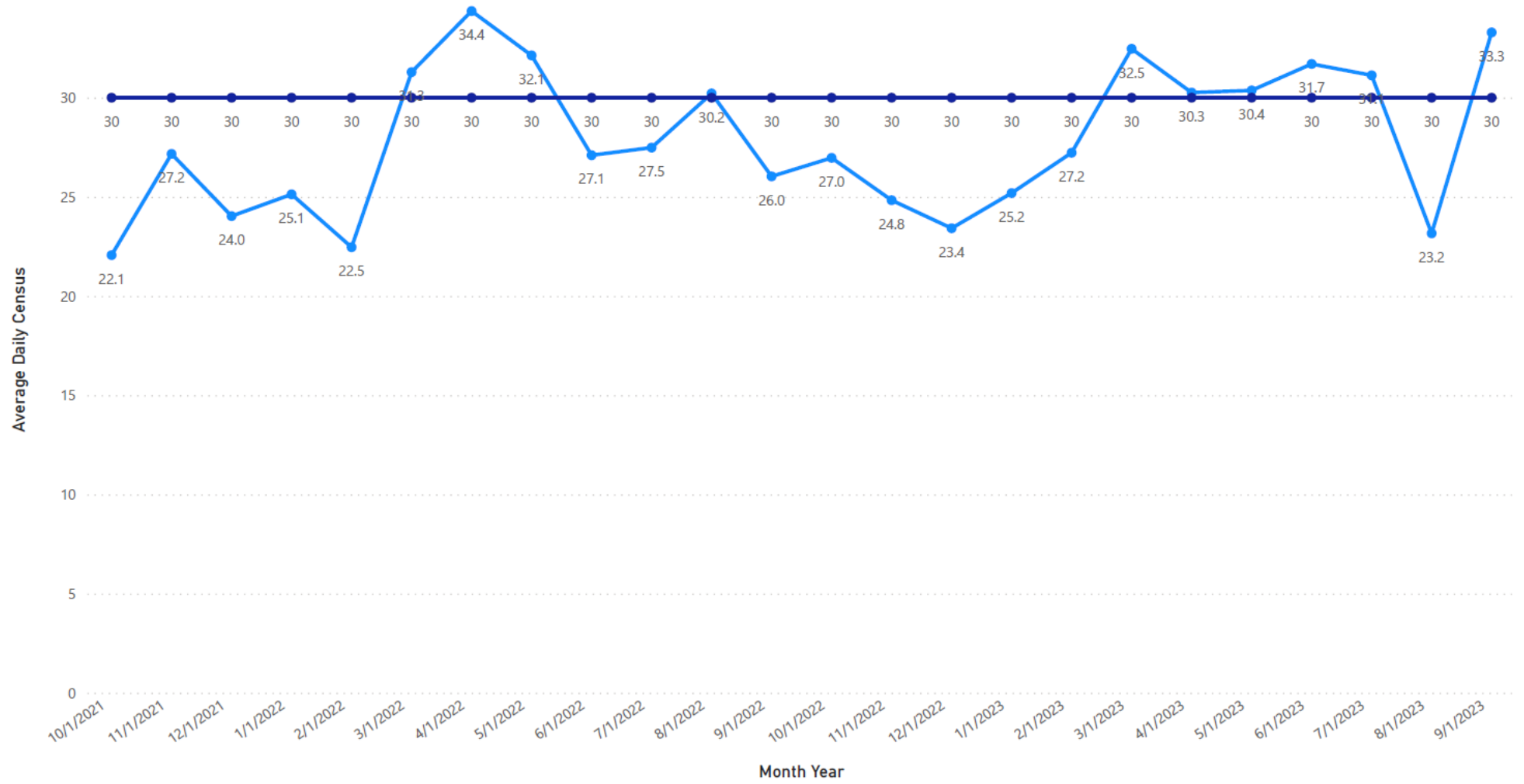
Intensive Care Unit Average Daily Census

● ADC ● Budgeted Beds



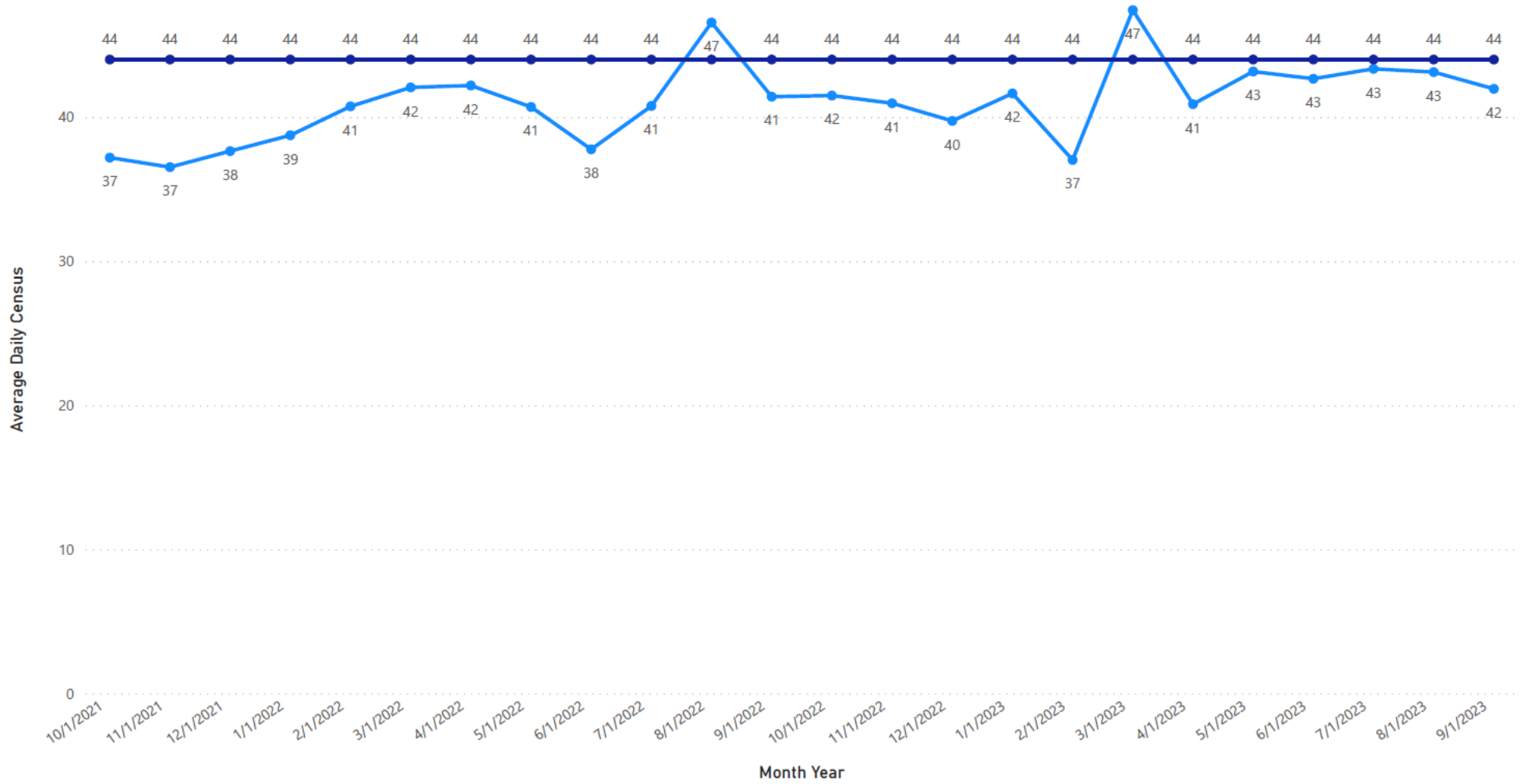
Maternal Child Health Average Daily Census

● ADC ● Budgeted Beds



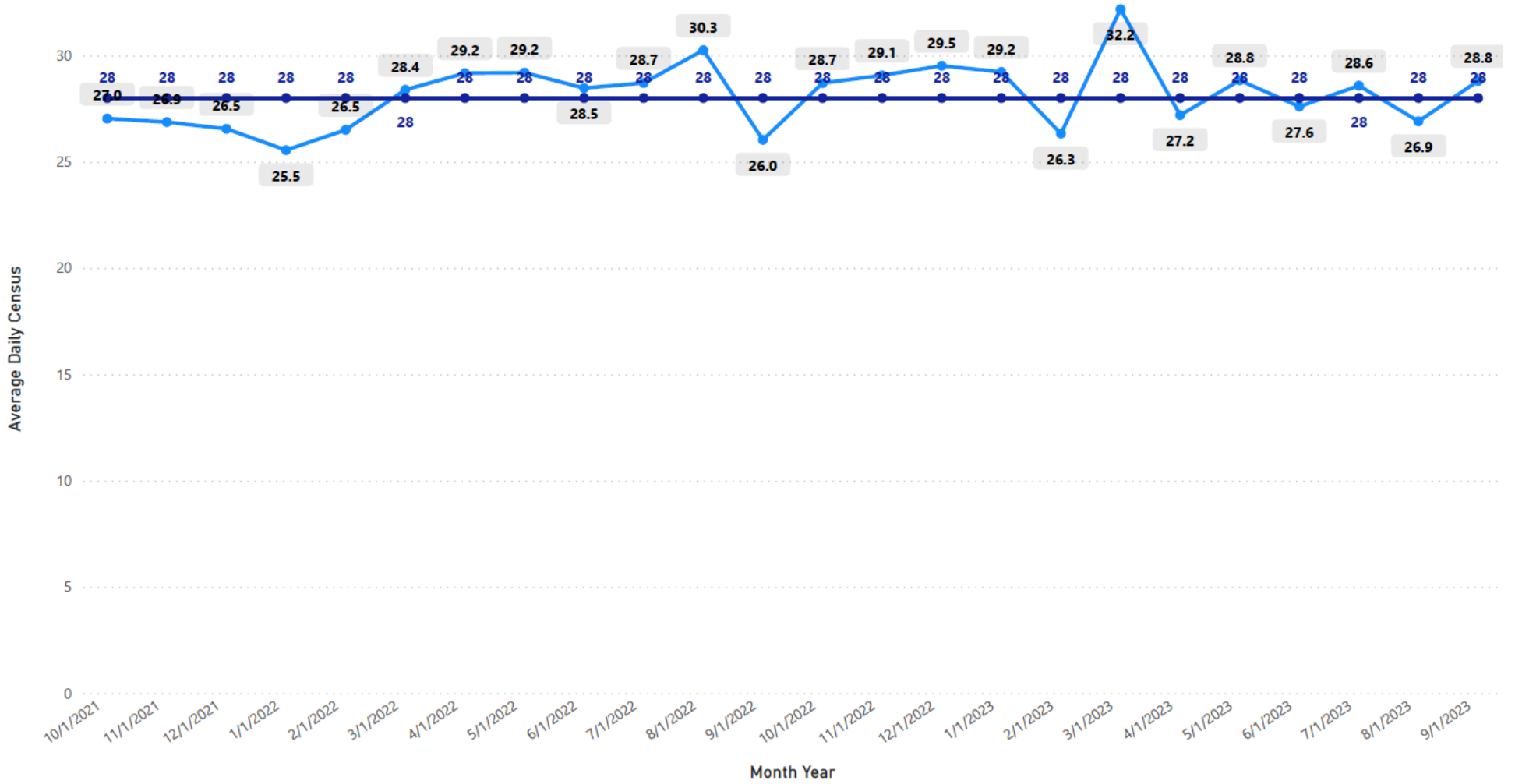
Acute Psychiatry (7B & 7C) Average Daily Census

● ADC ● Budgeted Beds



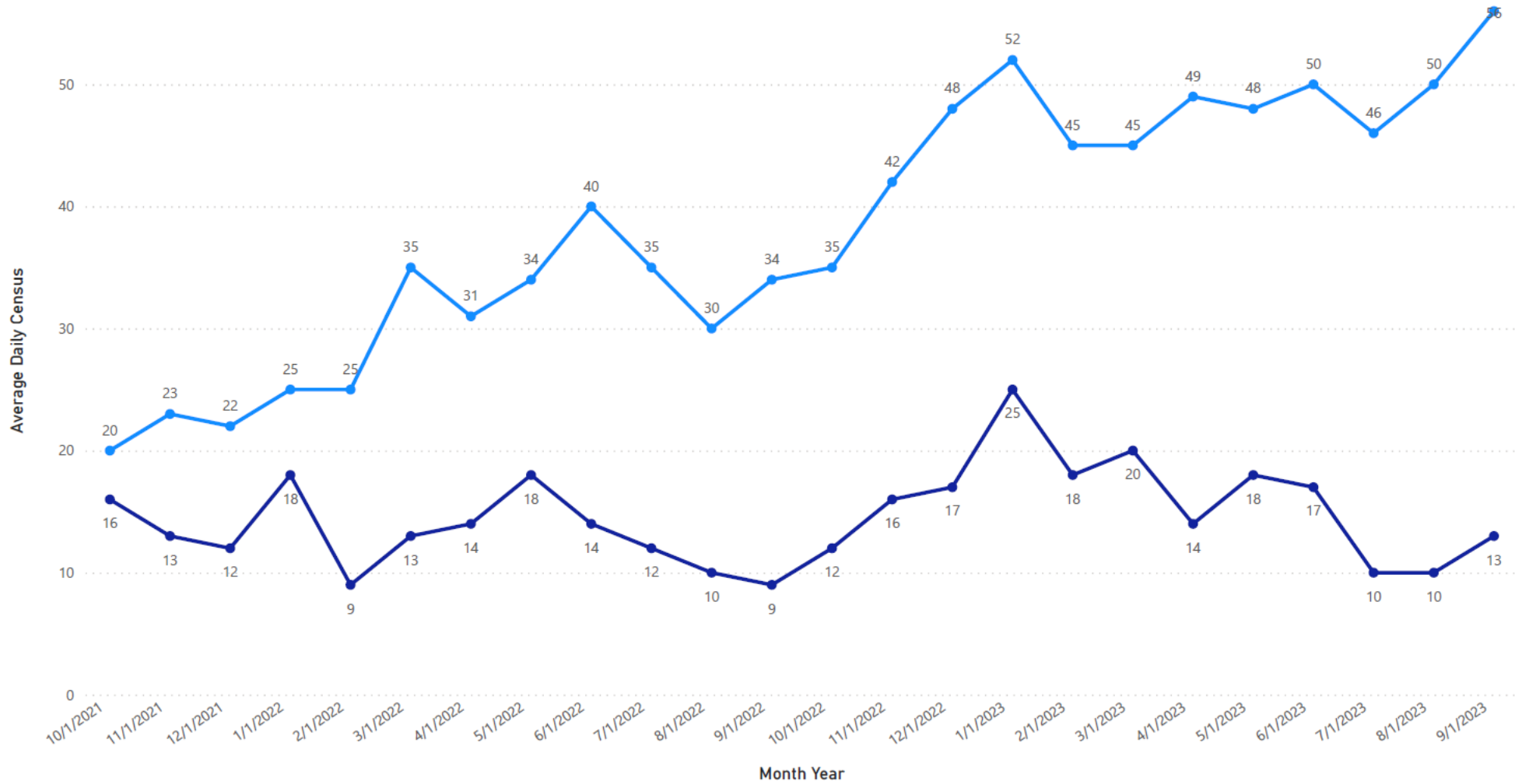
4A Skilled Nursing Facility Average Daily Census

● ADC ● Budgeted Beds



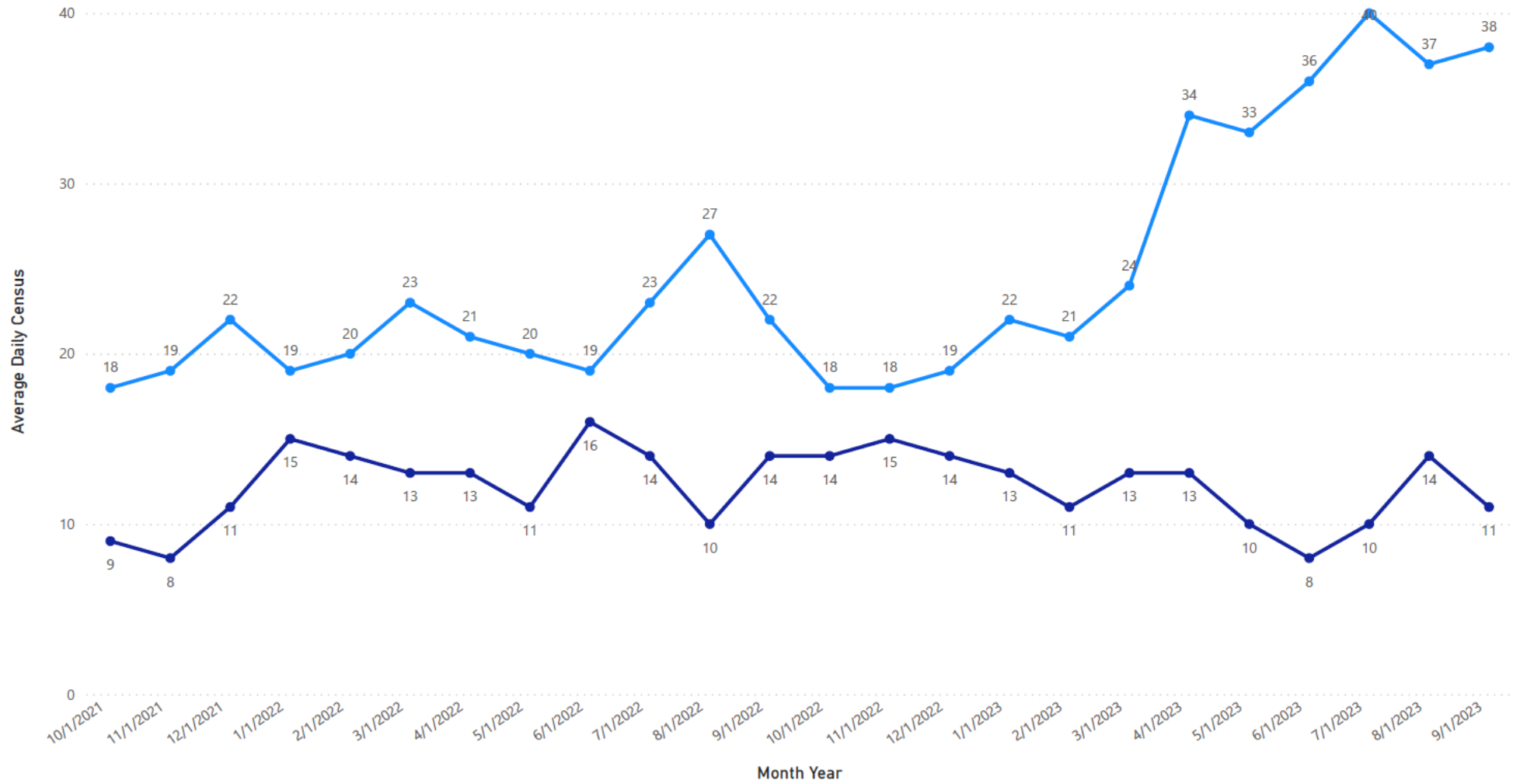
Medical Surgical Lower Level of Care Average Daily Census

● Decertified ● Administrative



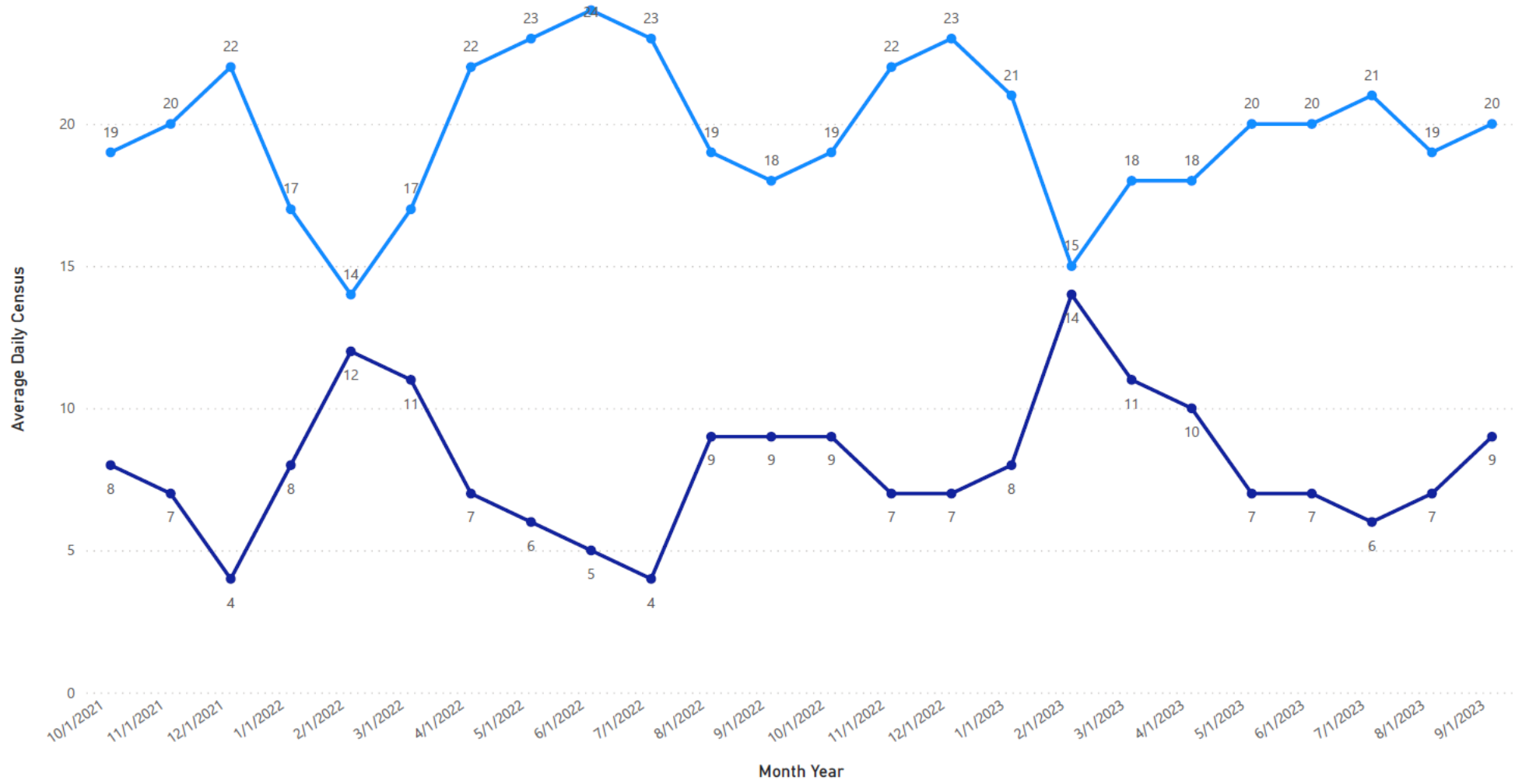
Acute Psych (7B & 7C) Lower Level of Care Average Daily Census

● Decertified ● Administrative

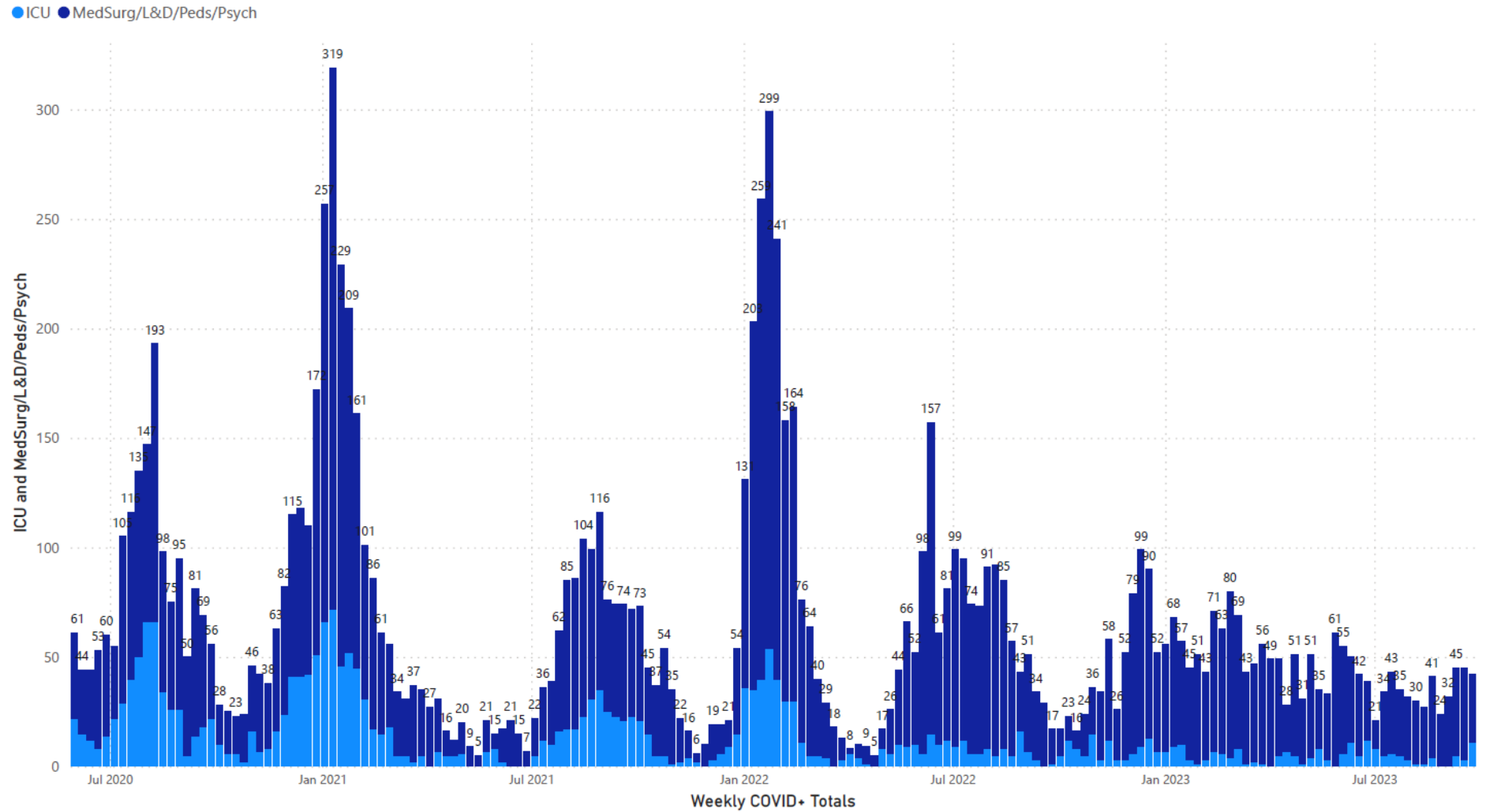


4A Skilled Nursing Facility Lower Level of Care Average Daily Census

● SNF ● Custodial

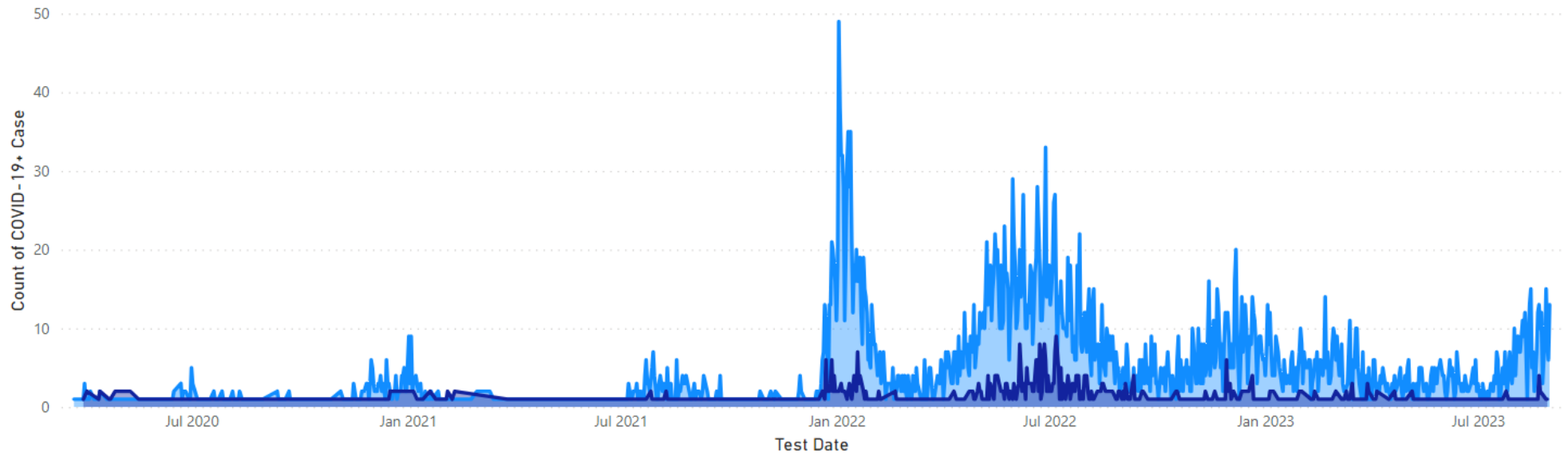


ICU and MedSurg/L&D/Peds/Psych by Week



DPH Employee COVID-19 Case by Test Date

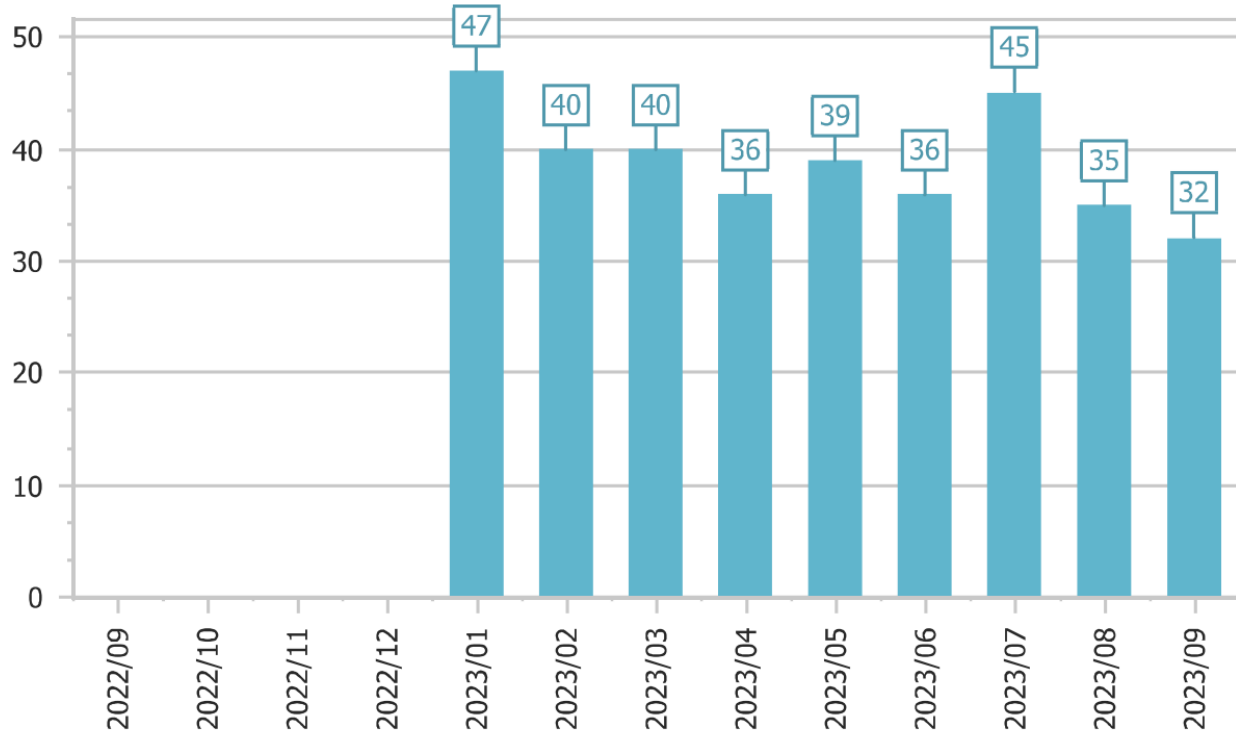
Location ● Positive ● Positive - Offsite



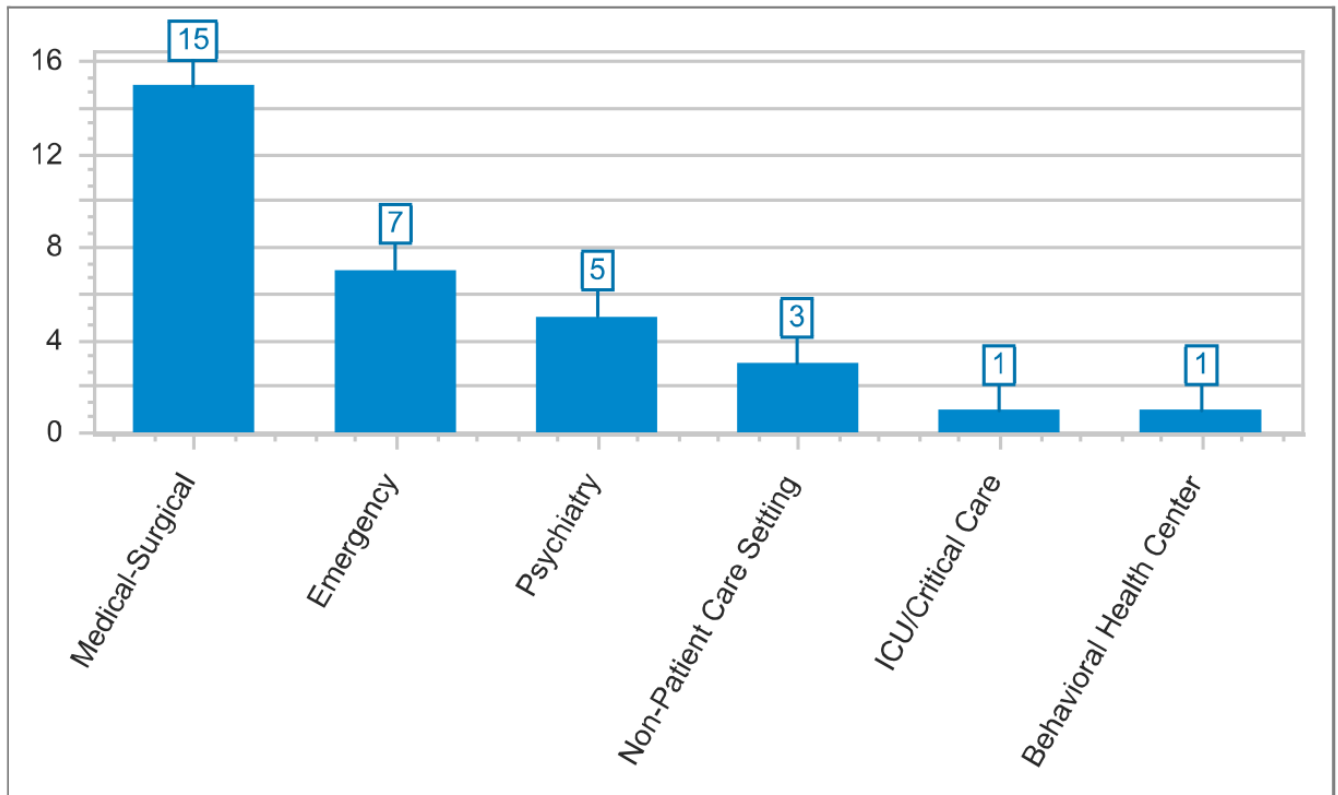
SAFETY

Workplace Violence Activity*

WPV Event-Last 13 Months N = 350



WPV by Area-Last Month



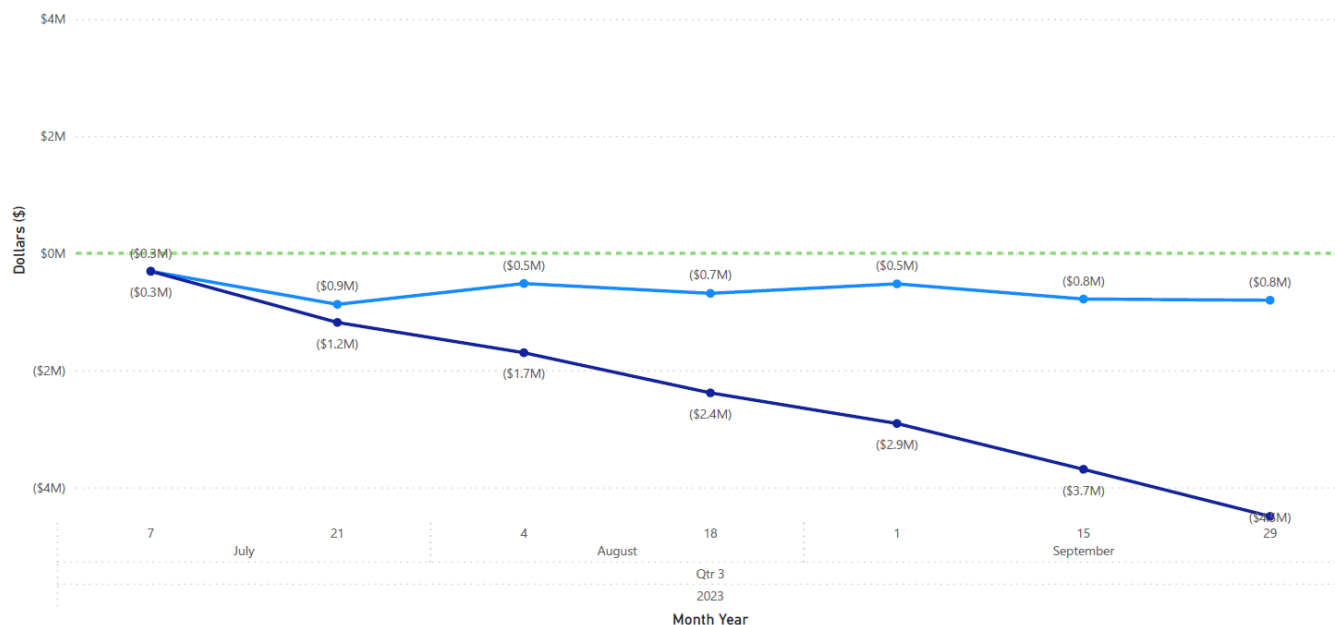
*Workplace Violence data is from ZSFG's SAFE system

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 asked for more information regarding use of AI with EPIC. Dr. Ehrlich stated that ZSFG leaders noticed that Black African American male heart patients had worse performance after 30 days. The ZSFG teams designed two interventions, one for the general heart patient population and one for the Black African American male heart patient population. AI assisted in helping identify these patients from EPIC.

Commissioner Green stated that it is fascinating that ZSFG is advanced enough to conduct these types of tailored interventions and encouraged ZSFG to publish these findings. Dr. Ehrlich stated that the interventions have been published.

Commissioner Green asked for more information regarding the decrease in admissions to the inpatient psychiatric unit. Dr. Ehrlich stated that this is a result of the inability to discharge patients from this unit due to lack of appropriate discharge resources. ZSFG is working with BHS to identify appropriate discharge options. For example, there is a two-year wait for a Napa State Hospital bed.

Commissioner Green asked for the impact of ZSFG running above its budgeted census. Dr. Ehrlich stated that ZSFG is running at 120% of its capacity. This may lead to ZSFG staff not being able to see patients at the right time or right place and impacts every True North metric and the values which ZSFG cares about. This situation increases risk of patients falling, increases patient wait time, reduces patient flow, and also impacts the

experience of staff because many have to care for patients in less than ideal settings. ZSFG revenue is also impacted because boarding patients prevents new admissions.

Commissioner Green asked how screening impacts the number of patients who leave without being seen. Dr. Ehrlich stated that many people coming to the Emergency Department (ED) could be served better in another ZSFG clinic or service. Starting November 1st, between 8pm and 5am, a patient experience staff person will provide assistance to those people who do not need ED services. Security, nursing, and physician staff have all gotten feedback on the appropriate mix of patients for the ED. Staff will be moved from the back of the ED to triaging in the front of the ED when needed.

Commissioner Green asked for more information on decisions regarding ambulance diversion. Dr. Ehrlich stated that the ZSFG ED is the busiest of all San Francisco hospitals. Decisions regarding diversion are made by the charge nurse, attending physician, and administrator on call, as a triad. They reevaluate the situation every few hours. Approximately 30-40 ambulances come to the ZSFG ED each day.

5) OVERVIEW OF THE FY2022-23 ZSFG ANNUAL REPORT

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

Commissioner Comments:

Commissioner Green thanked ZSFG staff for their incredible work and the wonderful report. She suggested that the highlights be grouped by relevant topics so all staff celebrations are in one place.

Commissioner Chow stated that he agrees the report is remarkable, noting the importance of highlighting the Code Lavender .

6) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Green stated that it seems ZSFG Human Resources staff is making progress. However, she is still a bit confused by the use of FTE data and number of positions on the report. Ms. Perez stated that the DPH budgets by FTE, full time equivalent. However, DPH Human Resources processes positions; several part-time positions may make up one FTE.

Commissioner Green asked if ZSFG changes the part-time status or work hours of a position to make it more attractive to applicants. Ms. Perez stated that Human Resources work with managers to find creative solutions to recruitment issues.

7) MEDICAL STAFF REPORT

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

Action Taken: The ZSFG JCC unanimously approved the following:

- Revised Anesthesia Standard Procedure 2023 with Addition of Protocol 8 Botox
- Revised Otolaryngology Standard Procedure 2023, with the exception of procedure 16, which is still in development

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 5:41pm.