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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, February 27, 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., Chair
Commissioner Susan Belinda Christian, J.D.
Commissioner Laurie Green, M.D.

Staff: Susan Ehrlich MD, Gabriel Ortiz MD, Elena Fuentes Afflick MD, Angelica Journagin, Gillian Otway,
James Frieberg, Kim Walden, Emma Perez, Will Huen MD

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

**2) APPROVAL OF THE MINUTES OF THE JANUARY 23, 2024 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL
JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The ZSFG JCC unanimously approved the January 23, 2024 meeting minutes.

3) REGULATORY AFFAIRS REPORT

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

Commissioner Comments:

Commissioner Green asked for more information regarding the composition of the survey team. Ms. Moore stated that the survey team included an Emergency Department physician, engineer, skilled nursing administrator, and two nurses. She added that at least one surveyor will revisit ZSFG to determine and validate improvements made.

Commissioner Chow asked for clarification regarding the identified governance issues. Ms. Moore stated that ZSFG anticipates several leadership findings. One issue will be that the incorrect date for the correct Hepatitis B vaccine

was noted in EPIC. The second issue relates to whether staff have completed annual required competencies. The third issue is whether one of four clinical-related contracts had been reviewed by the PIPS committee.

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

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

QUALITY

1. Triennial Joint Commission Survey

ZSFG’s unannounced Triennial Joint Commission Survey (TJC) was conducted between Tuesday, February 13th and Friday, February 16th. We have received the provisional report, and the full report will be sent in approximately 1 week after it has been reviewed by supervisors and patient safety specialists at Joint Commission headquarters. Overall, the survey team were very complimentary of the care, treatment, and services they observed at ZSFG during the 4 days. The surveyors commended ZSFG on our consistency in high-risk processes, our commitment to our patients and to one another, and our attention to detail. One patient the surveyors interviewed described her care as “Perfecto.”

The Joint Commission also shared areas of improvement. The Centers for Medicare and Medicaid Services (CMS) are holding the Accrediting Organizations, like TJC, to a higher standard than they had previously, and this was evident in the focus of the survey team. The report details findings across most of the Chapters of the Joint Commission Manual for Hospital and Nursing Care Center. The findings ranged from Environment of Care to Provision of Care, and included leadership, infection control, medication management, record of care, medical staff, human resources, and rights of the individual. The volume of findings is not surprising due to the size and complexity of our organization and the heightened focus CMS has upon healthcare and the Accreditation Organizations.

Some of the findings reached a “Condition” level: this means that Joint Commission surveyor(s) will return within 45 days to assess if ZSFG has corrected these issues. If this revisit is successful, then our accreditation status will be renewed, and no further action will be needed.

The regulatory Affairs team is collaborating with the relevant departments to develop some immediate corrective actions regarding the findings and will begin a structured process to develop plans of corrections for the other findings that will be due within 60 days of the final report.

Overall, this was a successful survey, with the volume of findings reflecting the rigorous nature of the post pandemic regulatory landscape. Adrian Smith, Emma Moore, and the whole quality team did an exceptional job preparing the hospital for the survey for many months and for stewarding the surveyors through the survey so well. This survey was an excellent opportunity to highlight our remarkable team!

CAPITAL

2. Updates on Capital Projects for 2024

The ZSFG Capital Projects Team works strategically to maintain and upgrade our hospital's infrastructure, ensure regulatory compliance, and prepare for future healthcare challenges and opportunities. Many of the projects at the forefront of the Capital Team’s portfolio address modernizing and making our environment more efficient as well as making it more appropriate for the team-based, whole person care we provide. Our evolving environment will enable us to better weave social and behavioral health services with physical health care.



Psychiatric Emergency Services (PES) Unit – Construction will begin on the new unit and have three times more common space than the current facility to accommodate the growing need in the community while also improving patient flow and providing care in a calming environment filled with natural light.

Chiller and Cooling Tower Construction Project - This emergency replacement and expansion will provide reliable temperature control to Building 5 for the hospital's specialized equipment and occupied spaces. The extra capacity from this system also ensures our campus is well-prepared for inclement weather conditions that could impact the services we provide.

Family Health Center Renovation - This milestone project aims to consolidate all family health related outpatient services into Building 5, streamlining clinic operations within a single floor plan, expanding our capacity, and offering a more efficient delivery of family health services.

Urology/Cystoscopy Clinic Completion - As part of the Rehabilitation Clinic Renovation project, upgrades in the urology/cystoscopy clinic are scheduled to be complete this year. The project includes ADA-compliant bathrooms in units 3A and 3C.

Wayfinding Design in Building 5 - Recognizing the importance of a seamless patient experience, plans are underway to implement a colorful and easy-to-follow wayfinding design in Building 5. This initiative will help patients navigate through our facilities better.

In addition to jumpstarting these projects, the Capital Projects team will be quickening the pace of construction on the new dialysis clinic, clinical lab, and public health lab.

EQUITY

3. HSS Secretary Becerra Visits ZSFG to Advocate for Reproductive Health

On January 29, Department of Health & Human Services (HSS) Secretary Xavier Becerra visited ZSFG and met with staff at UCSF Pride Hall.

We had an important conversation about what has been happening across the nation, what is being done and what progress needs to be made to protect reproductive freedom for all, including the need for legislative change at the state and national levels.

Dr. Grossman of UCSF's Advancing New Standards in Reproductive Health, a collaborative research group at UCSF, facilitated the discussion where Secretary Becerra thanked ZSFG and UCSF for their commitment and leadership in women's health rights and in providing compassionate care to everyone. He encouraged people to share their stories and experiences on the topic and stressed the importance of doing so. The staff thanked Secretary Becerra for his commitment and advocacy for reproductive health, a step toward more equitable health care.



Developing Our People

4. Transitions



Andrea Turner, ZSFG Chief Operating Officer, will be departing on February 23, 2024. She will be taking a promotive opportunity serving as the CEO of Harbor UCLA Medical Center. Andrea has served as our Chief Operating Officer since July 2020. Previously, she served as the Director of Imaging Services and the Operations Chief at the Covid Command Center.

As the Chief Operating Officer, she has been a vital member of the ZSFG Executive Team with purview over Imaging and Diagnostic Services; Pathology, Rehabilitation Services, the Behavioral Health Center, Emergency Management, the Department of Diversity Equity and Inclusion, Telecommunication Services, Clinical Laboratories, Capital and Facilities; and Support Services. She served as the Operations Chief at the Covid Command Center in the early months of the pandemic, setting the groundwork for what would eventually become a City-wide, 1000+ member team and made the City a national leader in equitable and effective Covid management. Andrea also led the successful deployment

of our EHR-EPIC Radiant domain for Imaging. She has been ZSFG's executive sponsor for Equity, leading our work to make ZSFG an anti-racist organization and sharing our progressive work on a national stage. She has led our strategic work on workplace violence prevention, making ZSFG a safer place to work and one that is focused proactively on de-escalation of violence, rather than a reactive response.

Andrea has also led many other initiatives here at ZSFG including the Comprehensive Cancer Center, Contracts and Space deployment. Her achievements include a substantive reduction in TNAA for imaging, physical violence in high-risk areas, and TAT of bed turnover. Andrea has received several awards and recognition from the City for her leadership and community contribution to the City and County of SF to include the recognition from the San Francisco Women’s Political Committee and the Department of Police Accountability.

DEVELOPING OUR PEOPLE 5. ASGE Honors ZSFG Endoscopy

The ASGE Endoscopy Unit Recognition Program is the only national program of its kind honoring GI endoscopy units that have demonstrated commitment to delivering high-quality, safe, patient-centered care – to patients, to referring physicians, to payors and to the healthcare team itself.

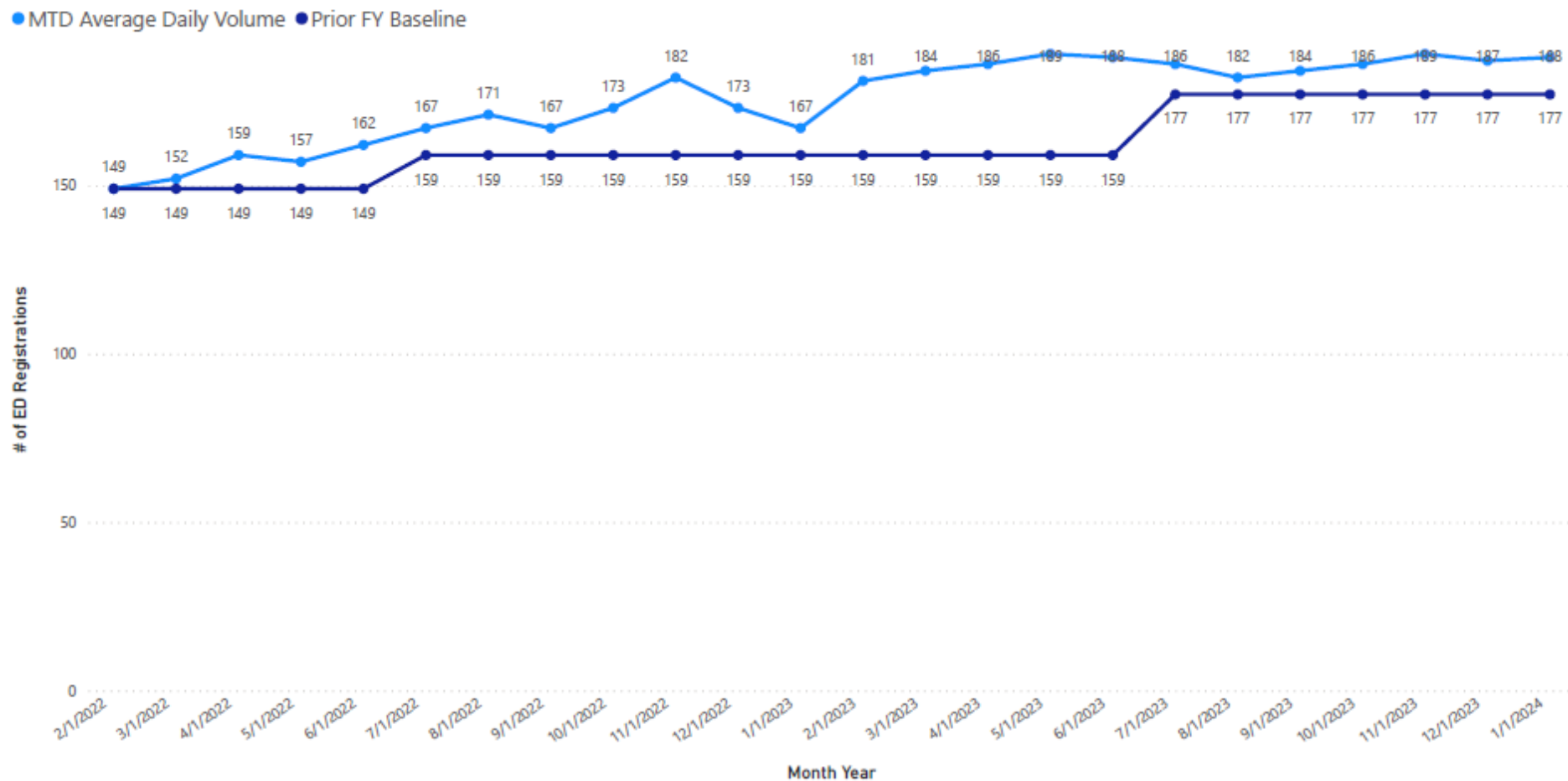
ASGE applauds Zuckerberg San Francisco General Hospital and Trauma Center for their ongoing commitment to quality and safety in GI endoscopy as evidenced by meeting the Endoscopy Unit Recognition Program's rigorous criteria. ZSFG Endoscopy is the only unit in San Francisco that holds this honor.



QUALITY

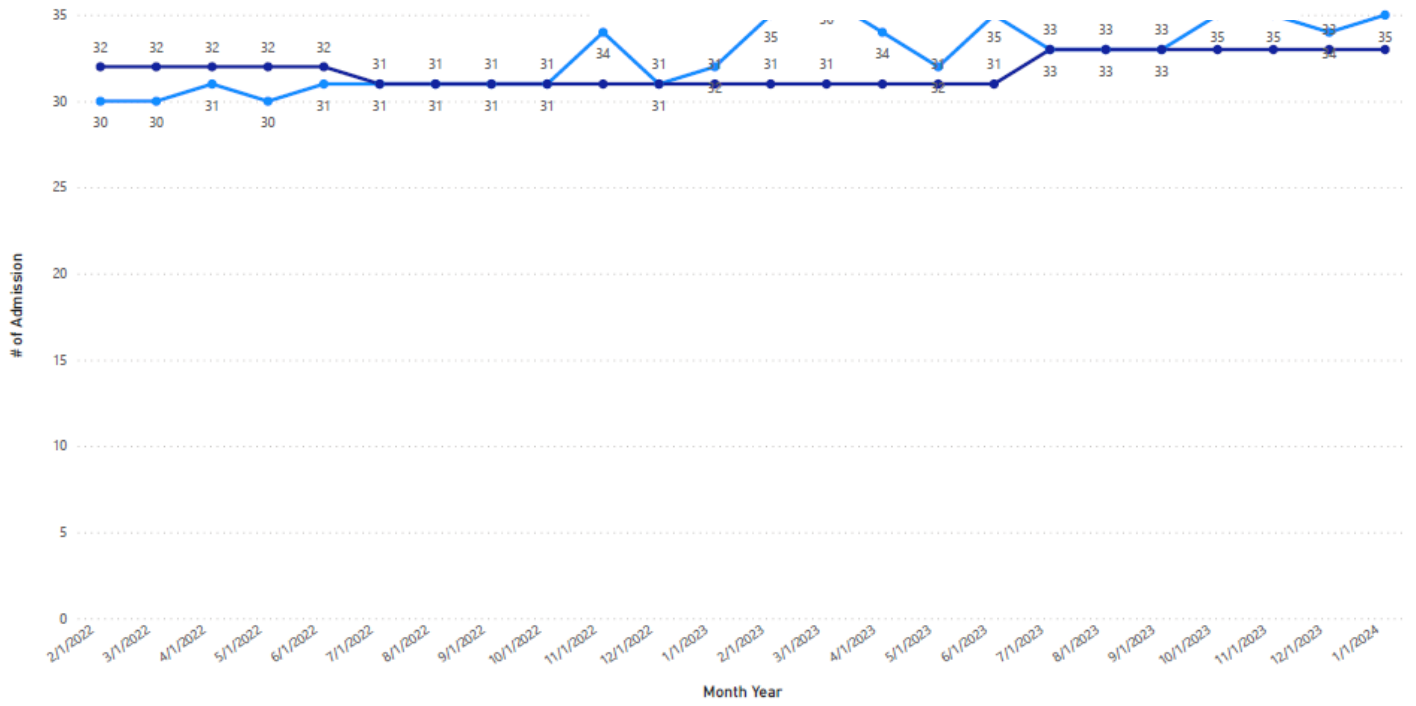
Emergency Department Activities

Average Daily Volume



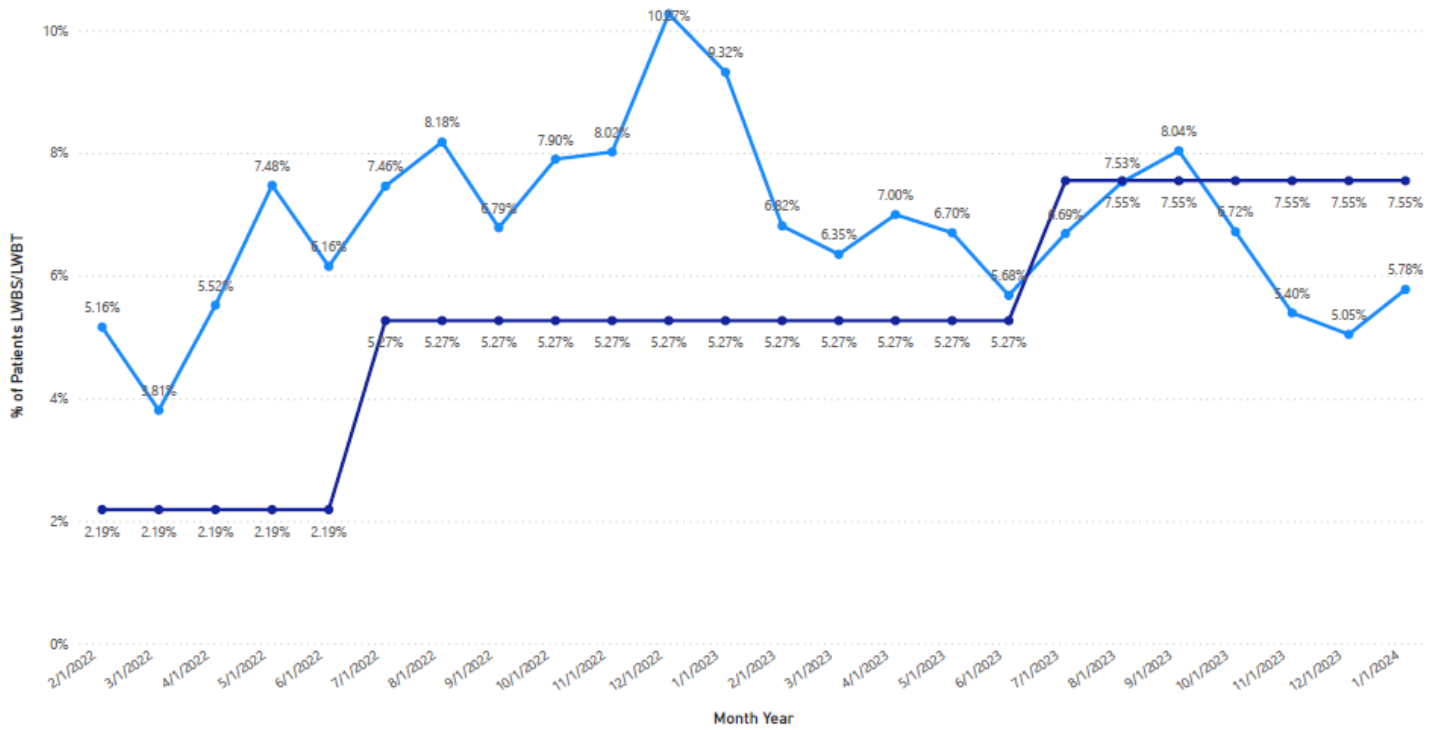
Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline

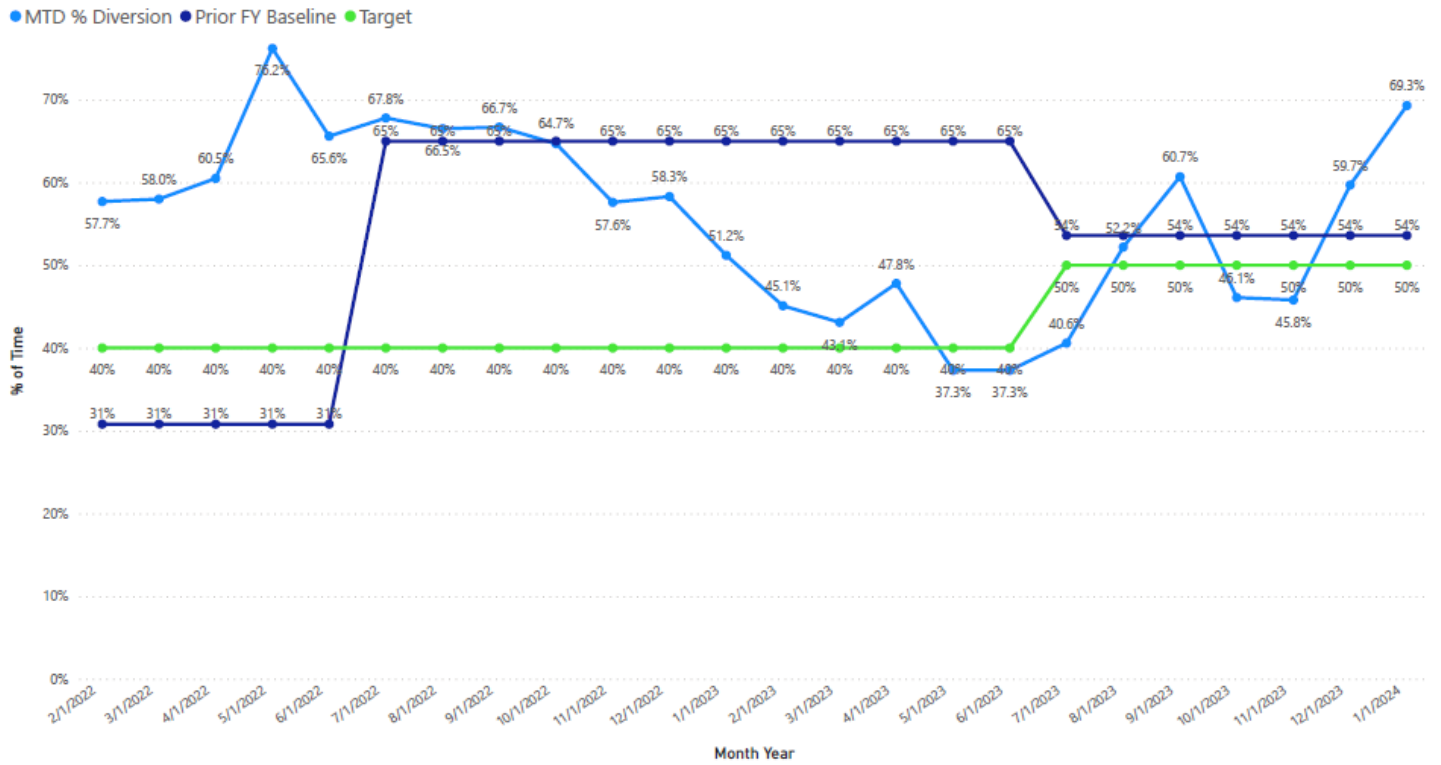


% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline

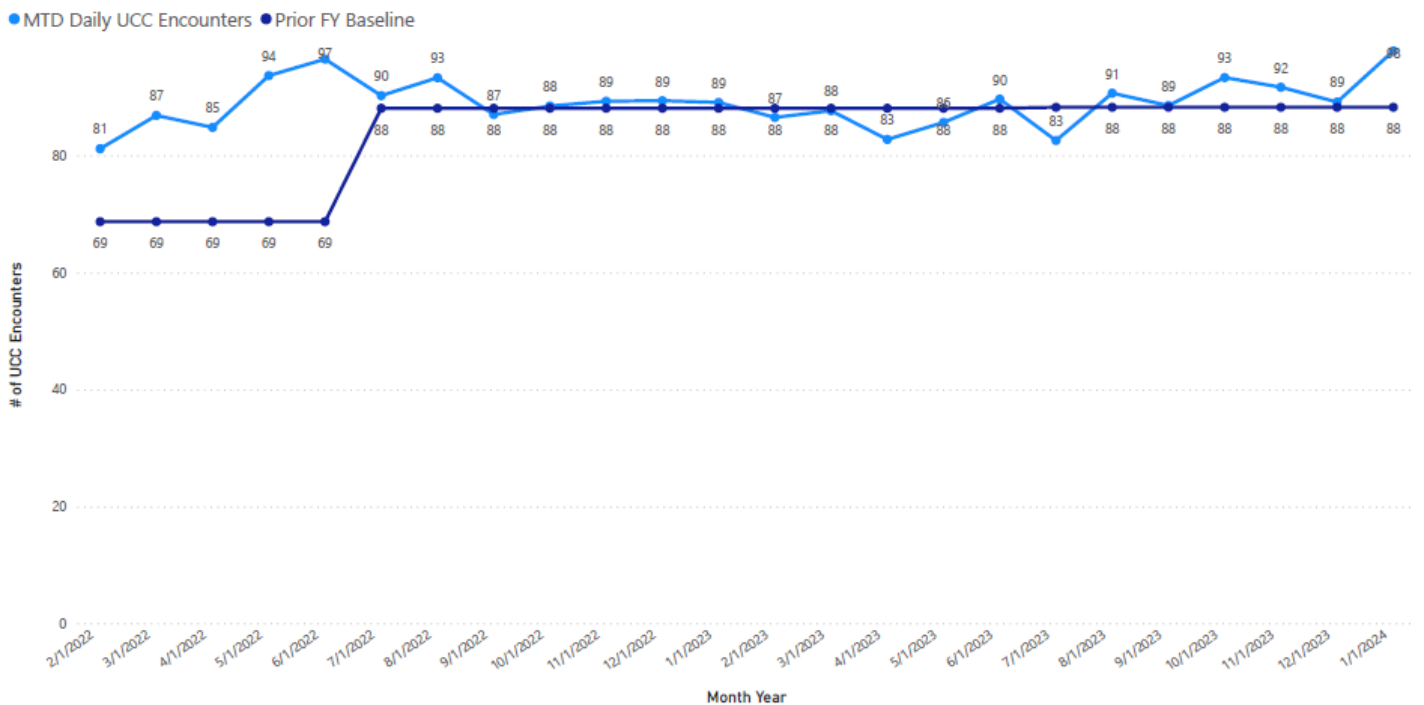


% Diversion

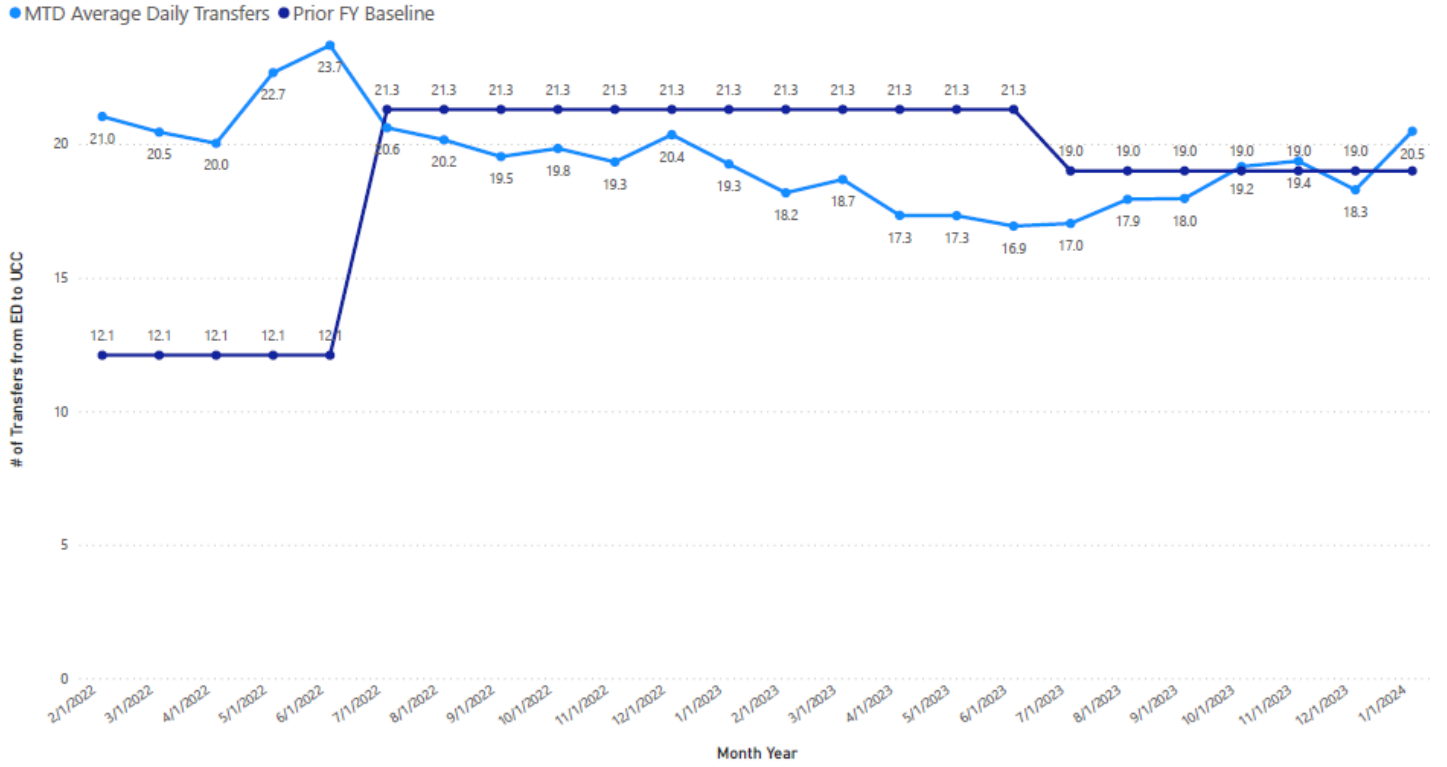


QUALITY Urgent Care Clinic Activities

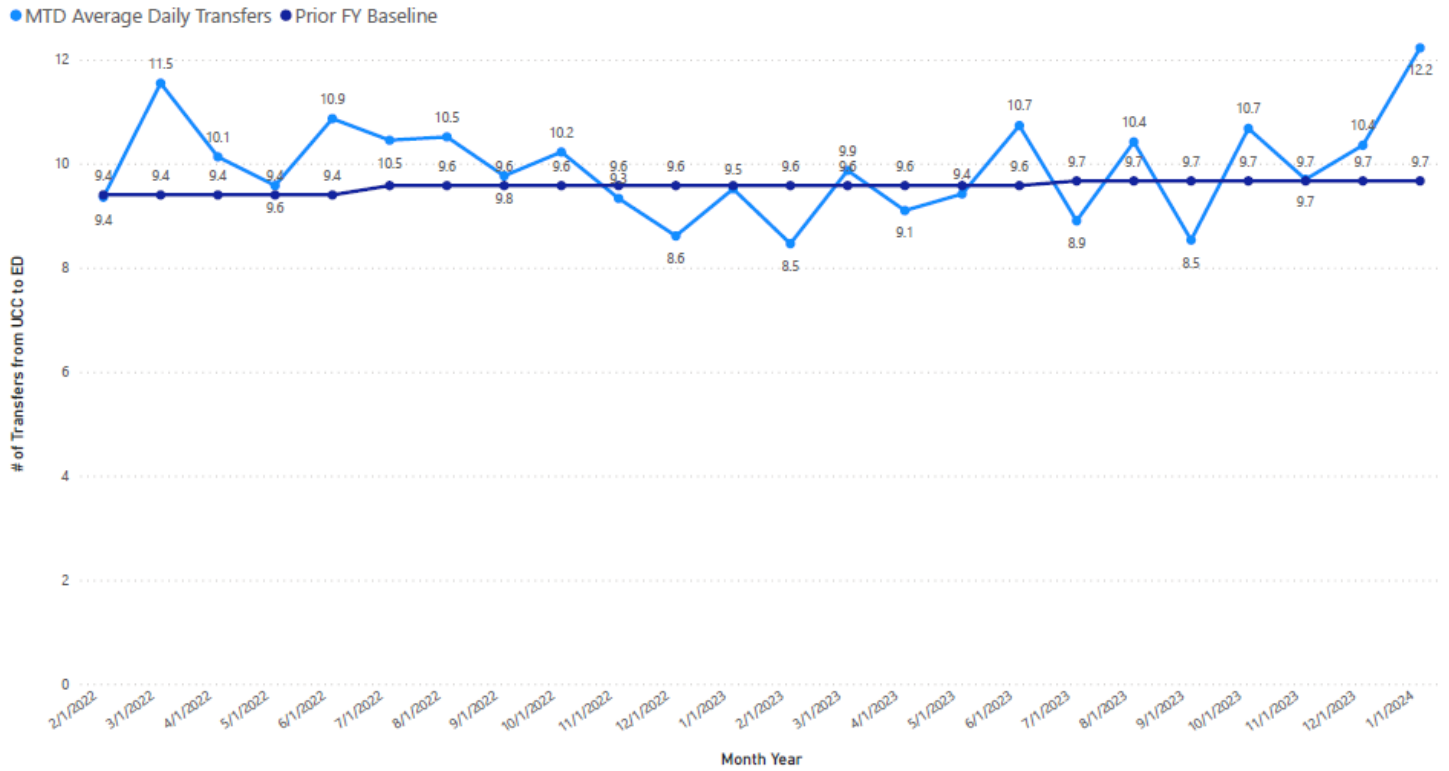
Average Daily UCC Encounters



Average Daily Transfers from ED to UCC

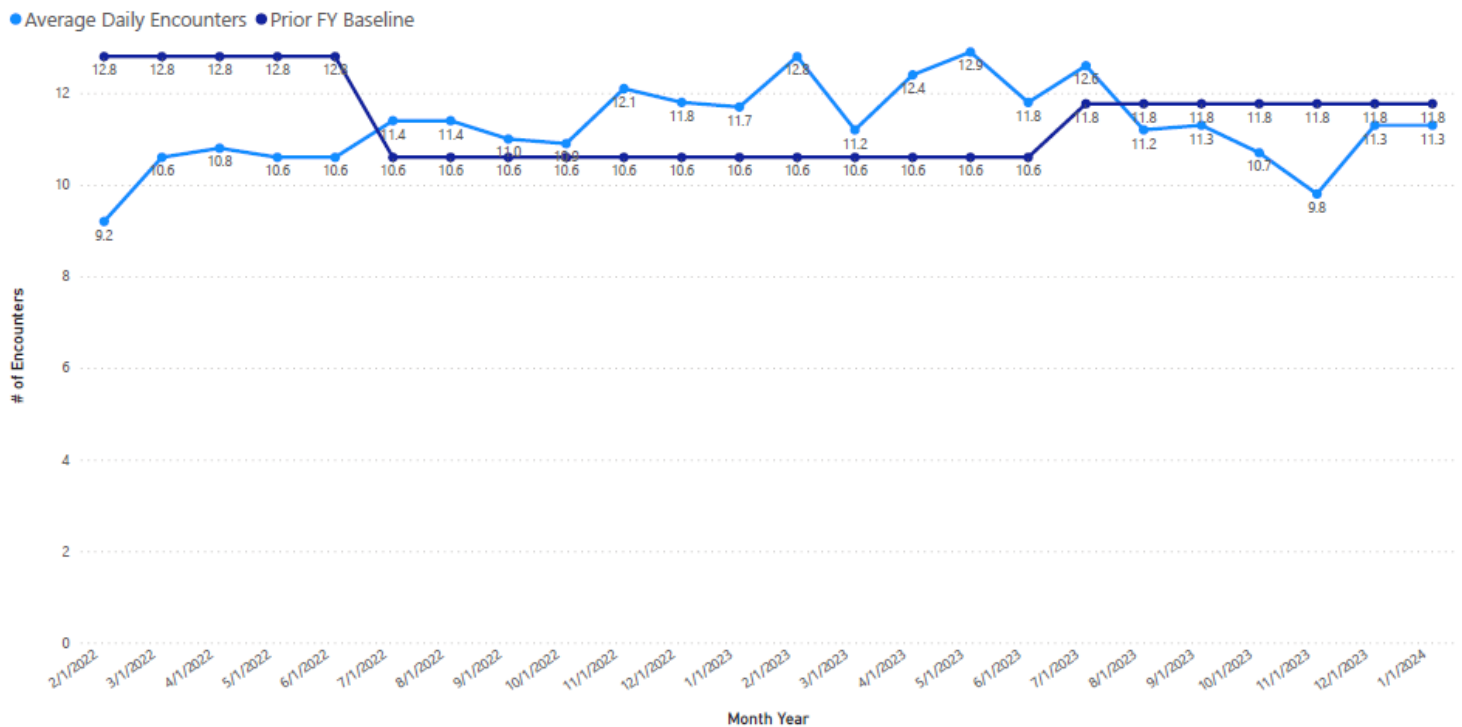


Average Daily Transfers from UCC to ED

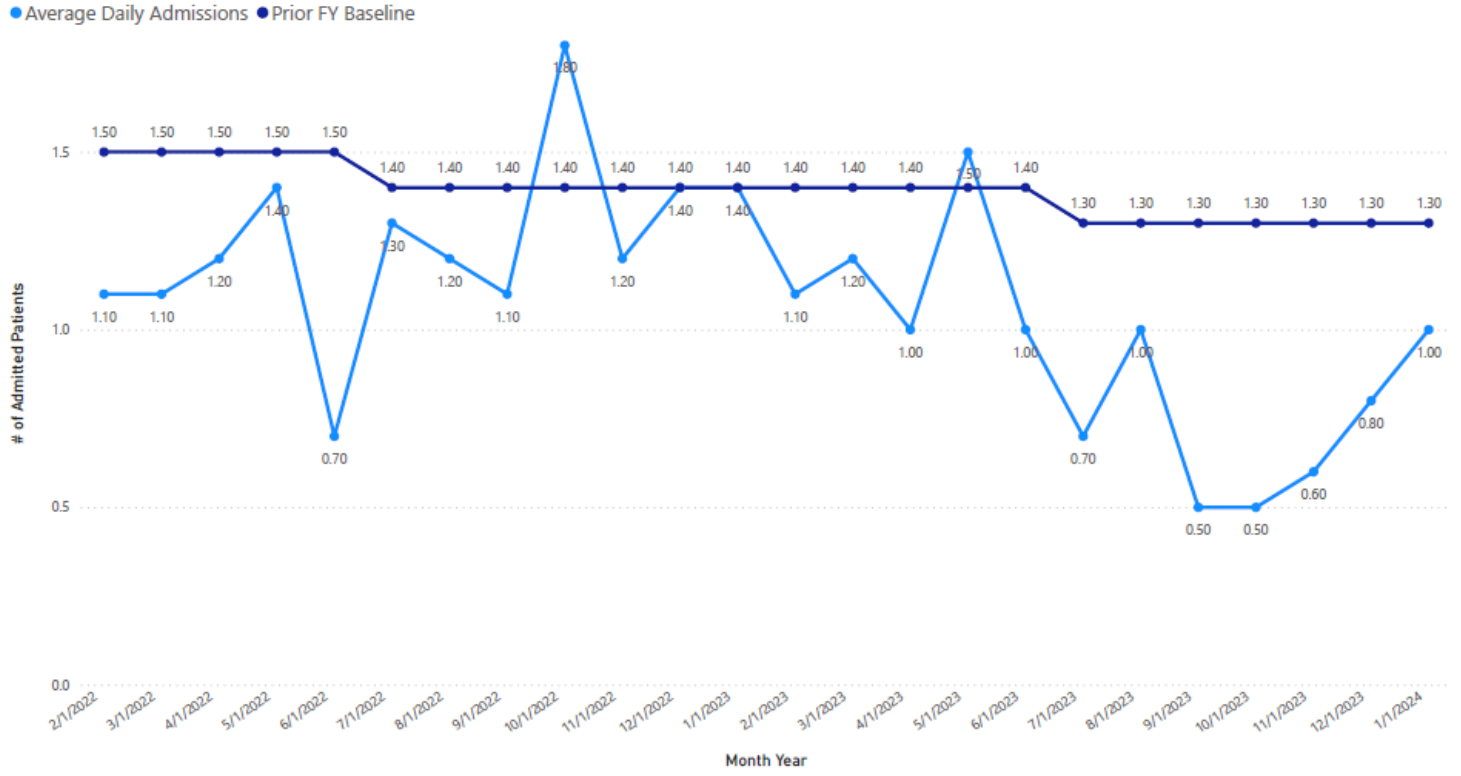


QUALITY Psychiatric Emergency Services Activities

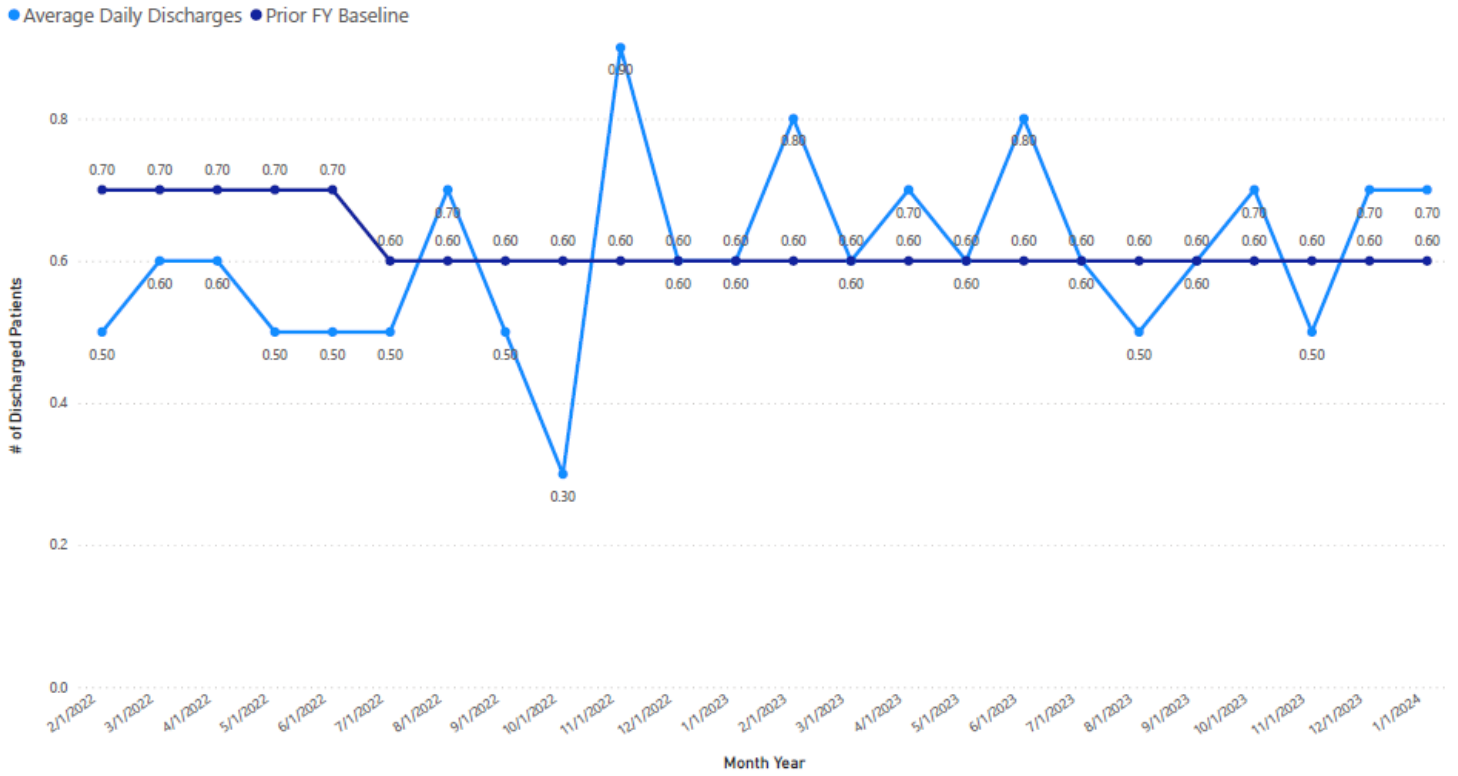
Average Daily PES Encounters



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

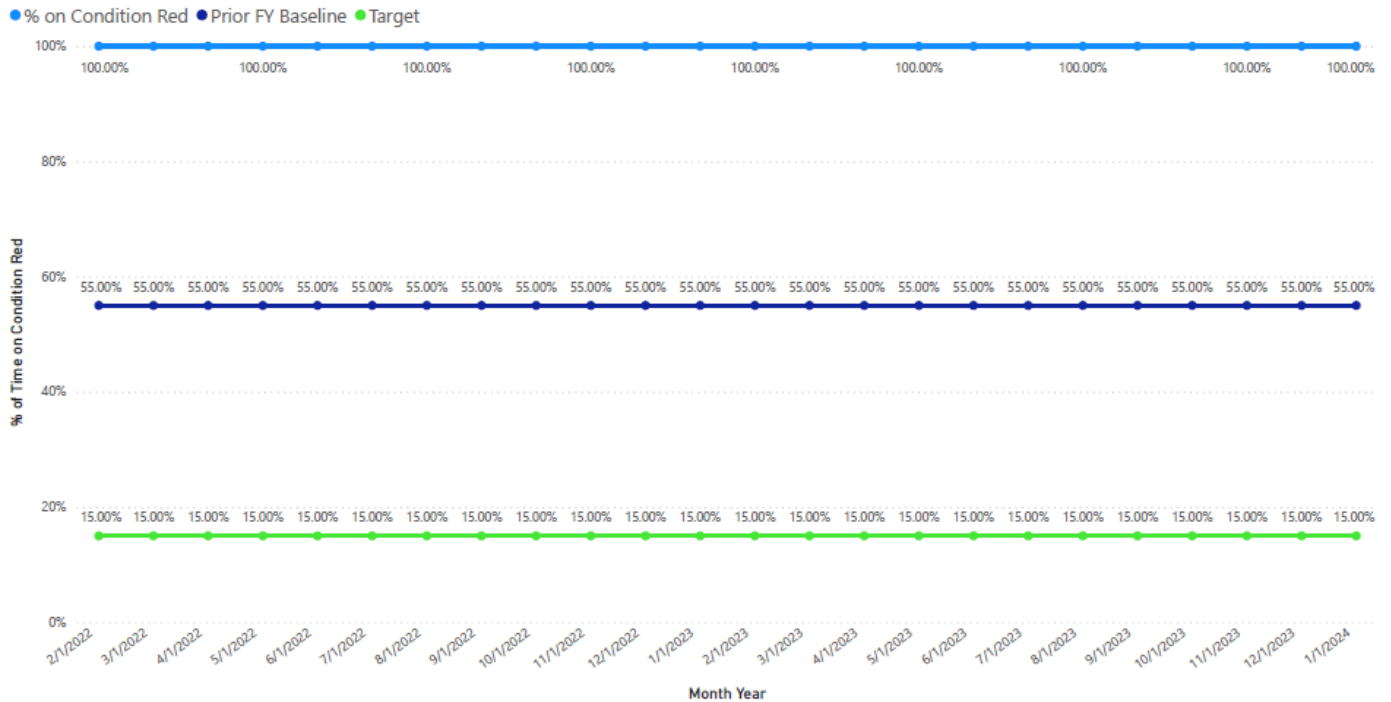


Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



PES Condition Red*

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



QUALITY

Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 204.5 which is 119.59% of budgeted staffed beds and 111.14% of physical capacity. 39.9% of the Medical/Surgical days were lower level of care days: 10.02% administrative and 29.88% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 36.9 which is 131.79% of budgeted staffed beds and 63.62% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 28.3 which is 94.33% of budgeted staffed beds and 67.39% of physical capacity of the hospital.

ACUTE PSYCHIATRY

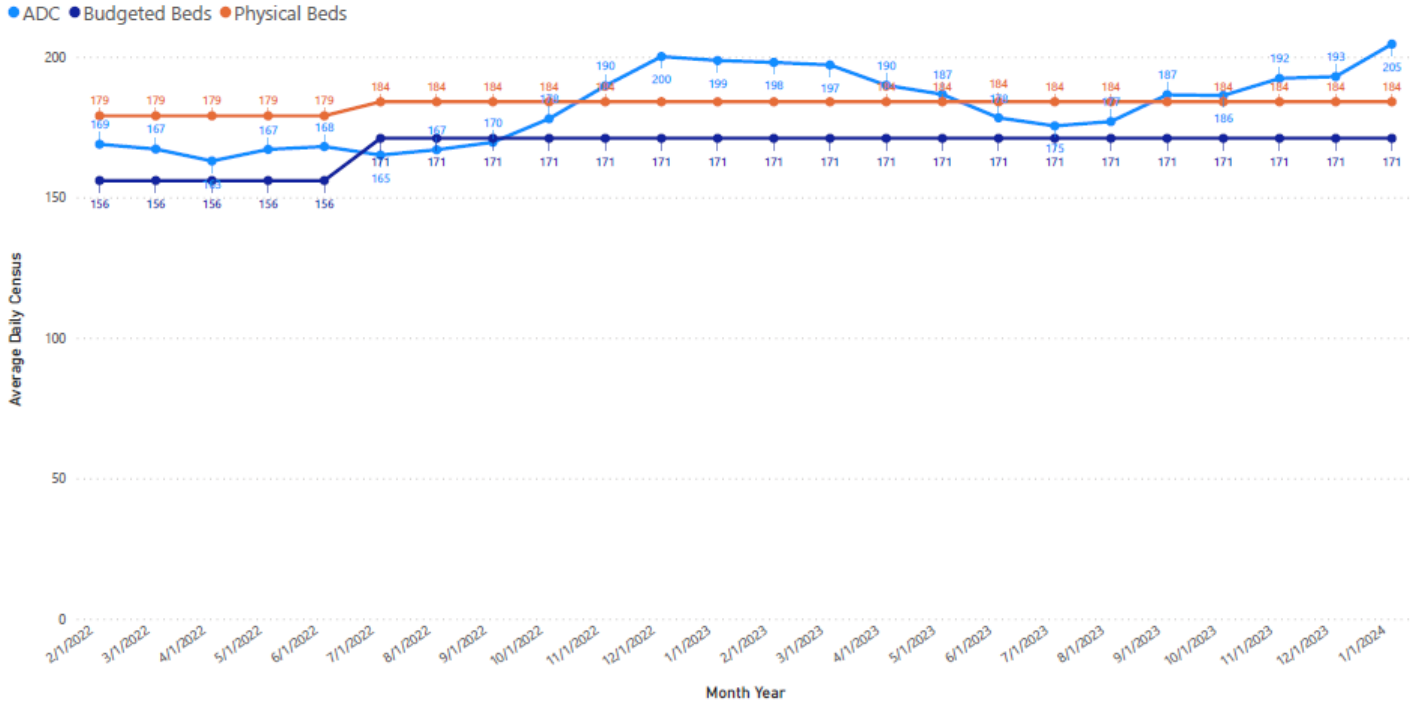
Average Daily Census for Psychiatry beds, excluding 7L, was 43.5, which is 98.86% of budgeted staffed beds and 64.93% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.5, which is 78.57% of budgeted staffed beds (n=7) and 45.83% of physical capacity (n=12).

4A SKILLED NURSING UNIT

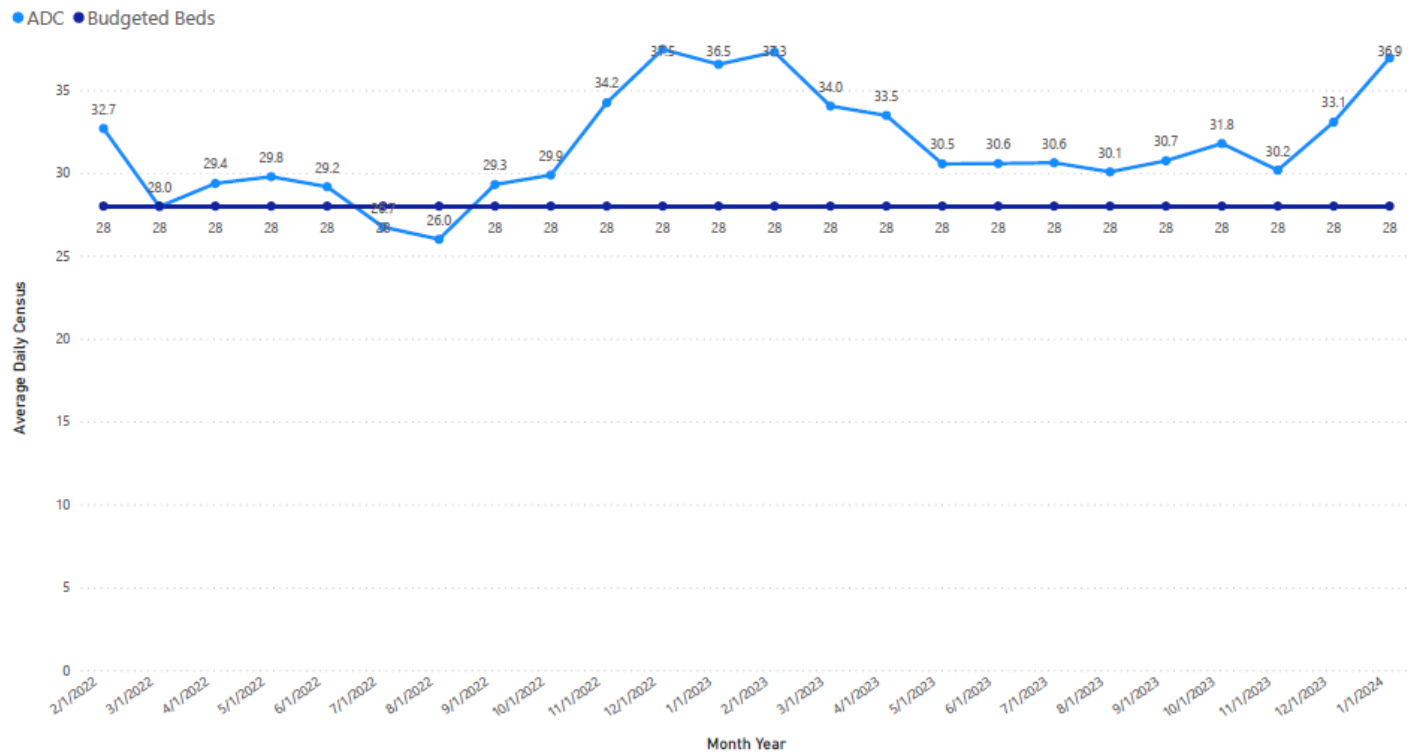
Average Daily Census for our skilled nursing unit was 29.1, which is 103.93% of our budgeted staffed beds and 97% of physical capacity.

Quality: Average Daily Census

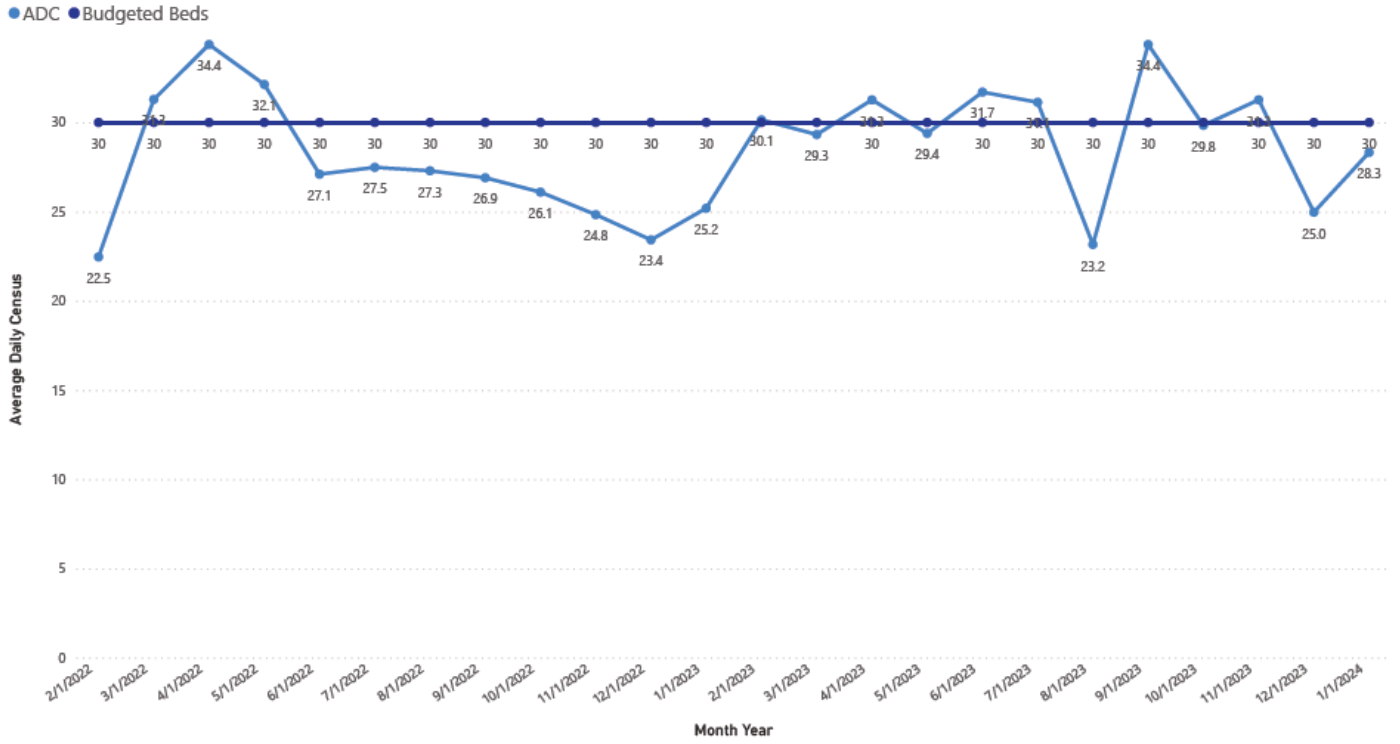
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census



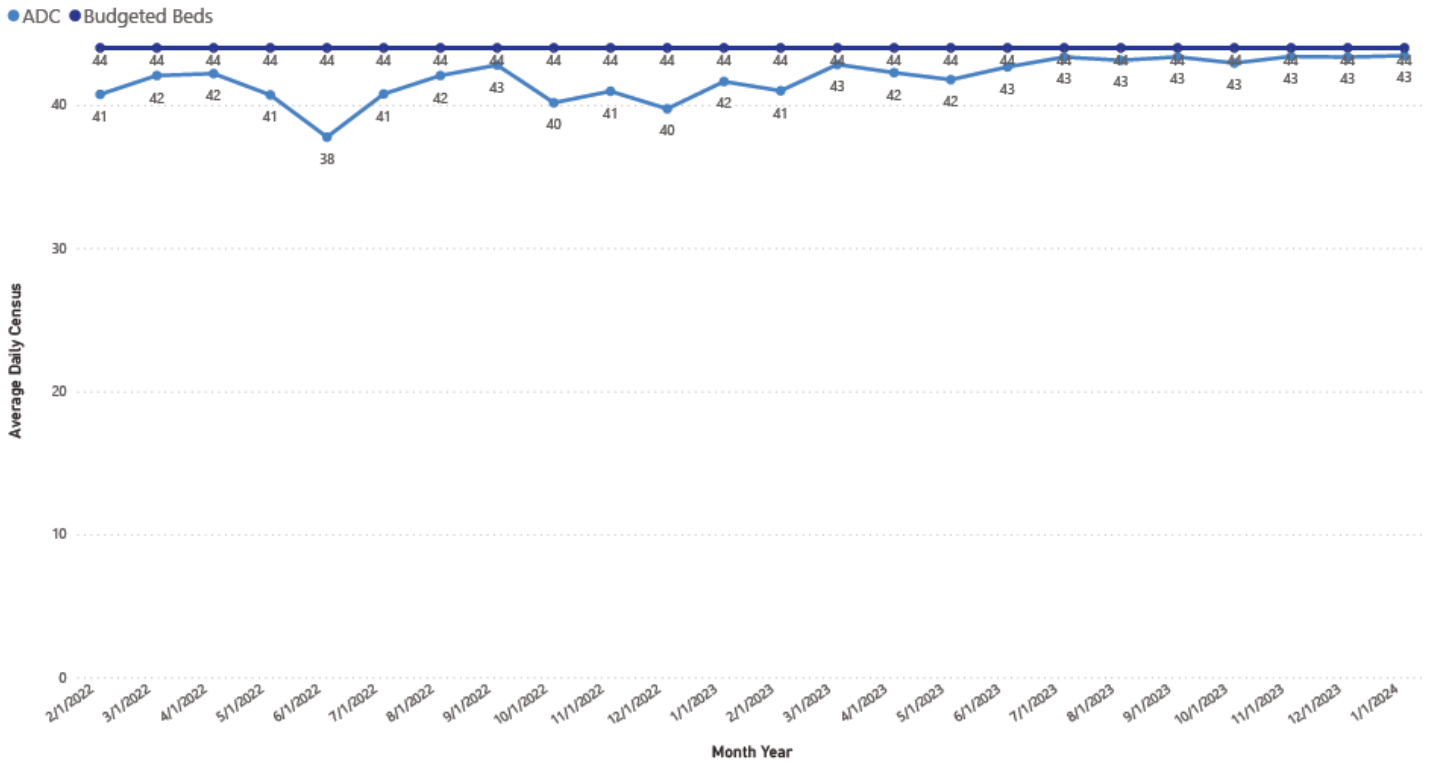
Intensive Care Unit Average Daily Census



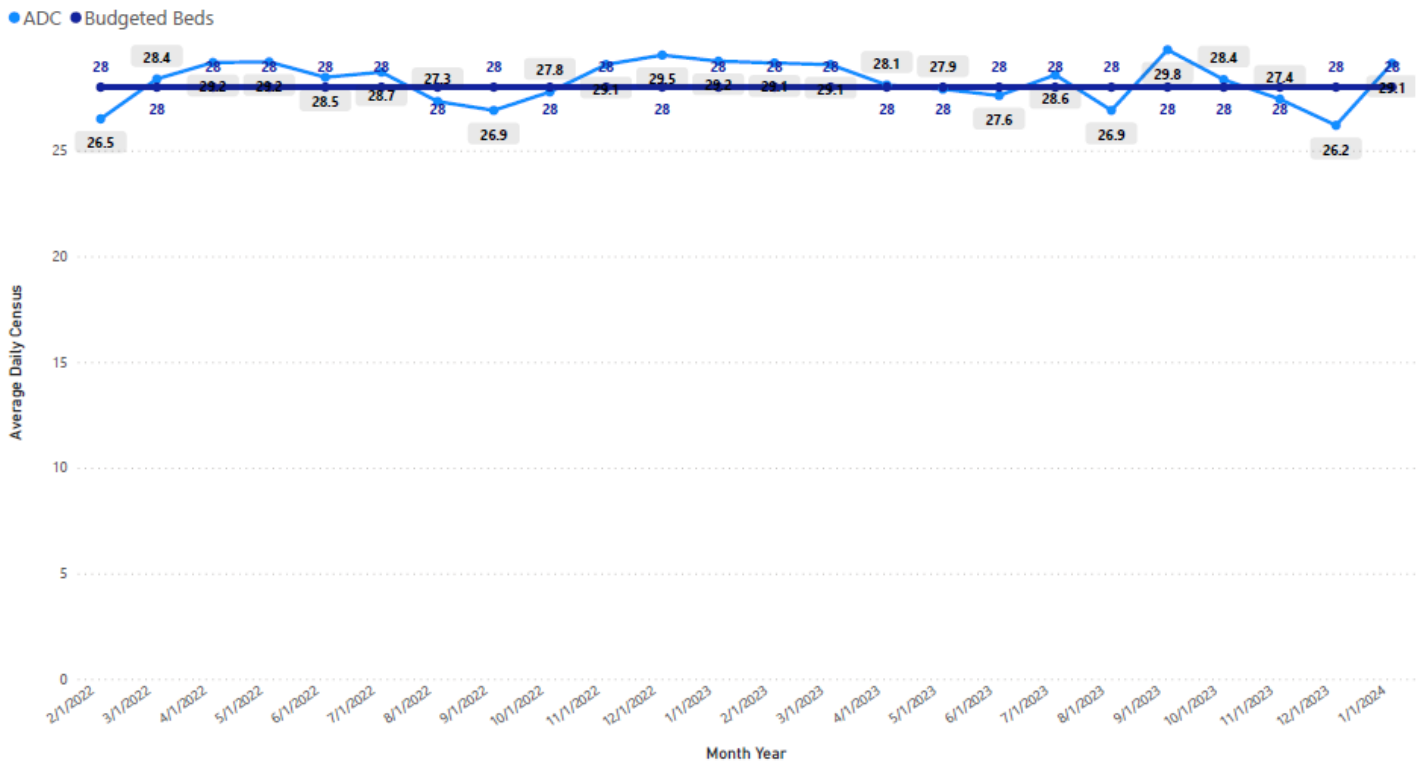
Maternal Child Health Average Daily Census



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

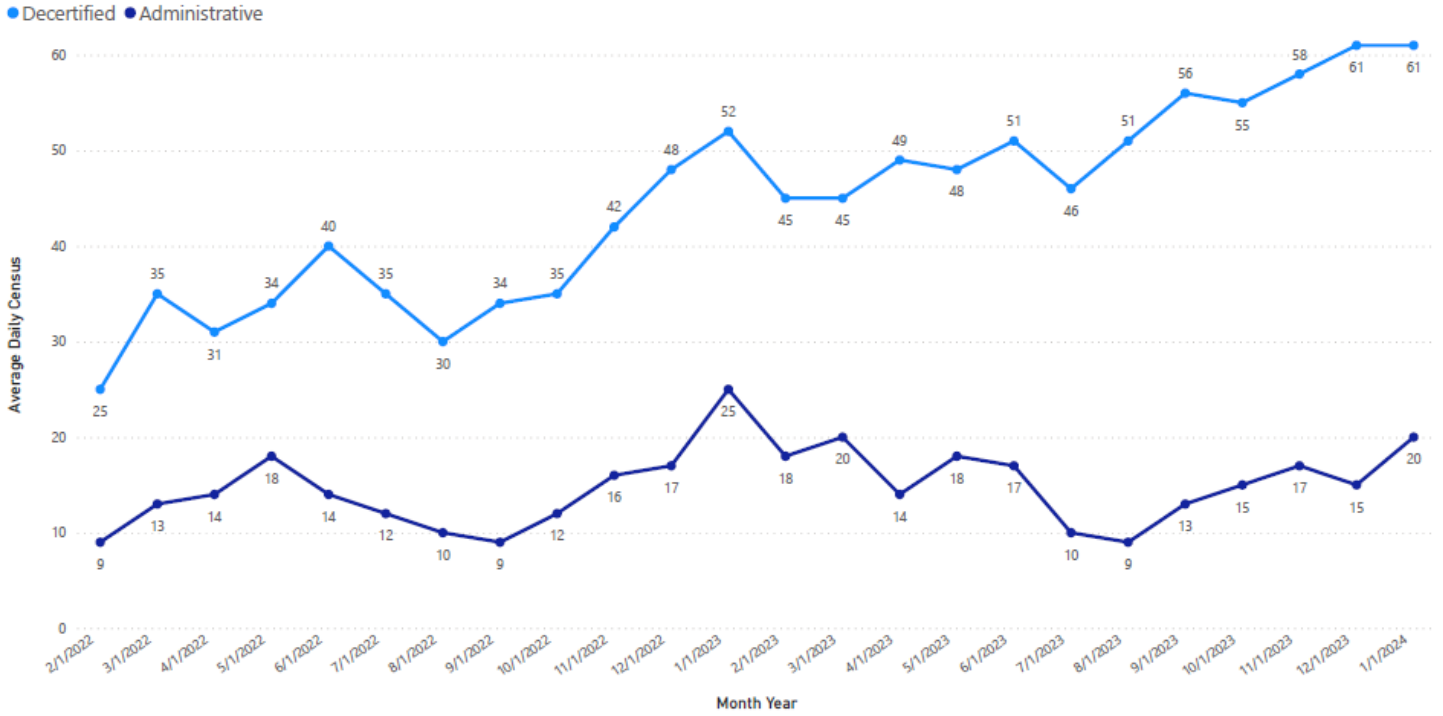


4A Skilled Nursing Facility Average Daily Census

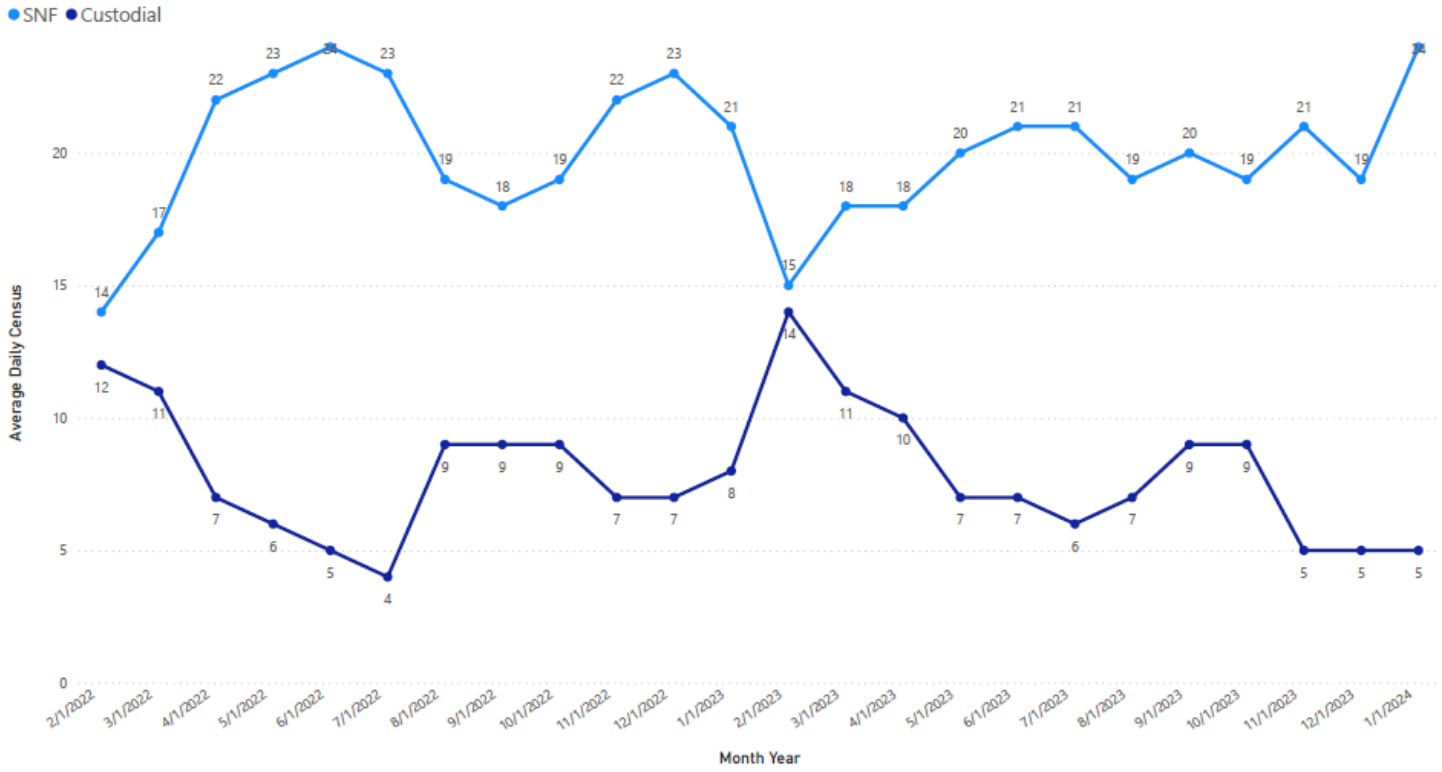


QUALITY Lower Level of Care Average Daily Census

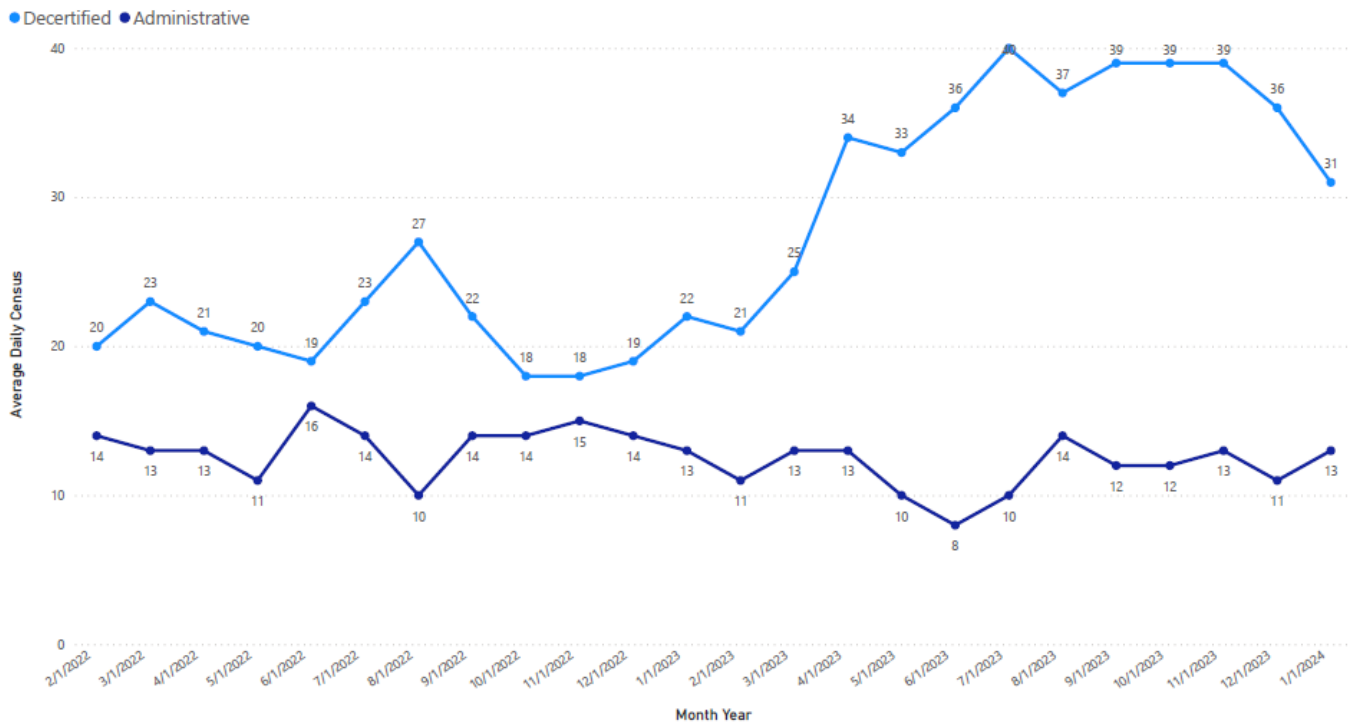
Medical Surgical Lower Level of Care Average Daily Census



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

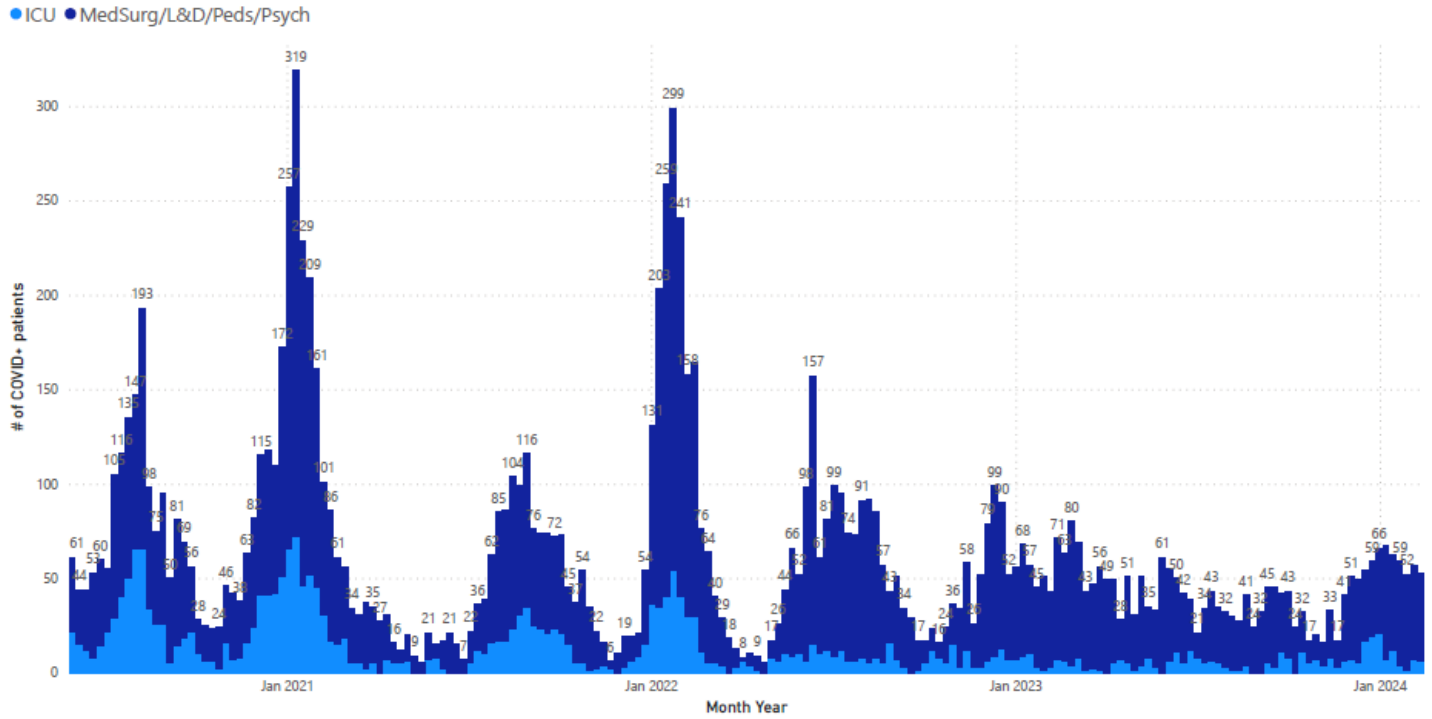


Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



SAFETY ZSFG COVID+ Patients

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

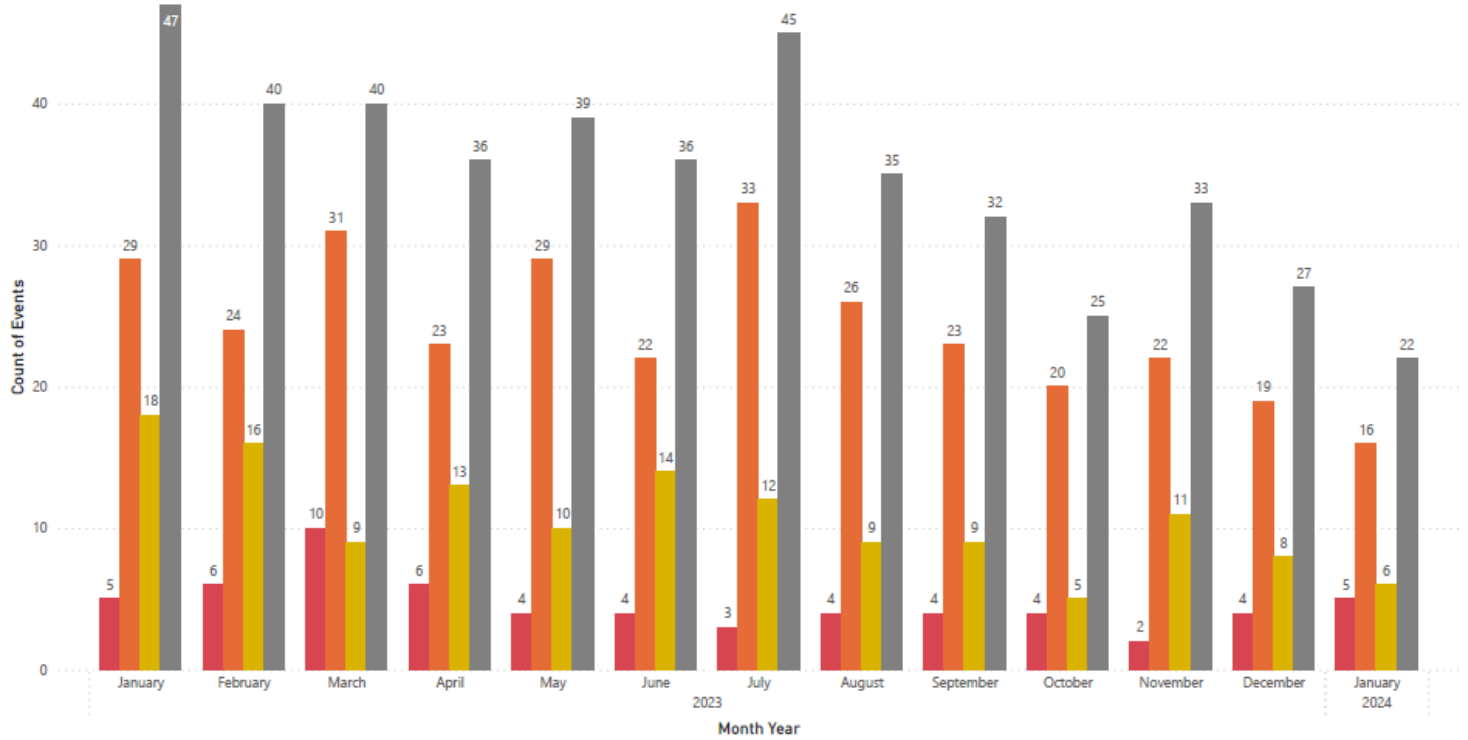


SAFETY Workplace Violence Activity*

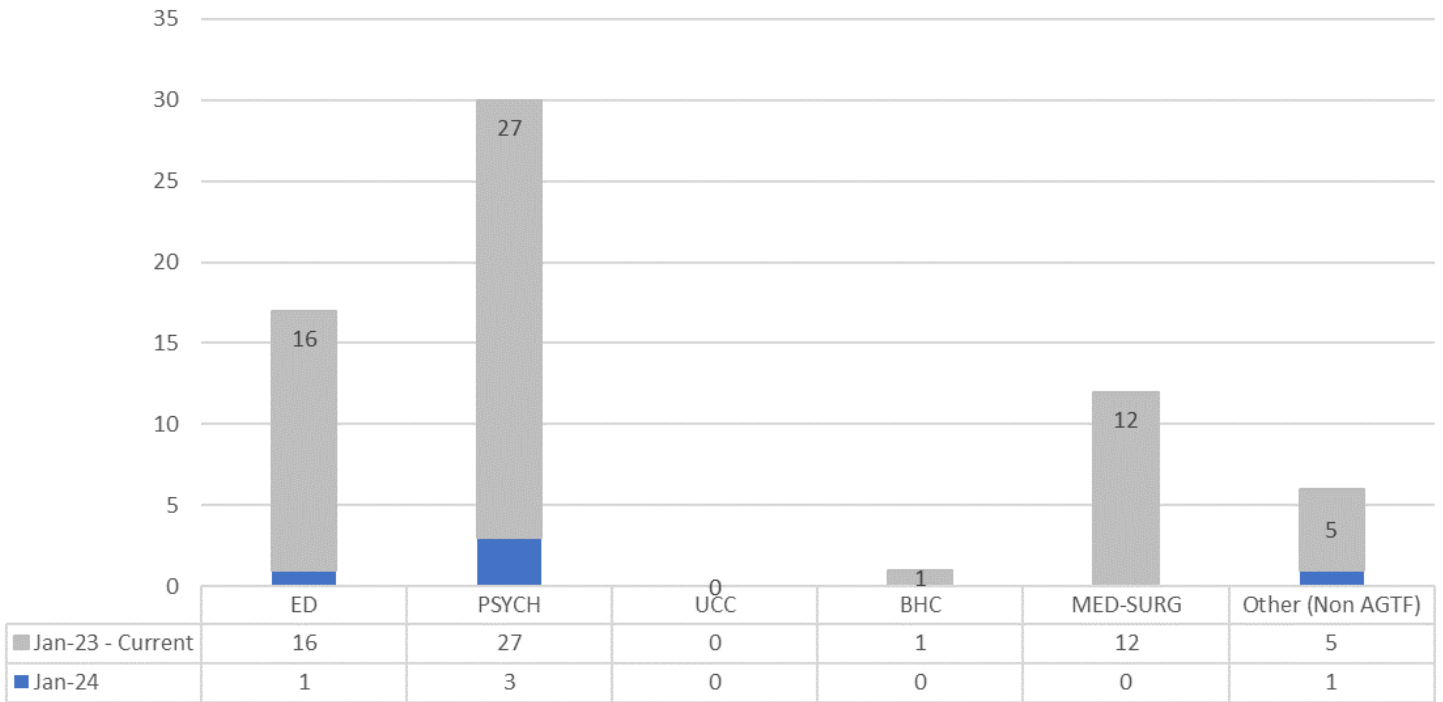
*Workplace Violence data is from ZSFG's SAFE system

ZSFG Workplace Violence Physical Assaults with Injury CY 2023

● Physical Assaults with Injury (E-I) ● Total WPV Physical Events ● Total WPV Verbal Events ● Total WPV Events



ZSFG Workplace Violence Physical Assaults with Injury (Previous month & running total)

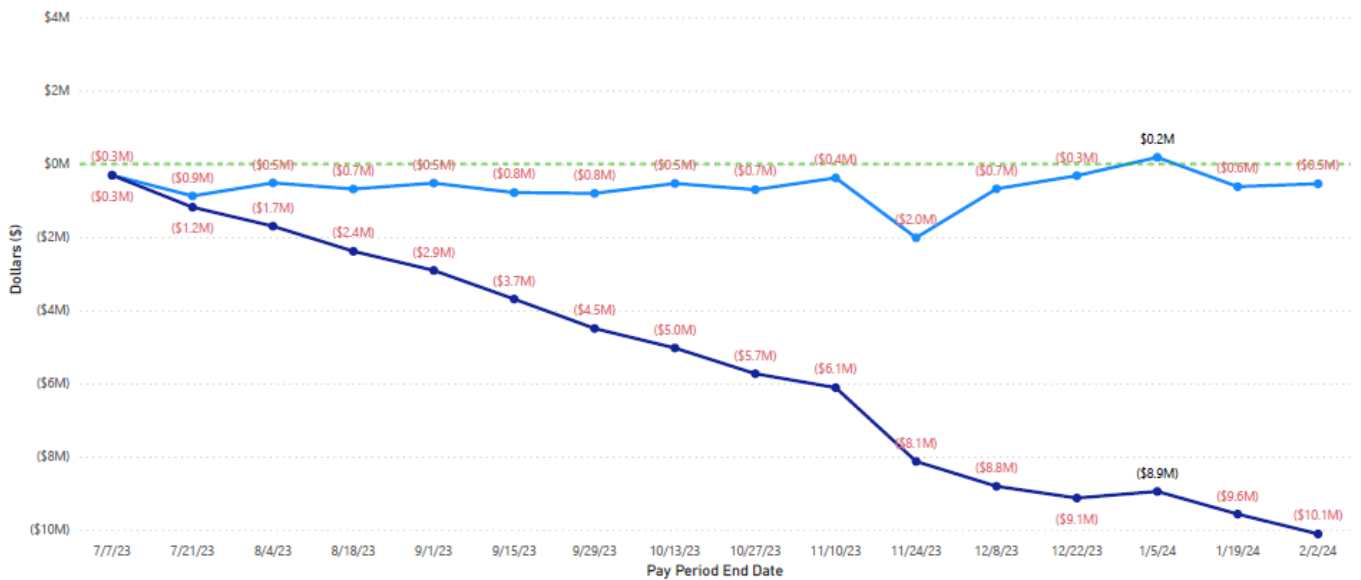


FINANCIAL STEWARDSHIP Salary Variance

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 noted that the surveyors seemed to be very collaborative. Dr. Ehrlich stated that the surveyors gave credit to ZSFG's best practices and also made some findings.

5) ZSFG HIRING AND VACANCY REPORT

Kimberlee Walden, DPH Human Resources Director of Staffing, presented the item.

Commissioner Comments:

Commissioner Chow noted that the graphs for this item are cut off and do not show the full data set. He stated that the data that can be viewed indicates that ZSFG is successful in hiring. Ms. Walden stated that consolidation of eligible lists has been productive and helpful; Managers are able to view entire pool of applicants.

Commissioner Green asked for more information regarding the 45 recent hires out of the hundreds that applied. Ms. Walden stated that this was the result of an expedited hiring process; out of the 100 requests to hire, 45 candidates accepted.

Commissioner Christian asked if the DPH or ZSFG tracks candidate's reasons for turning down a DPH or ZSFG job offer. Ms. Walden stated that the DPH does not currently track this information. Commissioner Christian encouraged the DPH to consider tracking this information to better understand why people are choosing not to accept job offers.

6) MEDICAL STAFF REPORT

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

Commissioner Comments:

Commissioner Green stated that the accomplishments of the ZSFG Surgery Department are phenomenal, including striving to address social determinants. She noted that billing is so complex for these services, and she hopes attention is being paid to ensure ZSFG is receive all revenue it has earned.

Commissioner Chow stated that the burnout rate for Surgery Department staff is concerning. He requested more information regarding plans to address this issue. Dr. Ortiz stated that high burnout rate is due to workload and weekend/night hours. ZSFG is looking at counter measures to assist with afterhours elective cases. In addition, recruitment for a Trauma Director will help too. He noted that turnover for those working in the trauma program is low.

Action Taken: The ZSFG JCC unanimously recommended that the full Health Commission approve the following:

- The Department of Surgery Rules and Regulations

Action Taken: The ZSFG JCC unanimously approved Dr. Megan Durr as Chief of Otolaryngology

7) OTHER BUSINESS

This item was not discussed.

8) PUBLIC COMMENT

There was no public comment.

9) CLOSED SESSION

- A) Public comments on All Matters Pertaining to the Closed Session
There was no public comment for this item.

- 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 to not disclose discussions held in closed session.

10) ADJOURNMENT

The meeting was adjourned at 4:48pm.