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Commissioner

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**HEALTH COMMISSION
CITY AND COUNTY OF SAN
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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, March 26, 2024 3:00 p.m.
101 Grove Street, Room 300
San Francisco, CA 94102 & via Webex**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D.
Commissioner Laurie Green, M.D.
Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Gabe Ortiz MD, Ana Delgado, Emma Moore, Emma Uwodukunda, William Huen, MD
James Frieberg, Mary Lee, Melanie Thomas, Schyneida Williams, Angelica Journagin, Christopher Ross, Hemal
Kanzaria, Mia Short, Christine Falvey, James Frieberg, Emma Perez, Adrian smith, Jeff Critchfield MD, Eric Wu

The meeting was called to order at 3:01pm.

2) APPROVAL OF THE MINUTES OF THE FEBRUARY 27, 2024 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The ZSFG JCC unanimously approved the February 27, 2024 minutes.

3) SUPPORTING SAFE AND JOYFUL BLACK BIRTH THROUGH RESPECTFUL CARE

Ana Delgado, Co-Director for Anti-Racism, Equity, Inclusion and Structural Change for UCSF Dept of OBGYN at ZSFG; Schyneida Williams, Community Engagement Coordinator; and Mia Short, Clinical Social Worker, presented the item.

Commissioner Comments:

Commissioner Christian thanked presenters for the presentation and the groundbreaking work. She recently heard a radio show in which they highlighted the importance of practitioners having hands on training; at this time in the United States, we are facing a generational knowledge and learned skill to performance these services. She appreciates ZSFG for preparing for a time in which abortion is not accessible across the country. Regarding the services presented, she asked who is not eligible; if someone has private insurance coverage, can they access these services? Ms. Delgado stated that midwives were the original abortion providers and that historical knowledge will not go away. There is a sister program

at UCSF to assist people with private insurance. Ms. Williams stated that the program connects people to services for everyone, including those with private insurance.

Commissioner Green thanked the presenters for their innovative and foundational work. She asked if the program shares its model with others, especially to those in areas of the country facing barriers to care. She asked where the portal of entry is for the program. Ms. Delgado stated that the program staff presents at national conferences and disseminates the work to anyone who makes inquiries; because the community has helped design the work, the practitioners do not feel that they own the model. The first priority for clients is to serve those in San Francisco.

Commissioner Green asked how the program is integrated with other services in San Francisco. Ms. Williams stated that the program works with RAMS and other local organizations at monthly linkage meetings. The program attempts to coordinate care pathways so patients do not have to do that work.

Commissioner Chow asked what metrics are used to determine success. Ms. Delgado stated that the program strives to meet goals set up by patients; each program component has an evaluation component. Adverse events are rare in such a small number of people. It is difficult to move the needle and show progress in such a small population. The program uses patient-focused metrics. Commissioner Chow noted that post-birth services are a measure of success, and the overall family outcome is important to consider.

4) REGULATORY AFFAIRS REPORT

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

Commissioner Comments:

Commissioner Christian requested more information on “Ongoing” addressing of findings. Ms. Moore stated that for the Joint Commission findings, ZSFG has to show the issues found are remedied within 60 days when the surveyors return. The final survey report was sent to ZSFG two weeks after the survey so the timeline to remedy the issues identified in the report began at that time. ZSFG must monitor progress on the implementation of remedies for 3 months.

Commissioner Green noted that 85 findings for such a large hospital serving such complex patients does not seem to be a high amount and asked how this compares to similar institutions. Ms. Moore stated that CMS does not provide comparative data this time.

Commissioner Chow asked for clarification of the colors in the graph from the Joint Commission findings. Ms. Moore stated that all findings require a response. Those findings in red font require executive leadership involvement. The Joint Commission requires an explanation of how the issue came to be in addition to the remedy. ZSFG has already conducted a considerable amount of work to address the findings.

Commissioner Chow asked for clarification of the finding that was also in the last survey. Ms. Moore stated that the issue of disinfection is one of the most common findings in Joint Commission surveys. In the ZSFG 2021 survey there was tape found on equipment; in the recent survey cleansing clothes were used on specific equipment instead of paper towels.

Commissioner Chow asked if Ms. Moore is confident that ZSFG will be reaccredited. Ms. Moore stated that the ZSFG team has done considerable work to address the findings and is confident that ZSFG will be reaccredited.

5) ZSFG CHIEF EXECUTIVE OFFICER’S REPORT

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

EQUITY

1. ZSFG Programs Funded

The San Francisco Board of Supervisors approved resolutions authorizing the Department of Public Health to accept and expend grants from the San Francisco General Hospital Foundation for 2 essential ZSFG programs.

The first program, Predictive Analytics AI/ML, aims to reduce racial equity gaps and readmission rates in heart failure patients through Cognitive Computing and Care Paths: Advancing Health Equity through Predictive Analytics. Predictive analytics and other technology innovations have the potential to be transformative in improving health outcomes. This funding will support the outpatient application of predictive modeling and care pathway development to improve health outcomes for the cardiac heart failure SFDPH patient population.

The second program, Children’s Health Center Healthy Steps, will be funded for two additional years. Since the program’s inception in 2019, over 2,700 patients, ages 0-5, and their families who were not previously being served, have received preventative behavioral health and health promotion services. Additionally, the evidence-based HealthySteps program has demonstrated outcomes in improving well child visit attendance, immunization rates, developmental screening rates, and linkage to child and caregiver-level services has reached fidelity in the model.

EQUITY

2. Black History Month

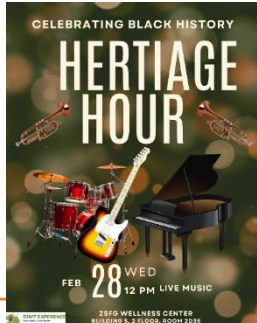


In February, ZSFG celebrated Black History Month and the incredible contributions of our Black/African American colleagues by allowing them the time, space to speak, breathe and celebrate. Every day, their voices and experiences are recognized as invaluable to our hospital's growth, success, and more inclusive future in health care.

Staff participation and enthusiasm in these celebrations and initiatives not only honor the past but also acknowledge progress and pave the way for a more equitable, anti-racist health care to all communities, which remains our True North. All staff were encouraged to partake in comprehensive training programs to ensure they are equipped to provide culturally sensitive care to our patients by actively working to undo cultural bias. ZSFG’s commitment to equity is reflected in ongoing efforts to address racial disparities in care and outcomes. Notable achievements include remarkable success in decreasing heart failure remission rates and increasing exclusive breastfeeding rates among our Black/African American patients and mothers.

Various groups curated displays for the mezzanine to celebrate Black/African American heritage and the extraordinary contributions of our Black/African American staff to ZSFG and their patients. Also on exhibit was beautiful artwork by local Black/African American artists.

The Food and Nutrition Services (FNS) team planned themed meals providing a taste of the rich and diverse heritage of the Black/African American culture.



To close out the month of celebration, The Wellness Center and Staff Experience team hosted Heritage Hour in conjunction with a spa day. A local group of jazz musicians played some soulful and soothing tunes while staff relaxed, grooved and indulged in an all-around relaxing ambiance.

EQUITY

3. Lunar New Year Celebration



February 10th marked the start of the Lunar New Year. With roots in the ancient agrarian society of China, Lunar New Year is also called “Spring Festival,” since it marks the end of winter and the arrival of spring.

Almost half ZSFG’s staff and 21 percent of our patients are of Asian descent. This marked a special time for the ZSFG community, as well as for those who celebrate Lunar New Year around the world, in countries such as China, Taiwan, Vietnam, Indonesia, Singapore, and South Korea.

During this two-week celebration, many colleagues might take time off to travel or spend time at home with family. ZSFG also hosted celebrations on campus. Chef Mike Jenkins and the Food and Nutrition Services team prepared delicious, themed menus and hosted a Lion Dance to bring prosperity and good luck for the upcoming year. The Year of the Dragon is a year for strength, power and success.



EQUITY

4. Welcoming Bright Young Minds at ZSFG



Throughout the year, Bilal Chaney, the DEI Lead and Program Coordinator of Internships and Volunteers with the ZSFG Radiology Team, will coordinate and organize tours with local schools and community programs. Bilal shared, “It’s all part of our goal to bring equity to healthcare, but also to education.” By showing the students the lifesaving work happening at the hospital, it lets the young folks know there are opportunities to be a part of it.

Recently, ZSFG welcomed 38 students from Cathedral School for Boys along with their teachers and chaperones. The group met with members of the Emergency Department, Paramedics, Rehabilitation, ICU and Radiology. They engaged in conversation sharing details about the services, interacted with the providers and equipment and spoke about experiences within the respective departments.

The students were very engaged, participated consistently and had a terrific experience.



QUALITY

5. Finnish Tour at ZSFG

ZSFG's San Francisco Children's Advocacy Center (CAC) hosted a visit with members of the Helsinki Barnahus, the Finnish equivalent of our CAC at ZSFG.

Along with a member from the European Union, this group of Finnish experts identified the SF CAC as the nation's premier example of a successful CAC and requested to conduct a study visit. Over the course of 3 days, our guests met the multidisciplinary team members of our CAC as well as toured all the agencies' units, including the Child and Adolescent Support, Advocacy & Resource Center (CASARC) and Emergency Department. During the visit, the Barnahus members identified many best practices of our CAC that they are eager to implement into their model in Finland.



Developing Our People

6. New ZSFG Leadership

ZSFG proudly announced Dr. Gabriel Martin Ortiz as the new Chief Medical Officer.



Dr. Ortiz first joined ZSFG in 2004 as an intern and throughout his career, he has distinguished himself as a multifaceted leader, holding important roles within UCSF and the San Francisco Department of Public Health. Highlighting his commitment to our key values, he has served as a Medical School Bridges coach, been recognized with the Excellence in Teaching Faculty Award and has twice been awarded the Values in Actions Award. He is an enthusiastic Lean leader and has most recently served as the elected Chief of Staff and as the Medical Director for Medical/Surgical Care.

Dr. Ortiz received his MS and BS from Yale University and obtained his MD and PhD from the Weill Cornell/Rockefeller/Sloan Kettering Tri-Institutional MD-PhD Program. He shared with the interview panel that the mission of ZSFG is what drew his attention to train at UCSF, being a first-generation Latino who was driven to give back to underserved communities.

Dr. Ortiz epitomizes our ZSFG values of joy in work, compassionate care, and thirst in learning.

Developing Our People

7. New ZSFG Leadership

Dr. Susan Ehrlich and the ZSFG Executive Team are delighted to announce the appointment of Eric Wu as the new Chief Financial Officer.

Eric brings over 15 years of healthcare finance experience to the CFO role with a strong aptitude for using data analytics effectively to drive operational excellence and strategic planning. He will oversee the Budget and Decision Support team

and accounting functions for ZSFG, as well as the Health Information Management division and Patient Financial Services for SFHN. In addition, he will serve as a member of DPH's finance leadership team and the ZSFG executive team.



In his recent role as the Director of Budget and Decision Support, Eric was responsible for directing the development, management, and implementation of ZSFG's and Jail Health Service's combined \$1.5 billion budget. Over the past four years, he has partnered closely with many of our leaders to streamline budget processes and enhance financial transparency and accessibility across all service lines.

Eric has also served as ZSFG's Finance Equity Champion and was recently honored as a recipient of the Values in Action Award for his commitment to promoting equity and exemplifying ZSFG's values. Outside of work, Eric prioritizes family, enjoying time with his spouse of 8 years and two children. As a native San Franciscan, he remains engaged in his community, striving for positive change both professionally and personally.

Developing Our People

8. New ZSFG Leadership

ZSFG is pleased to announce that Chauncey Jackson has been appointed as the inaugural interim ZSFG Deputy Chief Operating Officer.

After 20+ years of service, Capital and Facilities leader, Terry Saltz, will be retiring at the end of June 2024. During his tenure, work in those areas has grown tremendously in size and complexity over time. Upon review, it was determined that ZSFG needs a new leader to support the transition of Terry's retirement, the work being done and the people within the Capital and the Facilities teams.

In this new structure, the Deputy COO will report to the COO and will have leadership responsibility over Capital, Facilities, Environmental Health and Safety, Food and Nutrition Services, Laundry and Linen, Messenger Services, and Emergency Management Services. Within that structure, Capital and Facilities will have separate managers.



Chauncey is currently our Administrator of Support Services and will continue in that role as well.

In the near future, ZSFG leadership will announce a recruitment for the permanent Deputy COO role.

DEVELOPING OUR PEOPLE

9. Celebrating Heroes and Hearts

ZSFG CEO, Susan Ehrlich had the pleasure of presenting the Heroes and Hearts Awards at the annual Hearts in SF hosted by the San Francisco General Hospital Foundation. This year's Hearts in SF event celebrated its 20th year and the profound impact the Foundation has on our patient-centered care, fostering civic pride with beautiful Hearts throughout San Francisco and raising critical funds for ZSFG.

UCSF & ZSFG's Dr. Andre Campbell was awarded for his dedication to excellence in trauma care, educating the next generation of surgeons, increasing diversity, equity, and inclusion in health care – and tireless advocacy to address the national gun violence epidemic.

Rev. Claire Chuck Bohman, M.Div, BCC, and their team at the Sojourn Chaplaincy were recognized for their work attending to the spiritual needs of patients, family, and staff at ZSFG. It was a great opportunity to highlight Code Lavender, a new addition to Sojourn, and for the team's work attending to our staff in times of crisis.

Dr. Hali Hammer was celebrated on her last day before retirement. As the Director for Ambulatory Care for the San Francisco Health Network, Dr. Hammer received well-deserved accolades for her work to ensure the best care at each health clinic across the city while continuing to care for patients at the Family Health Center here at ZSFG.

This year's 2024 Community Impact Award winners was presented to the Bridge and Engagement Services Team (BEST), Launched in 2023, the BEST Neighborhoods team is a group of behavioral health clinicians and peer counselors who are serving people living on the streets with highly complex needs and who face significant barriers to accessing healthcare and other needs.

The 2024 Hero and Heart and Community Impact awardees brought pride, hope and inspiration to all in attendance. The celebration was attended by the honoree's families alongside Mayor Breed, SF DPH Director Dr. Grant Colfax, elected officials and community leaders.



DEVELOPING OUR PEOPLE 10. Values in Action Award

During the February Expanded Executive Committee meeting, Chef Mike Jenkins received the Values in Action Award.

The purpose of the "Values in Action" award is to celebrate a leader who models the ZSFG values of Joy in our Work, Thirst in Learning and Compassionate Care. Chauncey Jackson, who was last month's award recipient, stated Chef Mike ensures our patients, staff and visitors have a meal that is meaningful. He approaches his job with skill, attention to detail and love, that embodies this award. His peers applaud his innovation and ability to devise cost-saving strategies without compromising operations and ensure sustainability for the future. He organizes employee appreciation events and cultural celebrations with creativity and intention – often referencing the various cookbooks in his office for inspiration.

Chef Mike has displayed exceptional business acumen, demonstrating profound knowledge in strategy, development, financial management, business operations, and supply chain. Outside of work, he is actively pursuing his MBA.



DEVELOPING OUR PEOPLE 11. Thank a Resident/Fellow Day



On the last Friday in February, ZSFG celebrated Thank a Resident/Fellow Day—a day to honor the invaluable contributions of the up to 300 dedicated residents and fellows who arrive at ZSFG daily.

The leaders at ZSFG and UCSF, are very fortunate to work in partnership, which uniquely integrates our resident training into the delivery of care at ZSFG. The partnership has been instrumental in hosting graduate medical education programs for an impressive 150 years. UCSF's Graduate Medical Education is recognized globally as a leading program which attracts and nurtures future leaders in medicine, research, and public health.

Through their training, our residents and fellows are at the forefront of integrating new knowledge and innovative practices into our hospital.

This year, they've embarked on department-wide improvement projects, ranging from emergency medicine to neurology, with a focus on sustainability, equity, and efficiency. Their initiatives are making a tangible difference—be it through increasing recycling efforts in emergency medicine, enhancing waste sorting in radiology, improving screenings for social determinants of health in neurology, or refining the accuracy of medication application in dermatology. These contributions will leave a lasting impact well beyond their tenure at ZSFG.

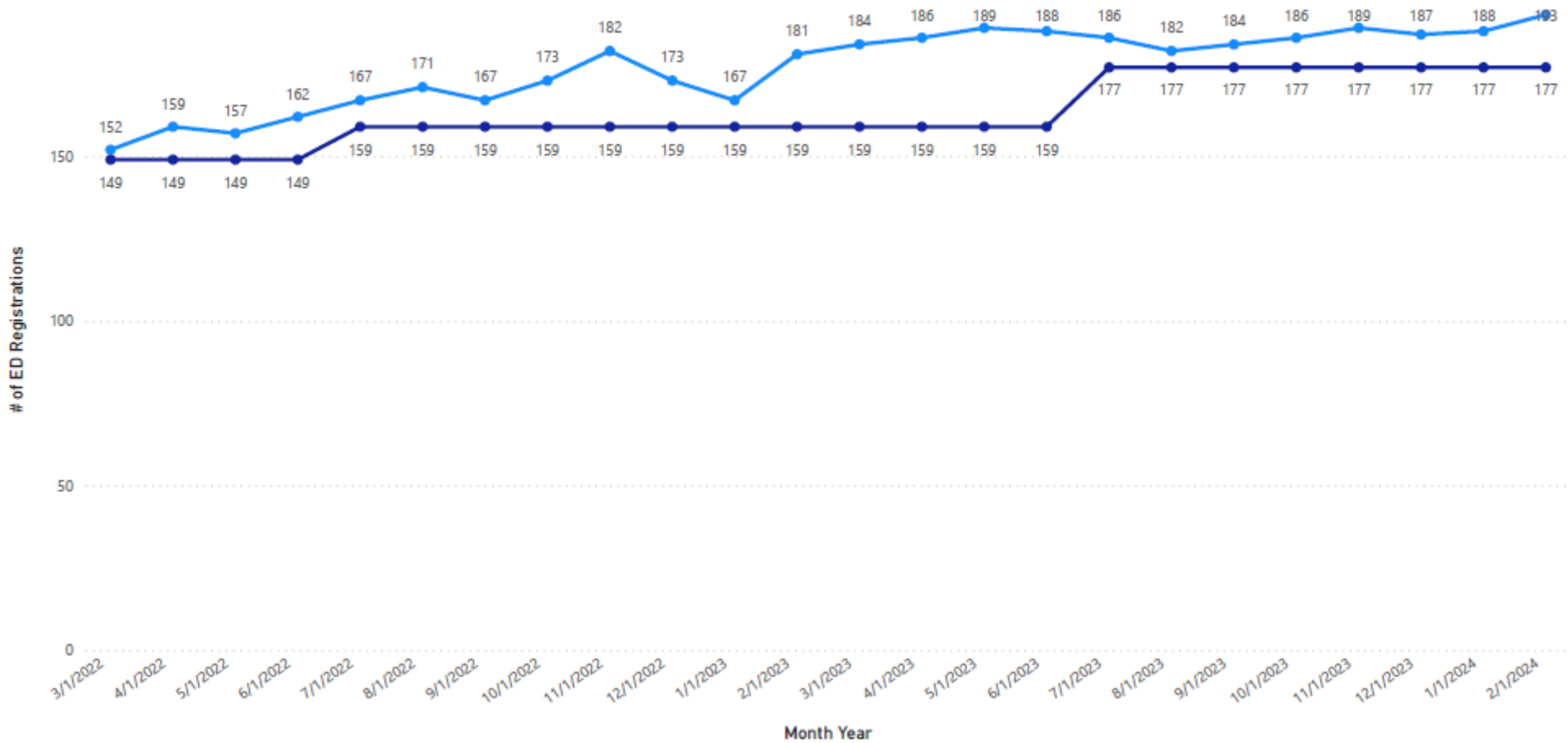
Staff are planning events for individual residency programs to show their appreciation, including massages, Thank You breakfasts during shift changes, and “Thank You” buttons. These gestures are a small token of our immense gratitude for their hard work and commitment.



QUALITY Emergency Department Activities

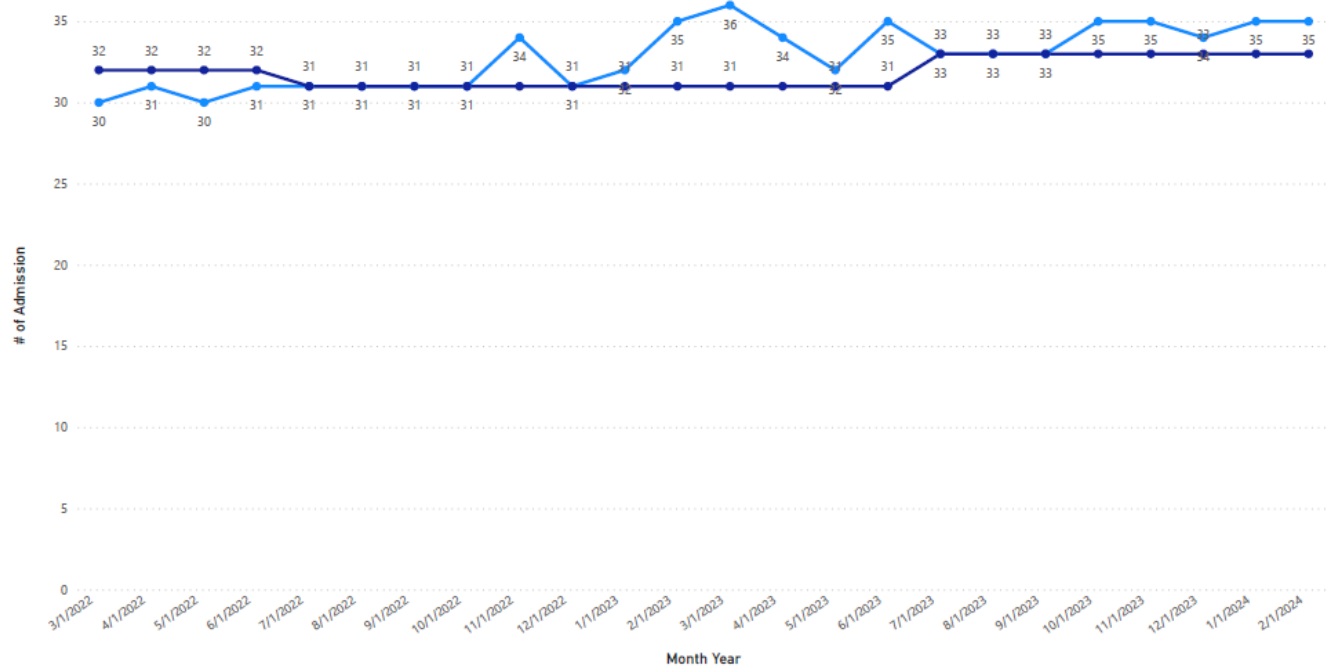
Average Daily Volume

● MTD Average Daily Volume ● Prior FY Baseline



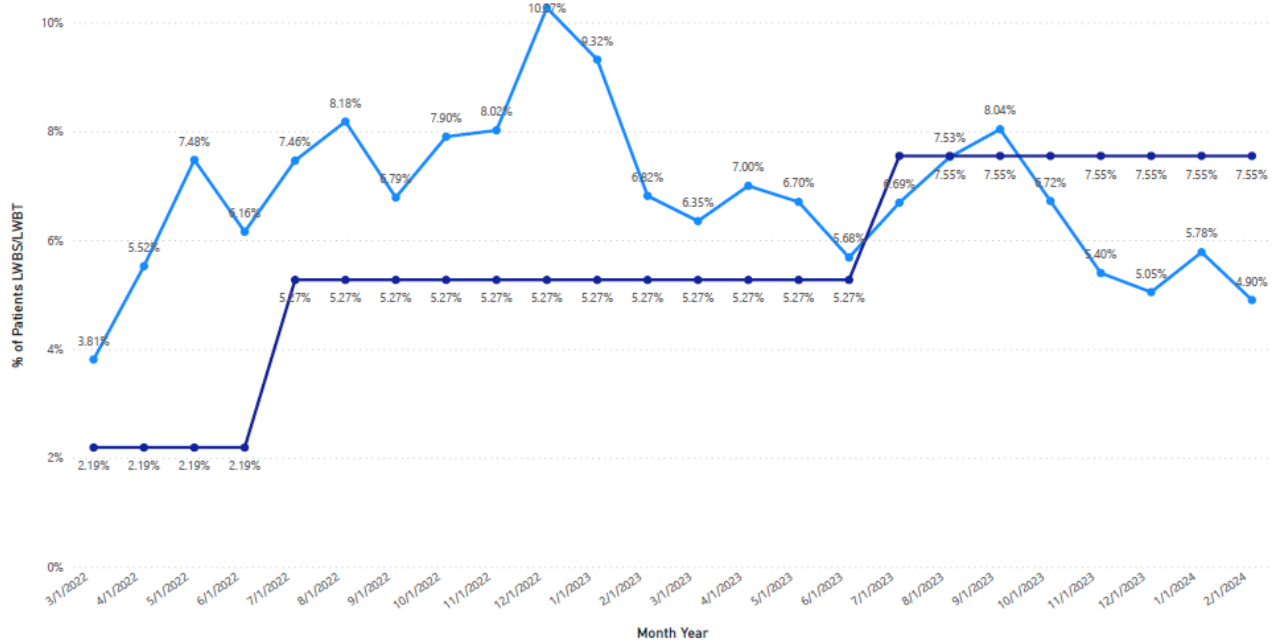
Average Daily Admissions from ED

● MTD Average Daily Admissions ● Prior FY Baseline

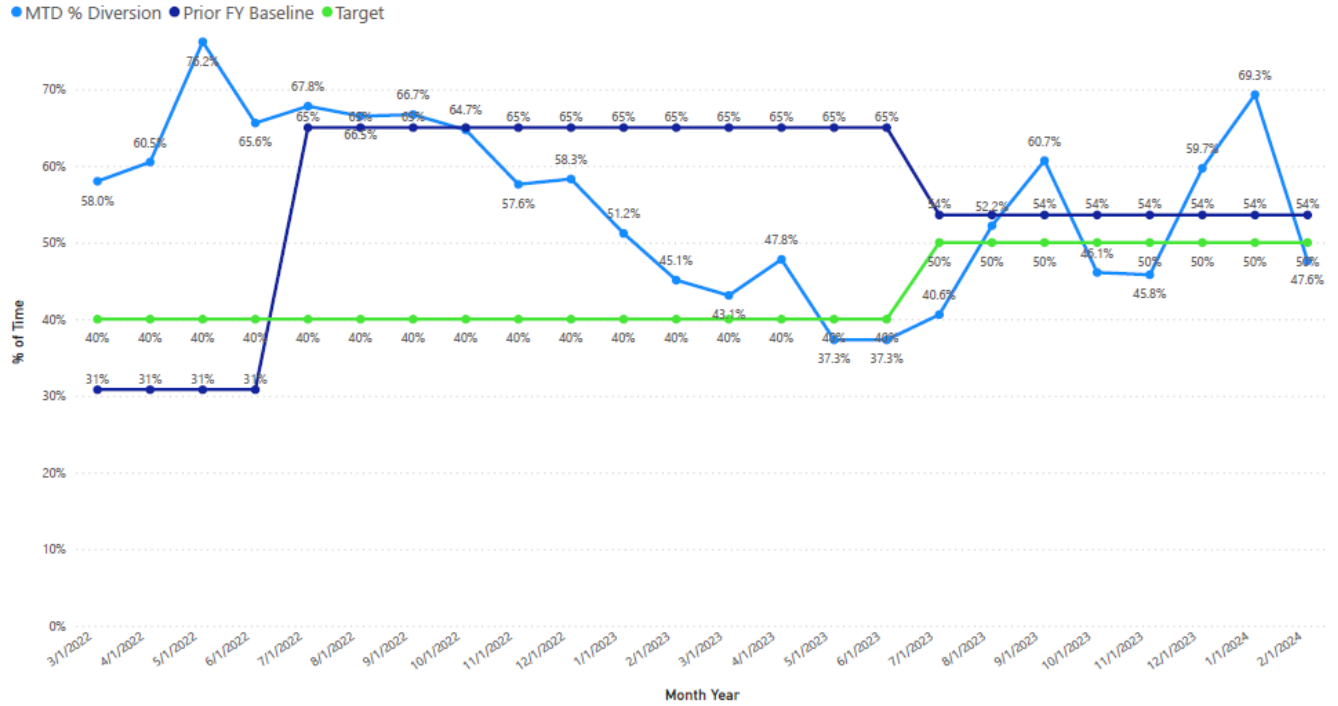


% LWBS/LWBT

● MTD % LWBS/LWBT ● Prior FY Baseline

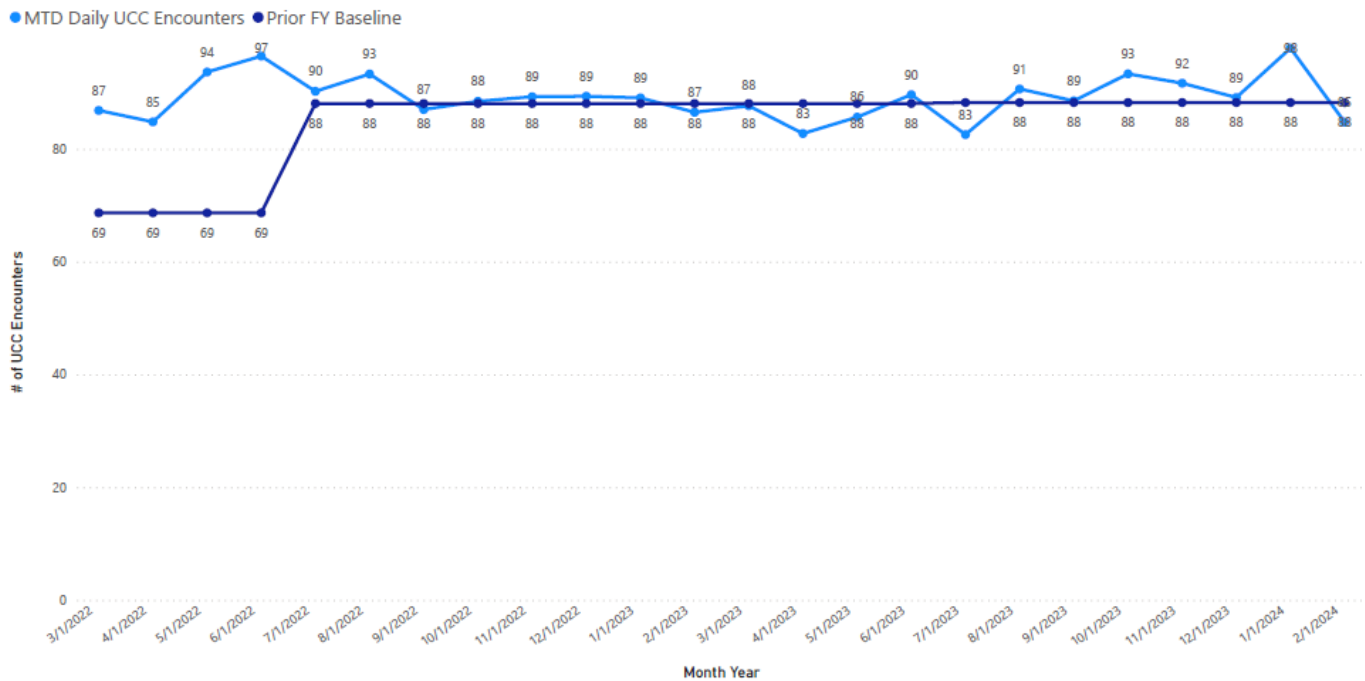


% Diversion

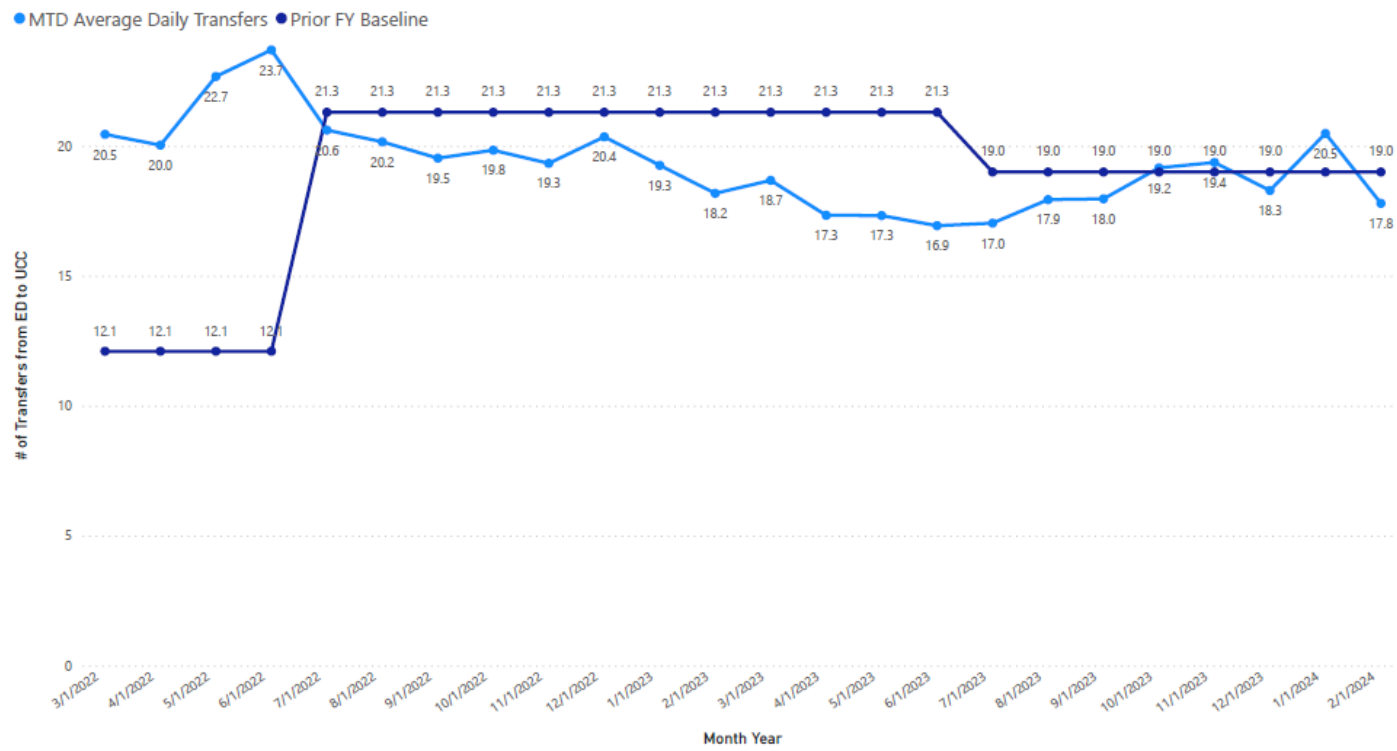


QUALITY Urgent Care Clinic Activities

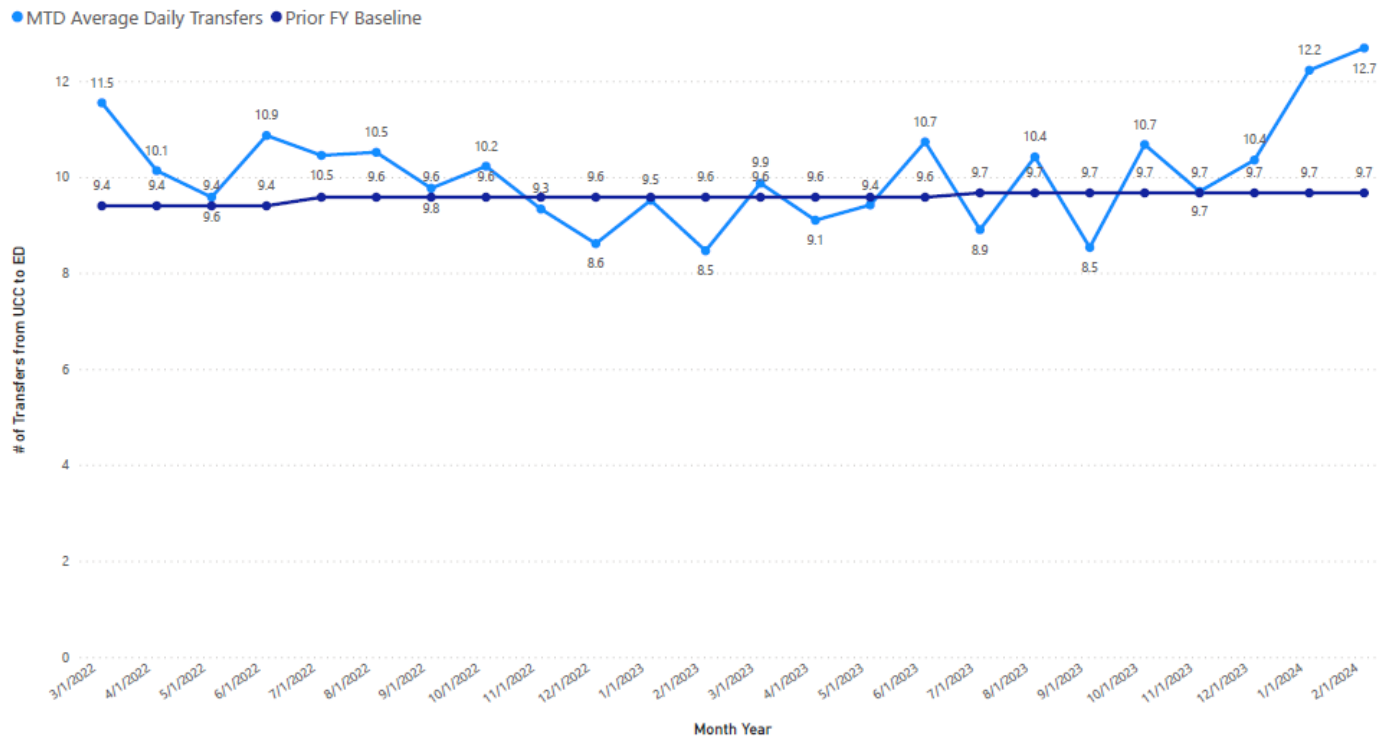
Average Daily UCC Encounters



Average Daily Transfers from ED to UCC

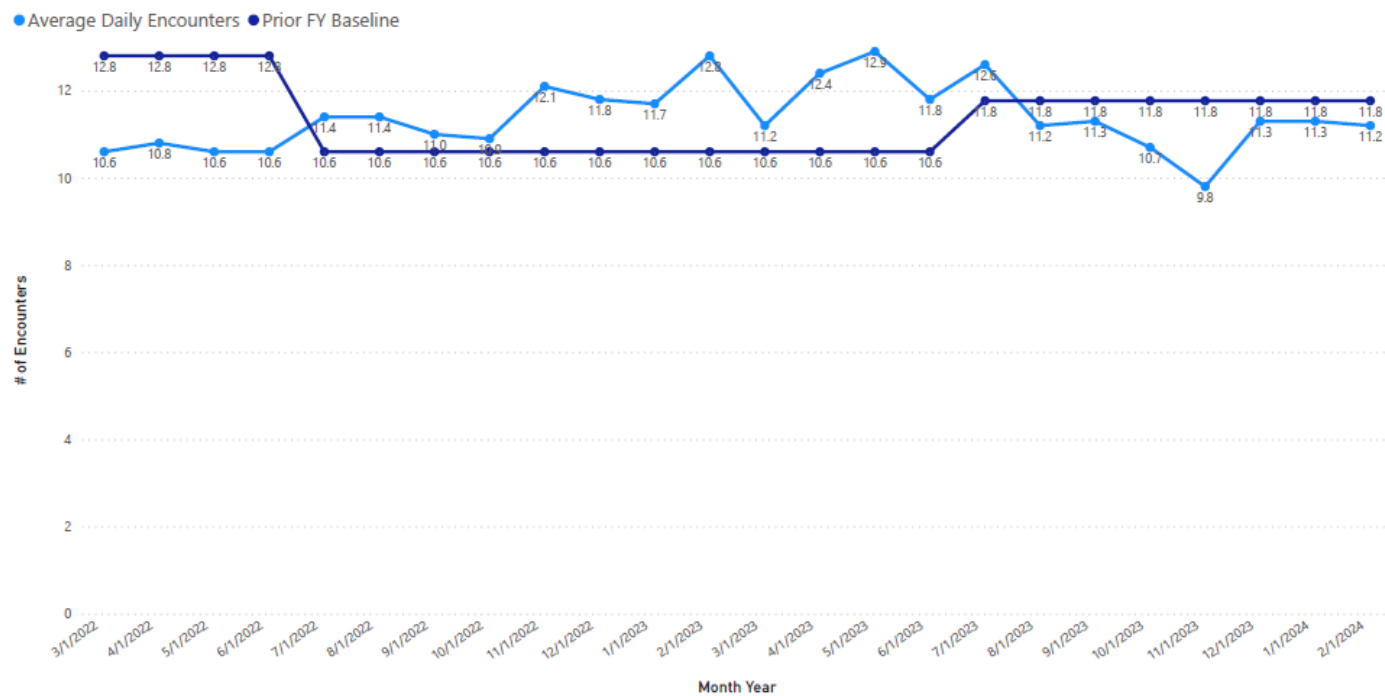


Average Daily Transfers from UCC to ED

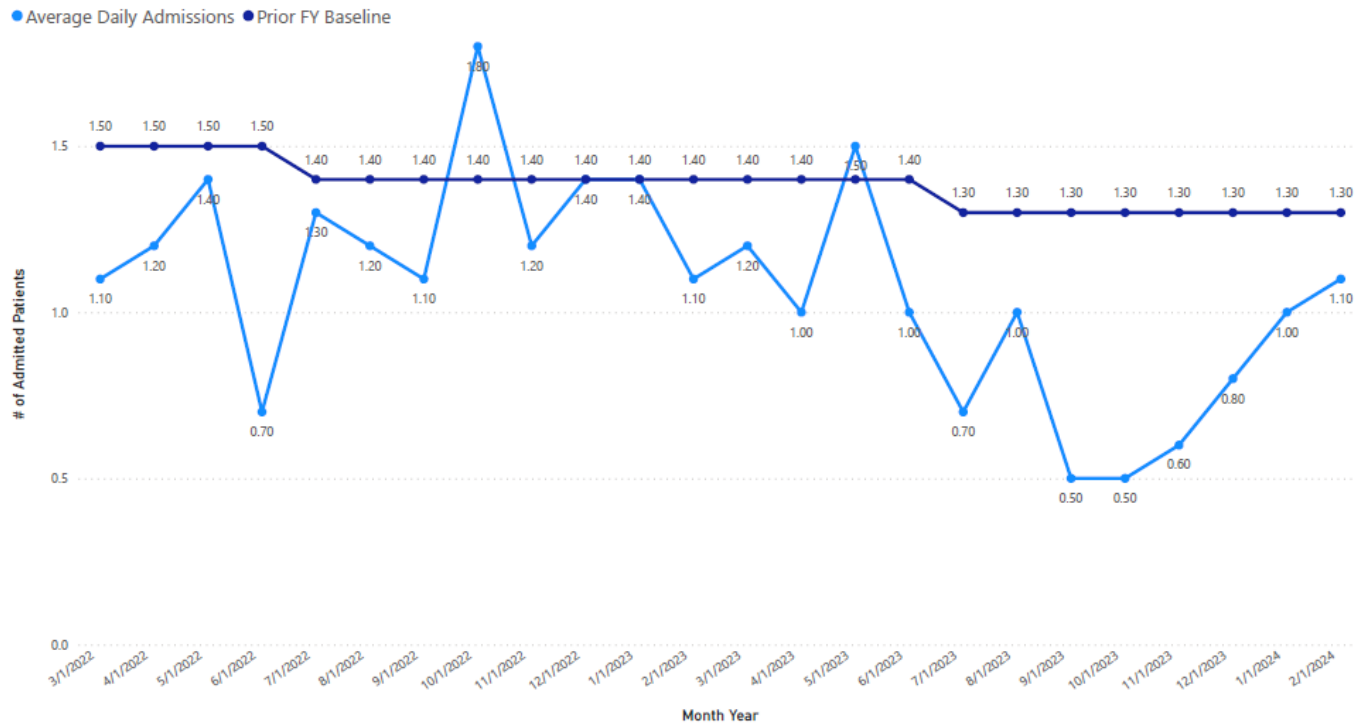


QUALITY Psychiatric Emergency Services Activities

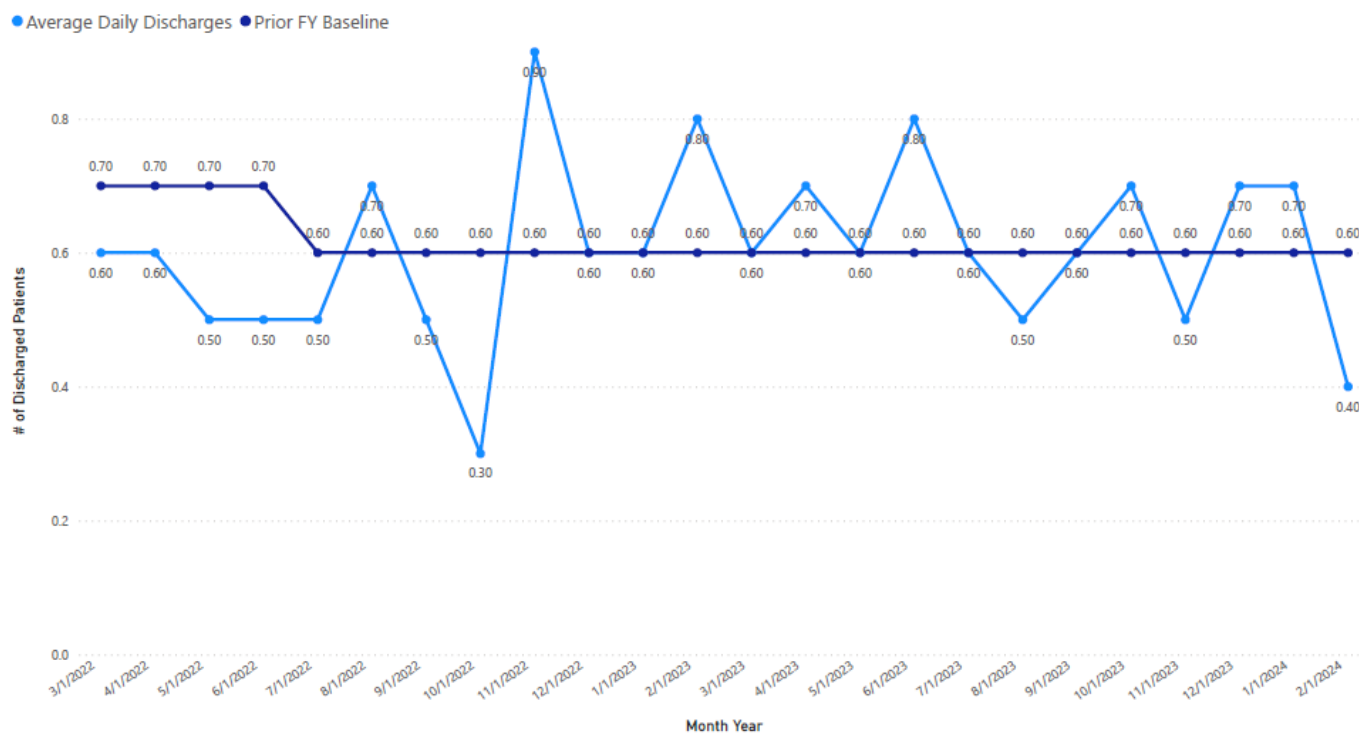
Average Daily PES Encounters



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

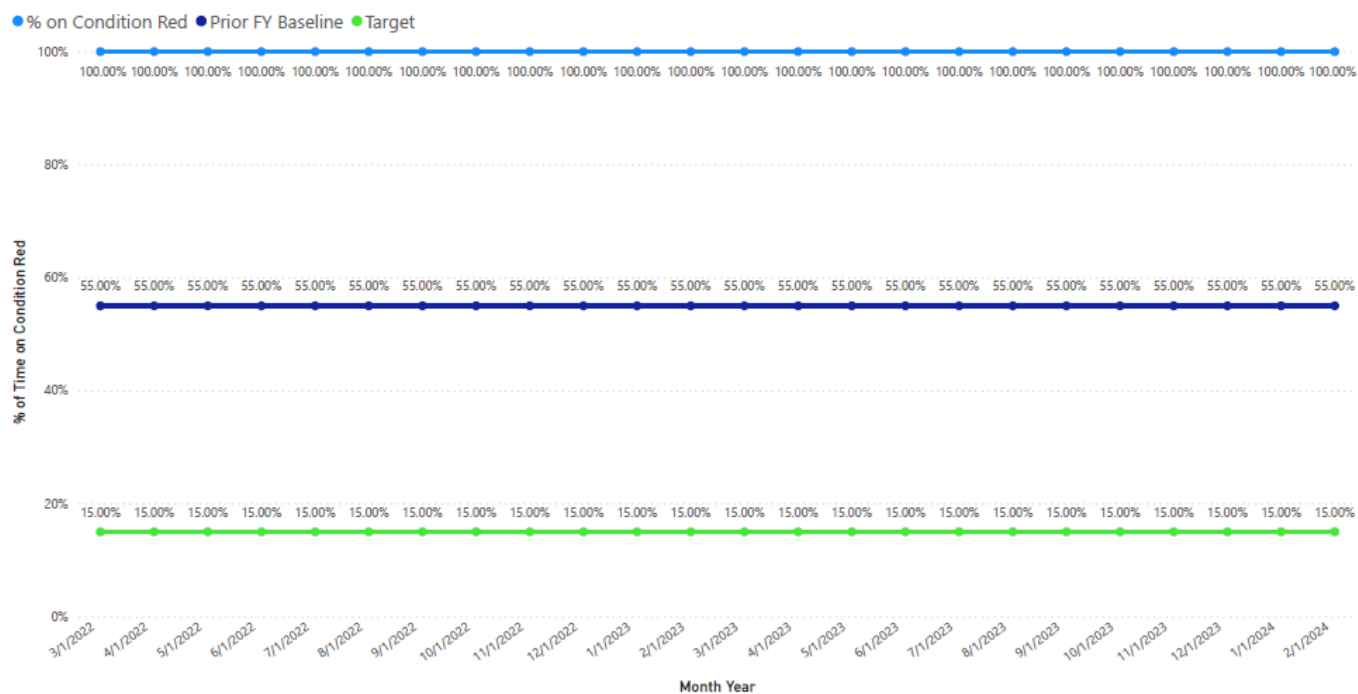


Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



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 185.5 which is 108.51% of budgeted staffed beds and 100.84% of physical capacity. 41.05% of the Medical/Surgical days were lower level of care days: 9.05% administrative and 32% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29 which is 103.57% of budgeted staffed beds and 50% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 31.14 which is 103.79% of budgeted staffed beds and 74.14% of physical capacity of the hospital.

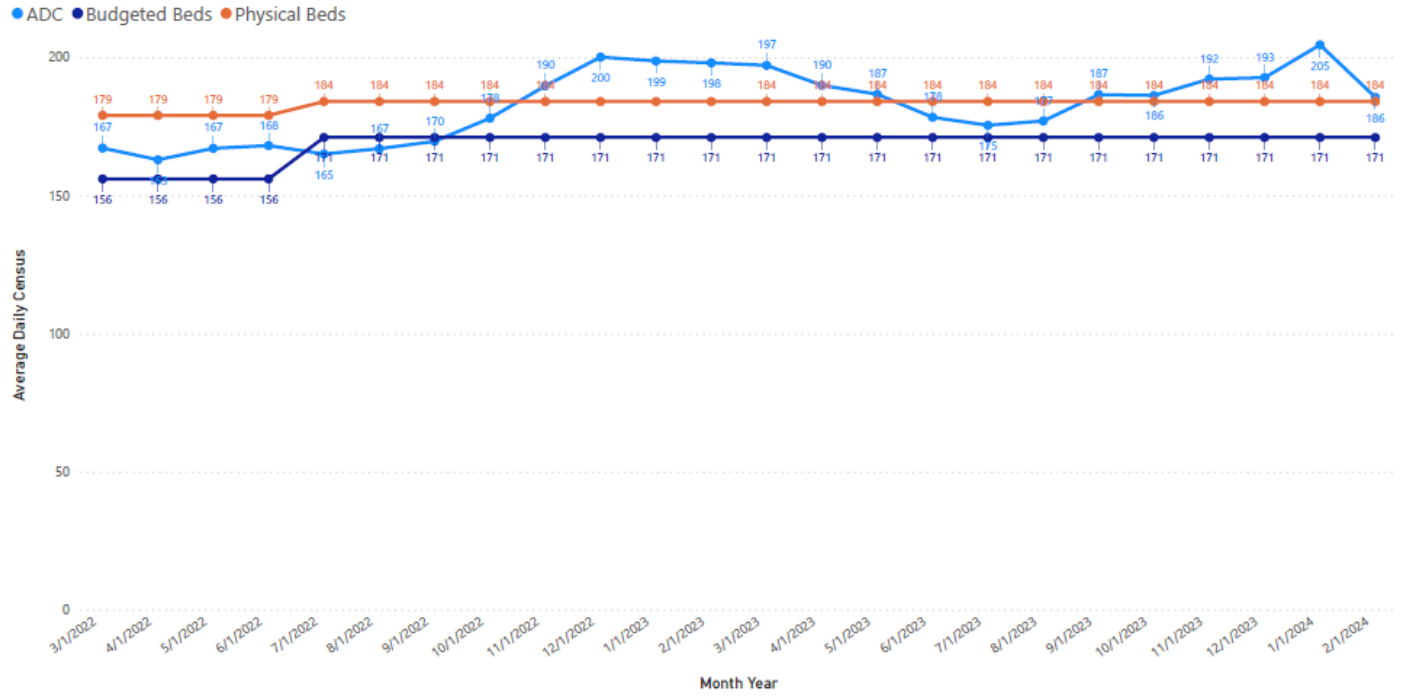
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 42.45, which is 96.47% of budgeted staffed beds and 63.36% of physical capacity (7B & 7C). Average Daily Census for 7L was 6, which is 85.71% of budgeted staffed beds (n=7) and 50% of physical capacity (n=12).

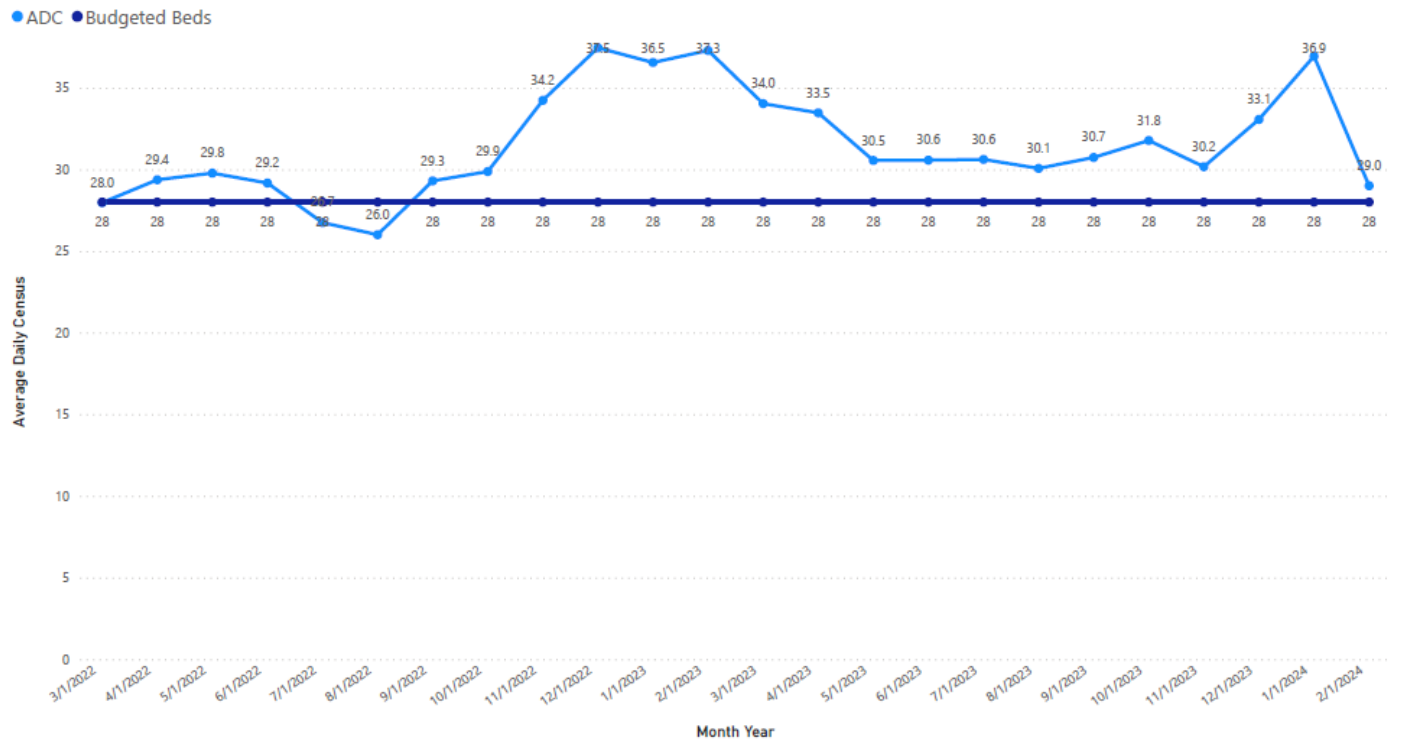
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.62, which is 102.22% of our budgeted staffed beds and 95.4% of physical capacity.

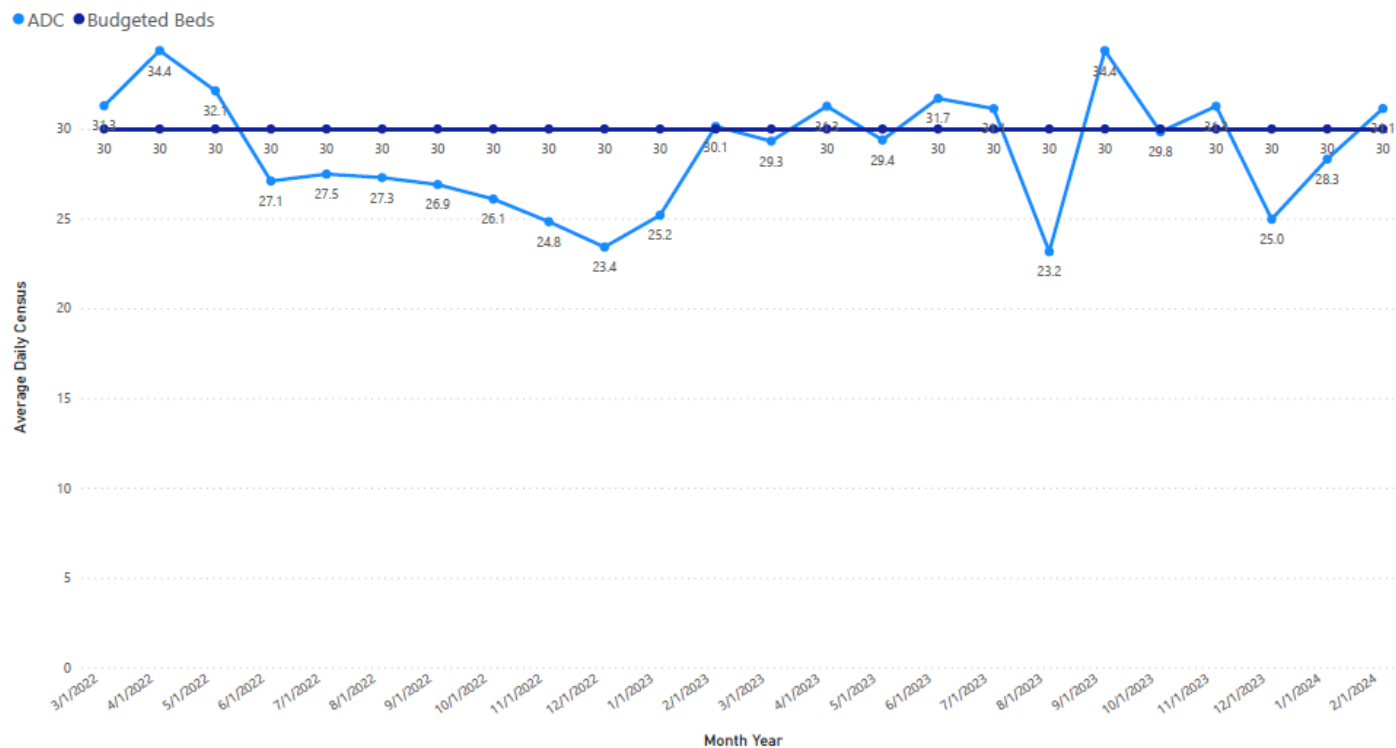
Medical Surgical (incl. ED/PACU Overflow) Average Daily Census



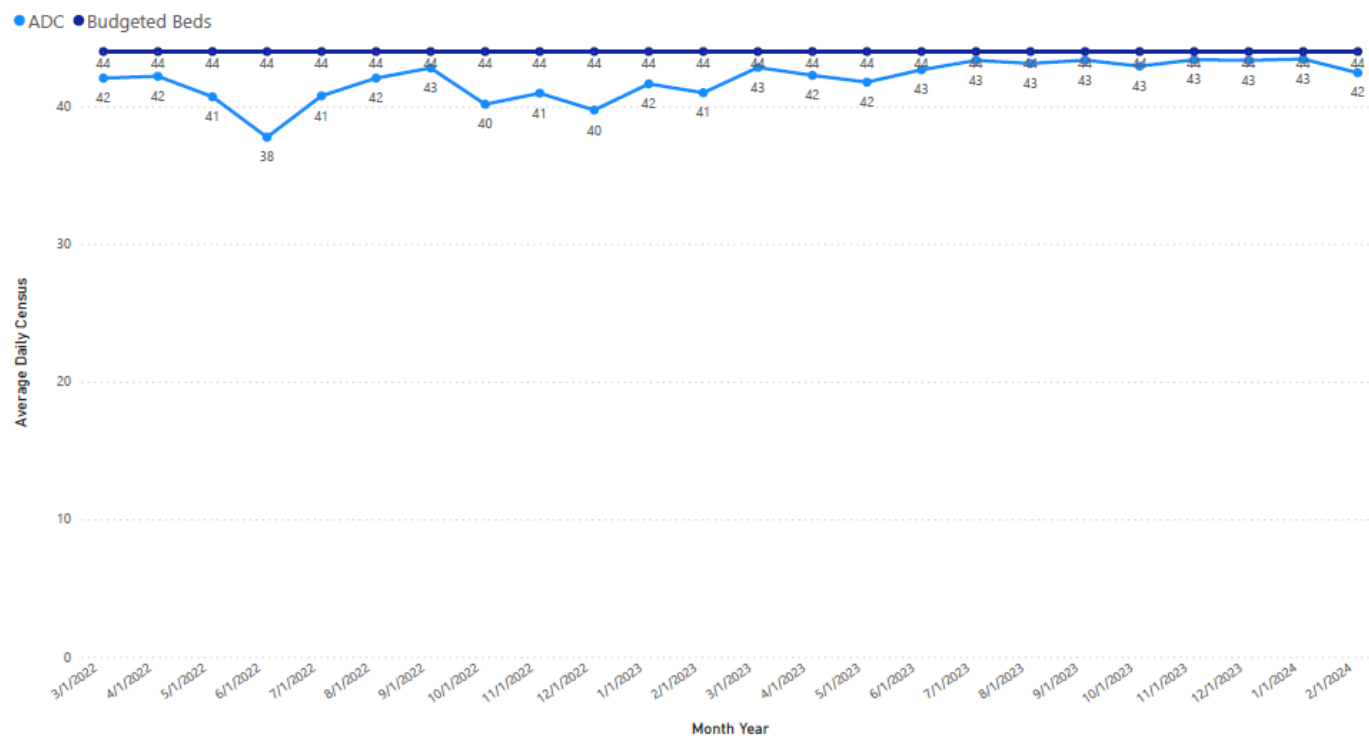
Intensive Care Unit Average Daily Census



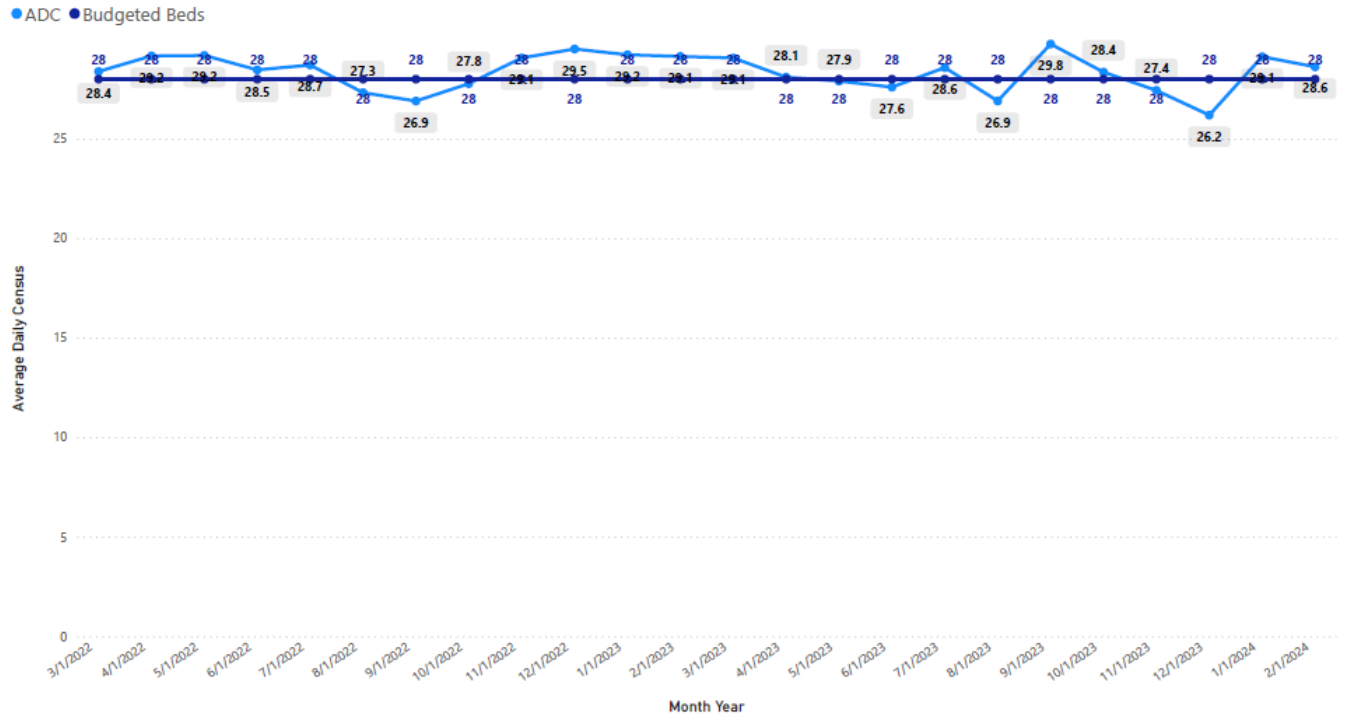
Maternal Child Health Average Daily Census



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

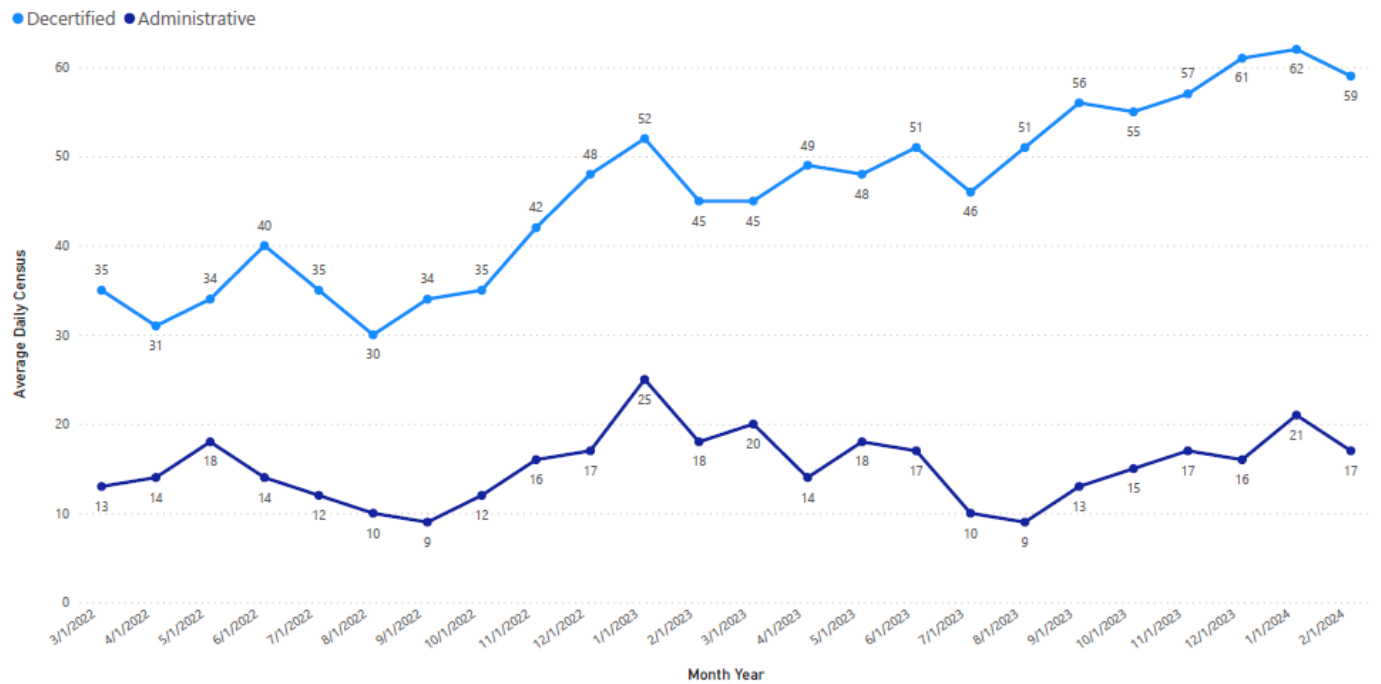


4A Skilled Nursing Facility Average Daily Census

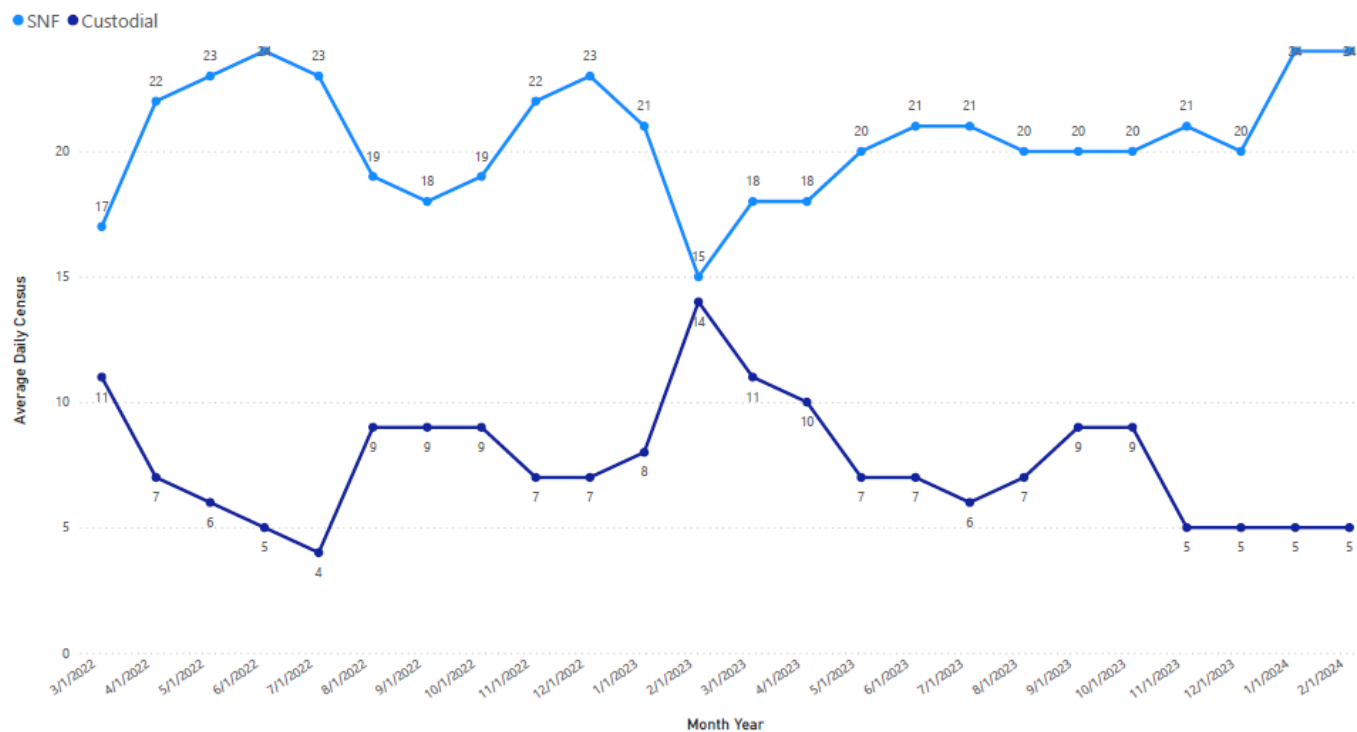


QUALITY Lower Level of Care Average Daily Census

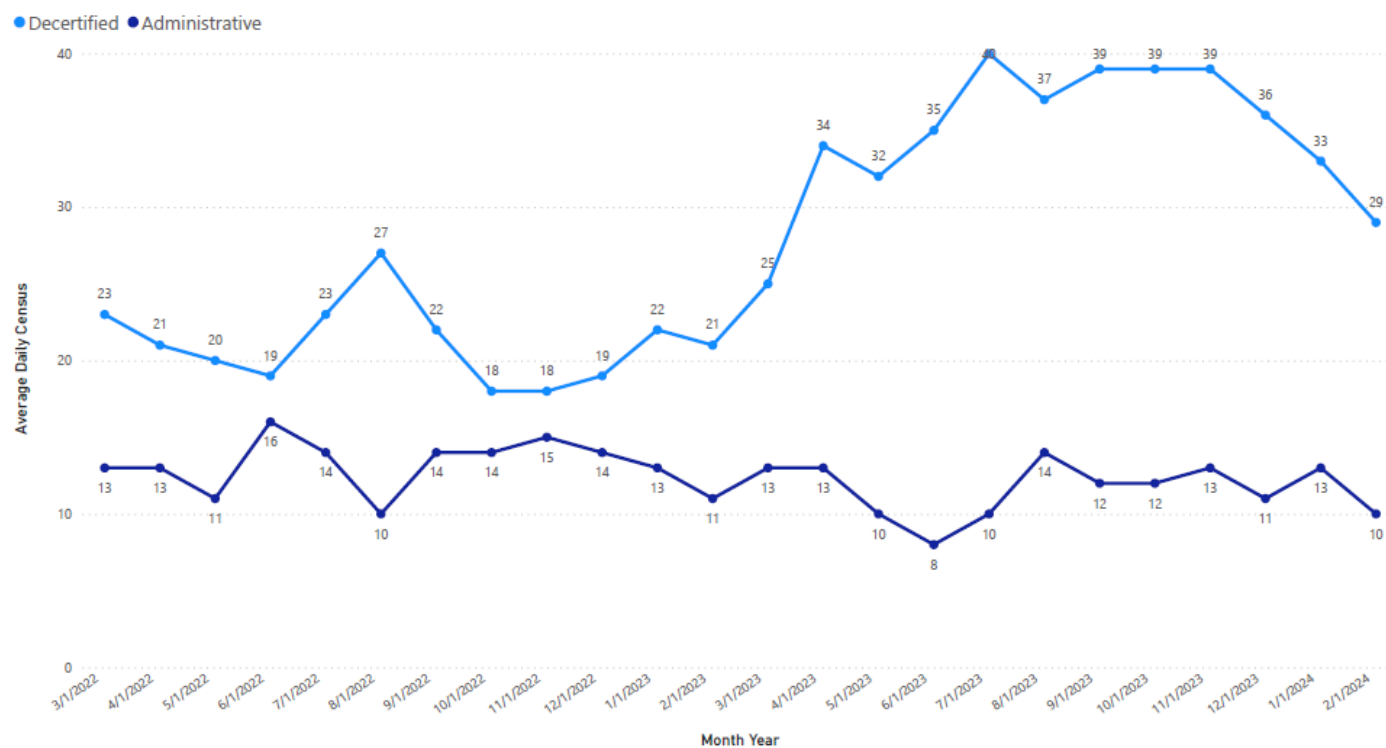
Medical Surgical Lower Level of Care Average Daily Census



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

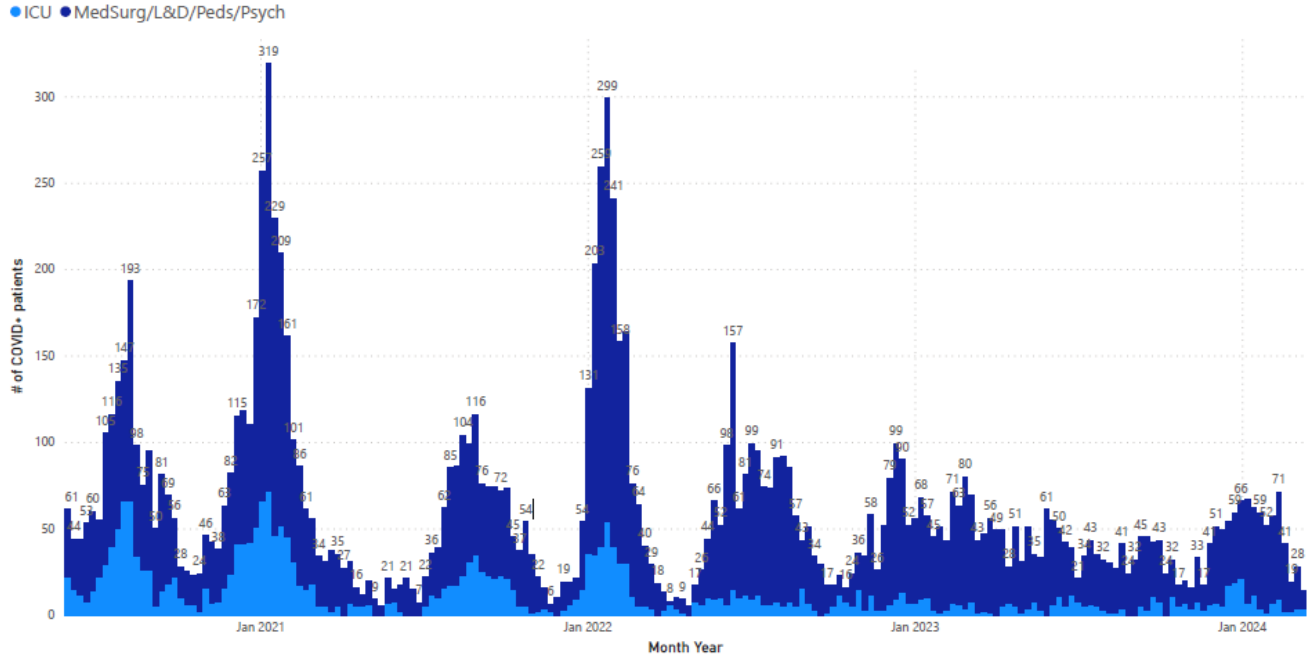


Acute Psych (7B & 7C) Lower Level of Care Average Daily Census



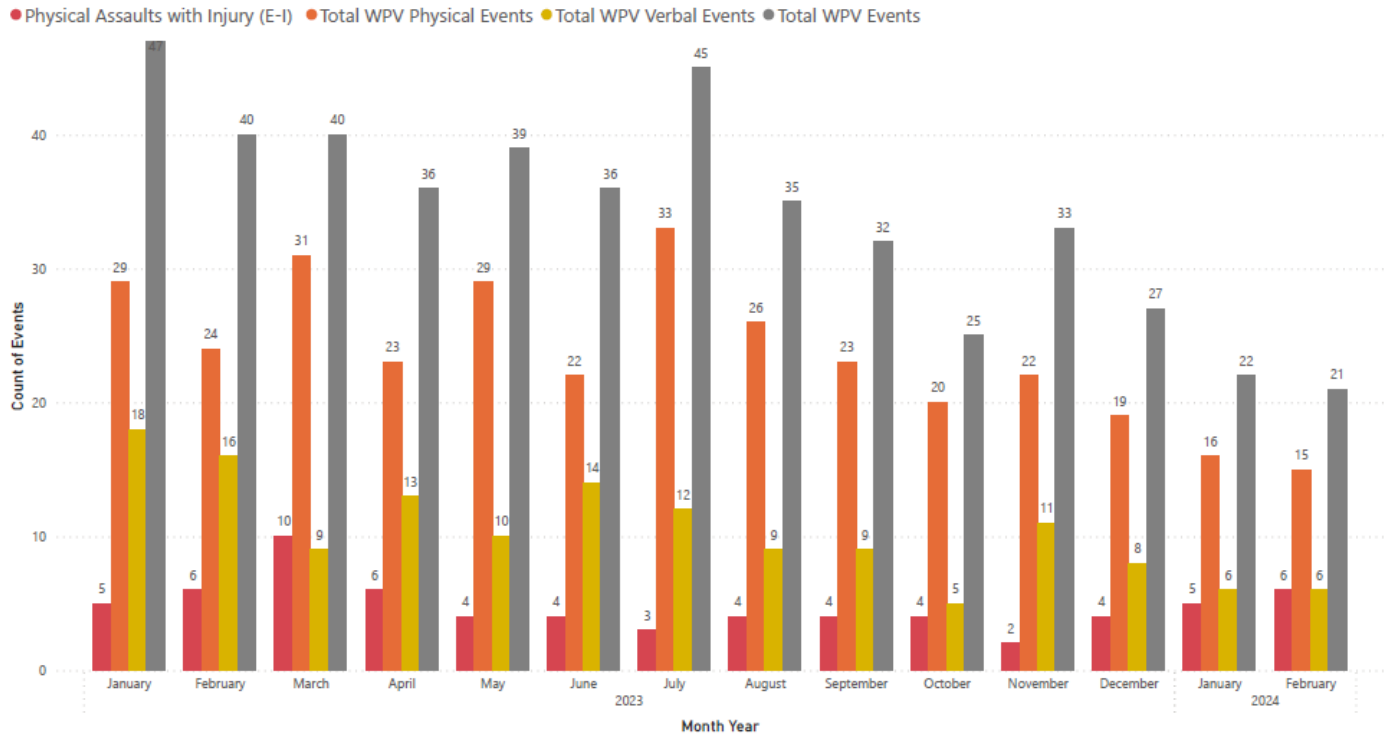
SAFETY ZSFG COVID+ Patients

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



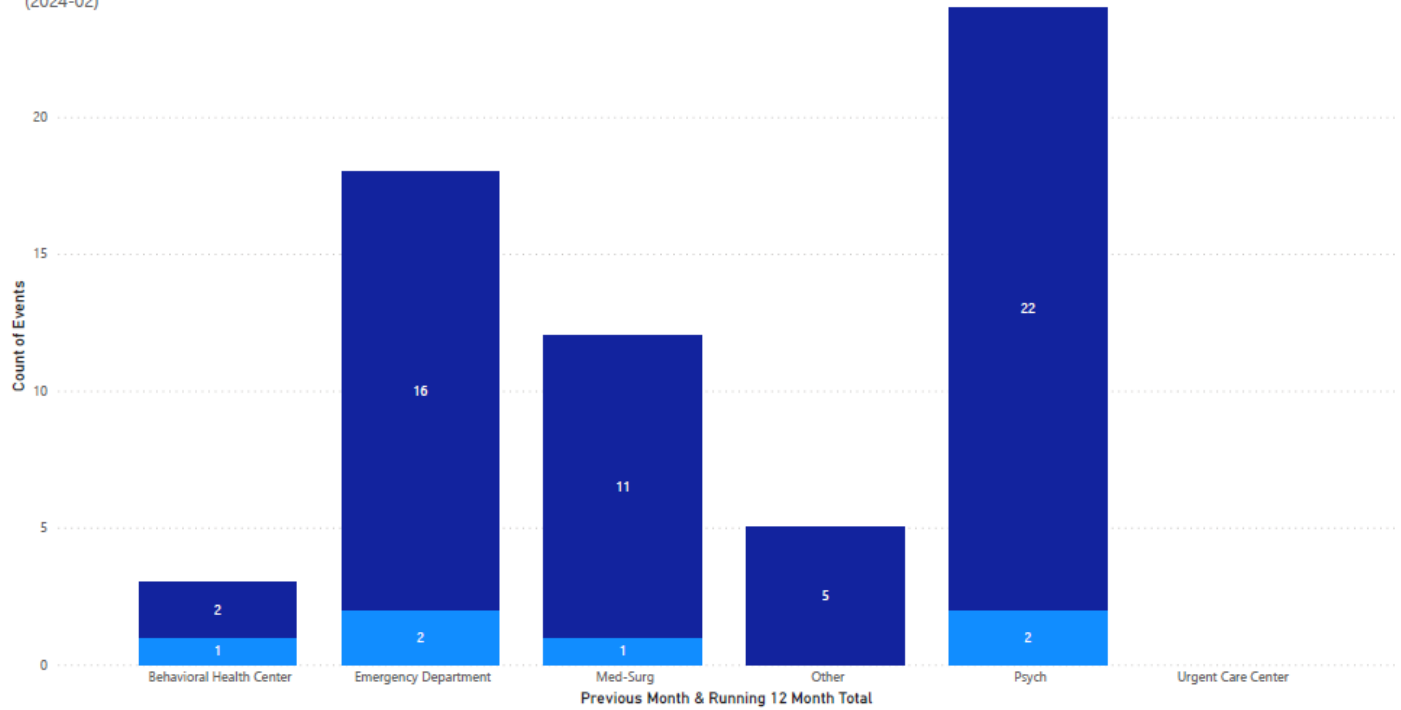
SAFETY Workplace Violence Activity*

*Workplace Violence data is from ZSFG’s SAFE system
ZSFG Workplace Violence Physical Assaults with Injury CY 2023



ZSFG Workplace Violence Physical Assaults with Injury (Running 12 month total & previous month)

● Previous Month (2024-02) ● Running Total (Previous 12 Months)

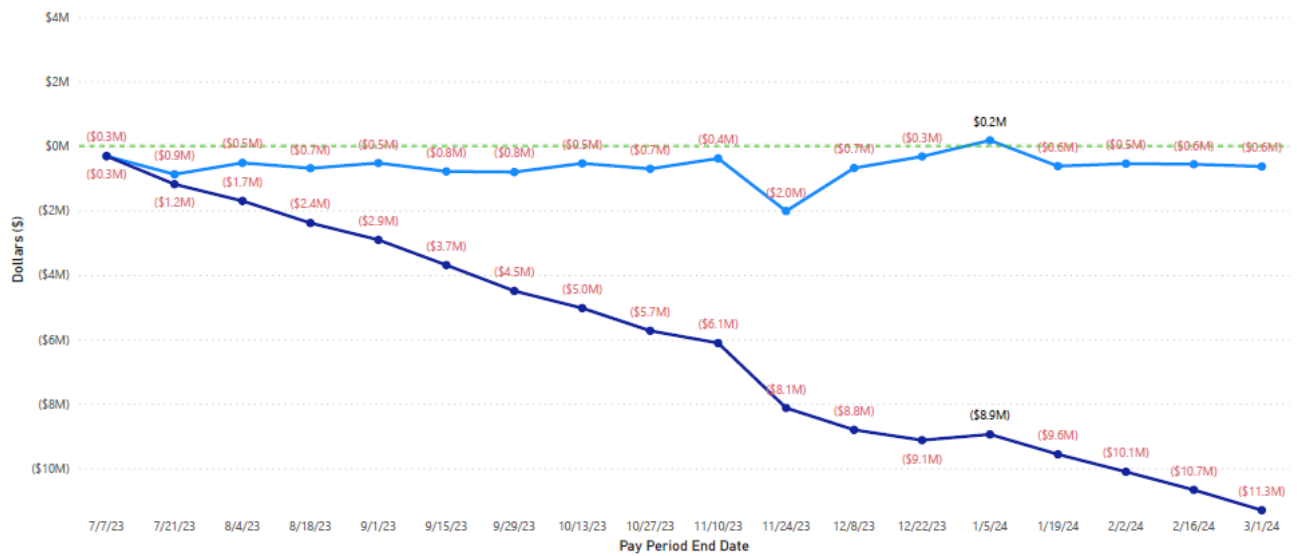


FINANCIAL STEWARDSHIP Salary Variance

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:

Commissioners Chow, Green, and Christian gave credit to ZSFG for recruiting an incredibly diverse and competent leadership team.

Commissioner Christian asked for more information on successful strategies to deal with leave-without-being-seen. Dr. Ehrlich stated that the team strives to meet patients' expectations and needs with phone charging stations, wait time board, and staffing the front with advanced practice nurses and physicians when the volume is high.

Commissioner Christian asked if Proposition 1 will impact ZSFG psychiatric beds. Dr. Ehrlich stated that she is glad the proposition was passed but is not expecting it will provide help to ZSFG soon. She added that the lack of state hospital and locked psychiatric beds are the biggest issue in discharge issues at ZSFG.

Commissioner Chow looks forward to hearing the explanation for the rise in Urgent Care transfers to the Emergency Room when more information is known.

6) UPDATE ON HOSHIN AND TRUE NORTH SCORECARD

Susan Ehrlich, MD Chief Executive Officer; Hemal Kanzaria, MD Chief of Performance Excellence; Chris Ross, Director KPO; ZSFG Executive Committee Strategic Leads, Angelica Journagin, Chief Administrative Officer, and Eric Wu, Chief Financial Officer, presented the item.

Commissioner Comments:

Regarding "Achieving Safe and Equitable Patient Care," Commissioner Green asked if presenters could give context for scores and other organizations' benchmarks; she stated it would be helpful to have that information on the scorecard. Dr. Ortiz stated that the team can look into what other organizations use as a benchmark.

Commissioner Green asked what can be used for EPIC-off the shelf that can be helpful to address issues identified in the scorecard. Dr. Ortiz stated that ZSFG is leveraging technology as much as possible. This includes using EPIC to guide proper interventions at the proper time.

Commissioner Chow asked if the 57% target for "Sepsis Bundle Compliance" was created by CMS. Dr. Ortiz stated that this represents the median of all hospitals.

Commissioner Christian asked about the lack of color assigned to the "Sepsis Bundle Compliance." Adrian Smith, ZSFG Chief Quality Officer, stated that CMS had not historically attached value-based purchasing to sepsis scores but is moving forward with it this year; the item is too new for a score which explains the lack of assigned color.

Director Colfax requested that the "Sepsis Bundle Compliance" data be broken out by Race/Ethnicity. Dr. Ortiz stated that he will take the request back to the team. Mr. Smith stated that this data is currently not broken out by Race/Ethnicity.

Regarding "Harmonizing and Synergizing Access and Flow Across the ZSFG Campus, Commissioner Green asked if ZSFG uses AI to assist, such as in the operating room. Dr. Ortiz noted that there are a lot of companies offering efficiencies, but he is unsure if any of these tools have received regulatory approval. He noted this is a complex issue and that it will be important for ZSFG to continue to keep an eye on this industry.

Regarding "Achieving Safe and Equitable Staff Experience," Commissioner Green asked how the BERT team fits into the strategy to address physical assaults with injury. Ms. Journagin stated that BERT team leaders

are involved in committees addressing workplace violence in addition to helping with strategies and monitoring.

Commissioner Christian asked for more information on CBI and its effectiveness in deescalating situations. Ms. Journagin stated that de-escalation is now critical in healthcare. The training helps teach effective methods of communication with patients to calm them down. Commissioner Christian requested that more information be provided at future meetings on BERT team strategies.

Commissioner Chow noted that previous scorecards had lower targets and then higher incidents. What lessons were learned from that process. Ms. Journagin stated that the previous targets were selected from a system that ZSFG no longer uses. ZSFG has since moved to the SAFE system and has conducted more trainings on key priority areas.

Commissioner Green asked if there are any specific issues that are particularly problematic in this area. Mr. Wu stated that constant monitoring will show the drivers that lead to denial claims.

Commissioner Green asked if there are any differences in denial rates in trauma care versus regular admissions. Mr. Wu stated that he is very new in his position; he will look into this data and get back through Mr. Morewitz.

Commissioner Green asked if there is a sense of lag time on submission of payments. Mr. Wu stated that he would look into this data and get back through Mr. Morewitz.

Commissioner Christian asked what are issues that lead to payment denials. Mr. Wu stated that he would look into this data and respond through Mr. Morewitz.

Commissioner Chow asked if the provider group is paid if the claim is denied. Mr. Wu stated that he would look into this data and respond through Mr. Morewitz.

Commissioner Green noted that commercial payors often pay the lowest allowable fee and asked how ZSFG sets the charge master. Mr. Wu stated that he would look into this data and respond through Mr. Morewitz.

7) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Chow thanked Ms. Perez for improving the graphs.

Commissioner Christian asked for clarification on “Next critical care training will be scheduled when additional positions are available.” Ms. Perez stated that the FTE listed is a combination of experience and training. Since the training positions are filled, the only openings are for experienced providers with no additional training needed.

8) MEDICAL STAFF REPORT

Gabriel Ortiz, M.D., Chief of Medical Staff

Commissioner Comments:

Commissioner Christian asked for more information on the activities at the high school wellness center. Dr. Ortiz stated that usually these activities are focused on developing pipelines in the community.

Action Taken: The ZSFG JCC unanimously approved the following:

- Family and Community Medicine service rules and regulations.

9) OTHER BUSINESS

This item was not discussed.

10) PUBLIC COMMENT

There was no public comment.

11) CLOSED SESSION

- A) Public comments on All Matters Pertaining to the Closed Session

There was no public comment on this item.

- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)

Action Taken: The ZSFG JCC voted to go into closed session.

- 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 not to disclosed discussions held in closed session.

12) ADJOURNMENT

The meeting was adjourned at 6:48pm.