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MINUTES
JOINT CONFERENCE COMMITTEE FOR ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL AND TRAUMA CENTER
Tuesday, May 22, 2018 3:00 p.m.
1001 Potrero Avenue, Building 25, 7th Floor Conference Room H7124, H7125 and H7126
San Francisco, CA 94110

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner James Loyce Jr

Excused: Commissioner Laurie Green, M.D., Member
Commissioner David J. Sanchez, Jr., Ph.D., Member

Staff: Barbara Garcia, Susan Ehrlich MD, Terry Dentoni, Troy Williams, Todd May MD, Jeff Critchfield MD, William Huen MD, Leslie Safier, Karen Hill, Basil Price, Tosan Boyo, Claire Horton MD, Sue Carlisle MD, Kim Nguyen, Dan Schwager, Virginia Dario Elizondo, Roland Pickens, Dave Woods, Alice Chen, Aiyana Johnson, Jennifer Boffi

The meeting was called to order at 3:04pm.

2) APPROVAL OF THE MINUTES OF THE APRIL 24, 2018 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the minutes.

3) REGULATORY AFFAIRS REPORT

Troy Williams, Chief Quality Officer, reviewed the report.

Commissioner Comments:
Commissioner Chow asked for clarification regarding the Joint Commission Intra-Cycle Monitoring. Mr. Williams stated that the Intra-Cycle monitoring is part of the preparation for the Joint Commission survey. It does not count toward accreditation.

4) OPTIMIZING A CARE EXPERIENCE MODEL

Jeff Critchfield MD, Chief Medical Experience Officer, and Aiyana Johnson, Chief Experience Officer, presented the item.

Commissioner Comments:
Commissioner Chow asked for clarification regarding how Press Ganey data is useful for ZSFG. Dr. Critchfield stated that Press Ganey uses real-time data that assists in identifying issues that can be addressed. Press Ganey uses a shorter number of questions which increases the likelihood of getting responses. In addition, real-time data is more credible because patients are responding to questions about their current experience instead of responding months later about their recollection of their experience.

Commissioner Chow asked if ZSFG is working on improving the CAPS questions to make them more reliable and valid. Ms. Johnson stated that ZSFG has mapped its real-time scores with CAPS to monitor the overlap. Real-time surveys have increased ZSFG patient responses by 7 percent. Dr. Horton added that Press Ganey data enables ZSFG to compare itself to other hospitals. Dr. Ehrlich stated that real-time data allows ZSFG to respond to issues as they occur.

5) QUALITY MEASURE UPDATE

Leslie Safier, Director of Performance Improvement, presented the item.

Commissioner Comments:
Commissioner Chow asked for a comparison of current data compared to the previous year. Ms. Safier stated that ZSFG is making progress: perinatal measures are improving; Emergency Department measures vary per season; Psychiatric improvements are being made with less use of seclusion and restraints.

Commissioner Chow noted that at last month's meeting, another set of data was presented and asked for clarification. Ms. Safier stated that internal measures were presented at the April ZSFG JCC meeting. The data presented at the current meeting is required by external regulatory bodies.

6) HOSPITAL ADMINISTRATOR'S REPORT

Susan Ehrlich M.D., Chief Executive Officer, gave the report.

UC HEALTH LABOR ACTION

On April 26, 2018 UCSF Medical Center received notice from the American Federation of State, County and Municipal Employees (AFSCME) Service that employees intended to strike for a period of seventy-two (72) hours. The strike began Monday, May 7, 2018 at 04:00am and lasted until Thursday, May 10, 2018 at 3:59am. Additionally the California Nurses Association (CNA) and the

University Professional and Technical Employees (UPTE) joined AFSCME in a sympathy strike from Tuesday, May 8, 2018 at 04:00am until Thursday, May 10, 2018 at 03:59am. This strike impacted the University of California campuses statewide, including the Parnassus campus, Mission Bay campus, and the Mount Zion campus here in San Francisco. Because of this action, we activated our Hospital Incident Command System (HICS) here at ZSFG on Friday afternoon, May 4th.
On Tuesday, May 9th, two CDPH surveyors arrived on campus to monitor the impact of the current UCSF labor action on ZSFG's daily operations. During the surveyors' visit, they interviewed the directors and managers of affected areas, reviewed the organization's contingency plan, and visited those settings affected by the labor action. The surveyors requested a current patient census list, and a current roster of the staff scheduled to work. The surveyors requested a separate list of the replacement workers who were working during the strike.
Because UCSF campuses were unable to operate at full capacity, we expected to have increased patient volumes in our Emergency Department and throughout ZSFG. In addition, we have approximately 2,000 UCSF workers on campus, some of whom are represented by AFSCME and UPTE. As a result, we worked with UCSF to plan for areas where patient care could have been affected by the strike, especially our clinical laboratory and anatomic pathology, respiratory therapy, biomedical services and perioperative services. In spite of some UCSF workers here at ZSFG joining the strike, thanks to the leadership of these areas especially and our team ZSFG-wide, the strike had very little impact on patient care. We were able to deactivate HICS early Thursday morning. Many thanks to our entire team, and UCSF at ZSFG partners for working with us to minimize the impact to patient care from the strike.

DIANE PREMEAU, DIRECTOR OF HEALTH INFORMATION MANAGEMENT (HIM), RECEIVES DISTINGUISHED MEMBER AWARD FROM THE CALIFORNIA HEALTH INFORMATION ASSOCIATION (CHIA)

Diane Premeau, Director of Health Information Management (HIM), will be receiving the Distinguished Member Award from the California Health Information Association (CHIA). This is the top award that CHIA gives. It is awarded to Diane for the contributions and achievements that she has made to the Health Information Management profession. The award acknowledges her wonderful leadership skills, her mentorship, her ability to educate all those around her, and her ability to inspire others to greatness. Diane will officially receive this award at the CHIA convention June 4-6.

VOLUNTEER SERVICES APPRECIATION WEEK

In honor of National Volunteer Services Appreciation Week 2018, Zuckerberg San Francisco General (ZSFG) Hospital and Trauma Center held its annual Volunteer Appreciation Party on Thursday, April 26th. The event, which was billed as an "ice cream social", took place from 12pm to 2pm in the courtyard behind building 100. Volunteers were honored for their dedication to help carry out ZSFG's mission of providing quality healthcare and trauma services to the community with compassion and respect every day.
Volunteers were presented with commemorative certificates and an assortment of thank you gifts. Highlights of the festivities included music, the ever-popular photo booth, balloon arches and seven different flavors of IT'S IT ice cream sandwiches for guests to enjoy. We would like to extend

our gratitude to all ZSFG volunteers for their selfless contributions of their time and energy all year round.

EPA ANNOUNCES 2018 ASTHMA MANAGEMENT AWARD WINNERS

As part of Asthma Awareness Month, the U.S. Environmental Protection Agency (EPA) recognized ZSFG as an outstanding programs with the National Environmental Leadership Award in Asthma Management.

Each year, EPA honors exceptional health plans, health care providers, and communities in action who showcase the highest standards in asthma care and management. ZSFG is a comprehensive asthma management program built upon a medical-social model of subspecialty care. ZSFG's community health worker (CHW) acts as a powerful patient advocate and a liaison between the community and the clinic. The patient population PAAC serves is approximately 62% Latino, 18% African-American and 12% Asian. During home visits, culturally-sensitive CHWs address common environmental asthma triggers. PAAC also works with schools and daycare centers to reduce indoor triggers and improve communication between families and schools regarding asthma treatment plans. PAAC's efforts have paid off, yielding a 40% reduction in asthma hospitalizations in a review of data from 2015-2016.

Congratulations to the ZSFG team!

Visit EPA.gov to learn more about the 2018 National Environmental Leadership Award winners.

PATIENT FLOW REPORT FOR APRIL 2018

Attached please find a series of charts depicting changes in the average daily census.

Medical/Surgical

Average Daily Census was 221.50 which is 109% of budgeted staffed beds level and 88% of physical capacity of the hospital. 20.30% of the Medical/Surgical days were lower level of care days: 8.20% administrative and 12.10% decertified/non-reimbursed days.

Acute Psychiatry

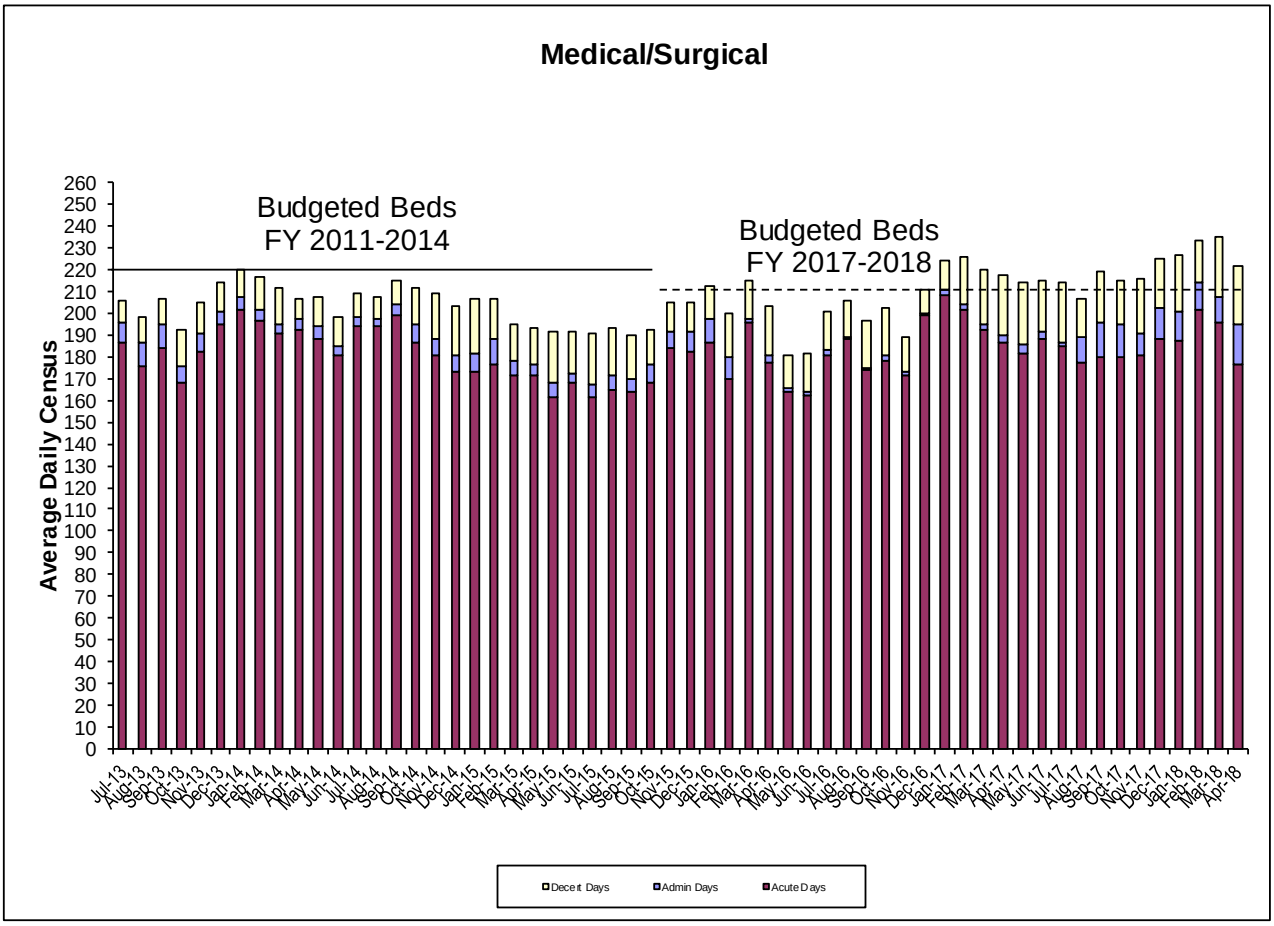
Average Daily Census for Psychiatry beds, **excluding 7L,** was 41.63, which is 94.6% of budgeted staffed beds and 62.1% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.17, which is 73.8% of budgeted staffed beds (n=7) and 43.4% of physical capacity (n=12). Latest Utilization Review data from the INVISION System shows 79.74% non-acute days (64.85% lower level of care and 14.89% non-reimbursed).

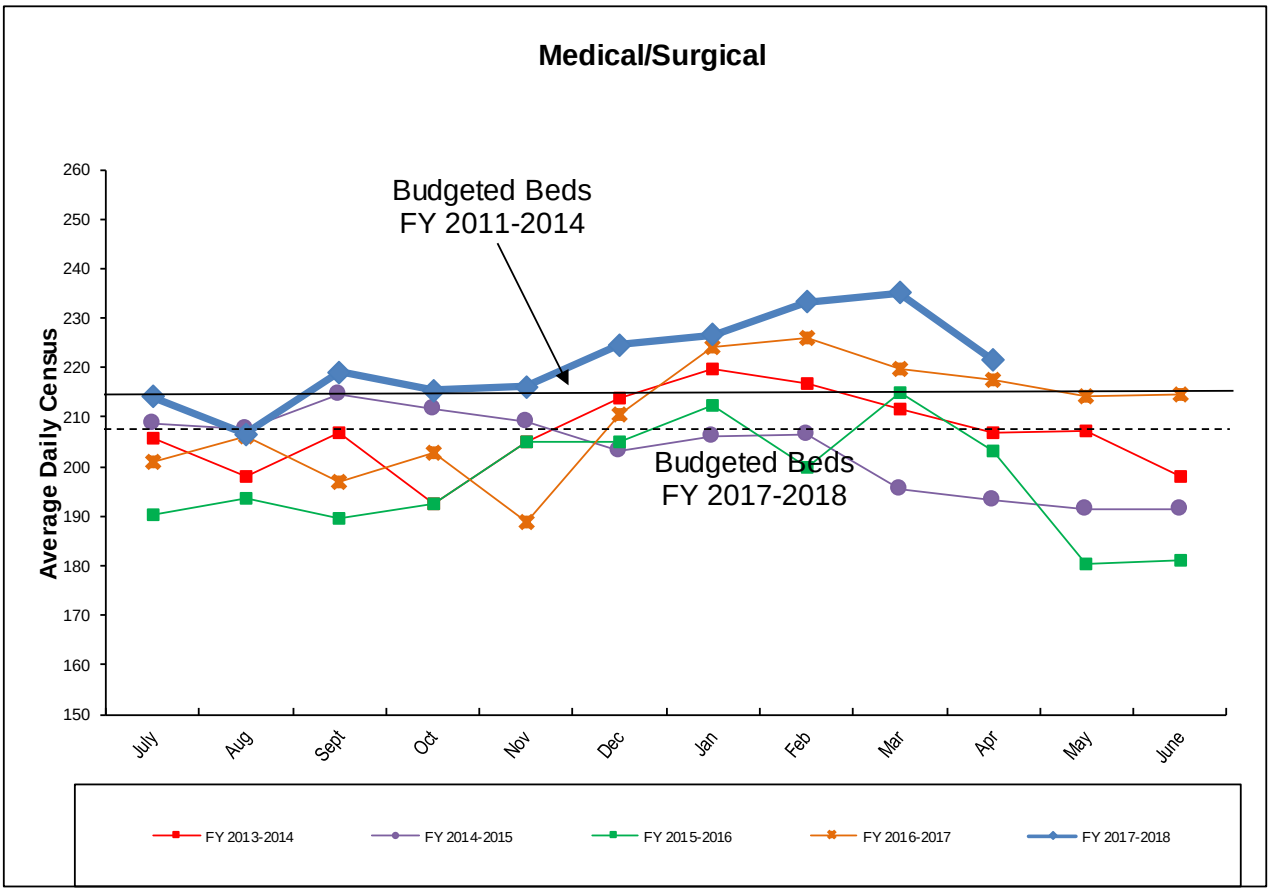
4A Skilled Nursing Unit

ADC for our skilled nursing unit was 28.9, which is 103% of our budgeted staffed beds and 96% of physical capacity.

Salary Variance to Budget by Pay Period Report for Fiscal Year 2017-2018

For Pay Period ending April 20, 2018, Zuckerberg San Francisco General recorded a 4.52% variance between Actual and Budgeted salary cost – actuals were $664,678 over budget. For variance to budget year-to-date, ZSFG has a negative variance of $10,310,649 / 3.4%.


Medical/Surgical
Budgeted Beds
FY 2011-2014
Budgeted Beds
FY 2017-2018
Average Daily Census
Decert Days
Admin Days
Acute Days


Medical/Surgical
Budgeted Beds
FY 2011-2014
Budgeted Beds
FY 2017-2018
Average Daily Census
July
Aug
Sept
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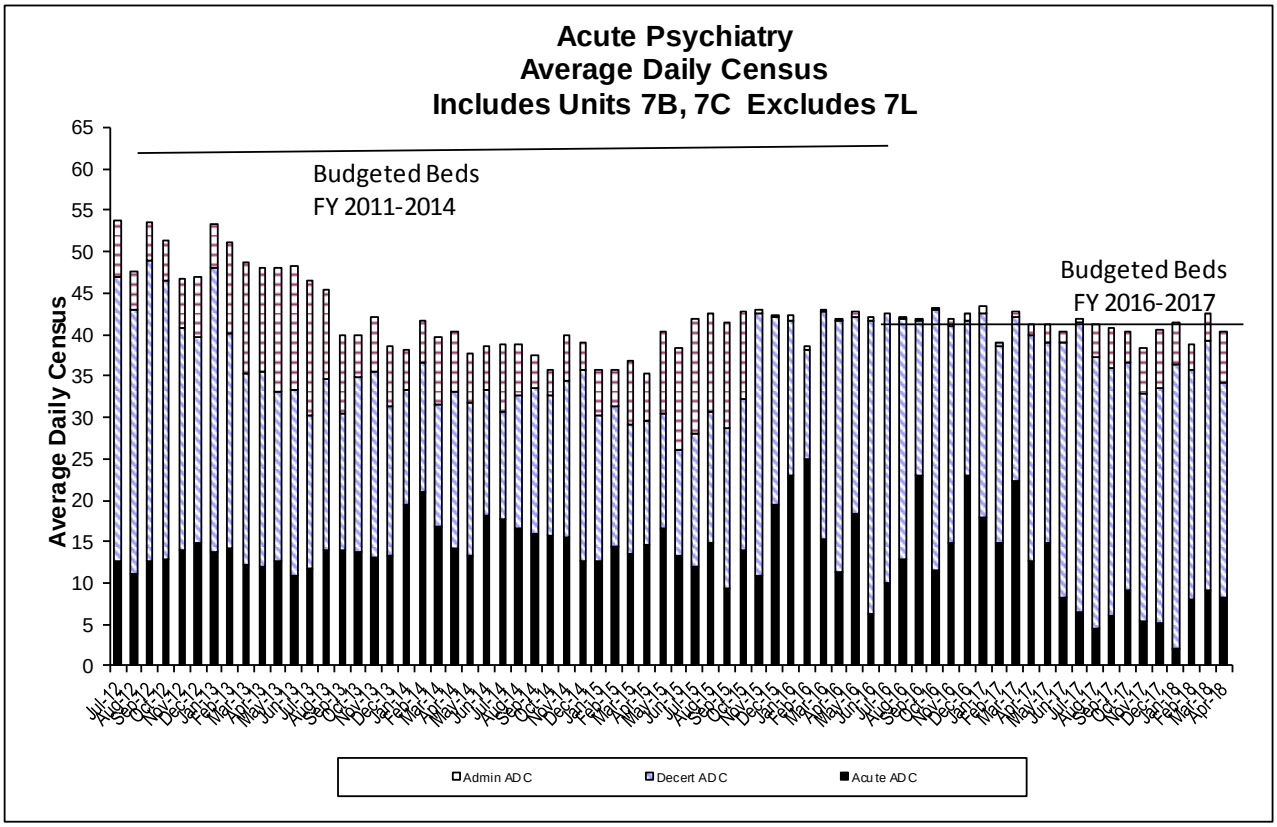
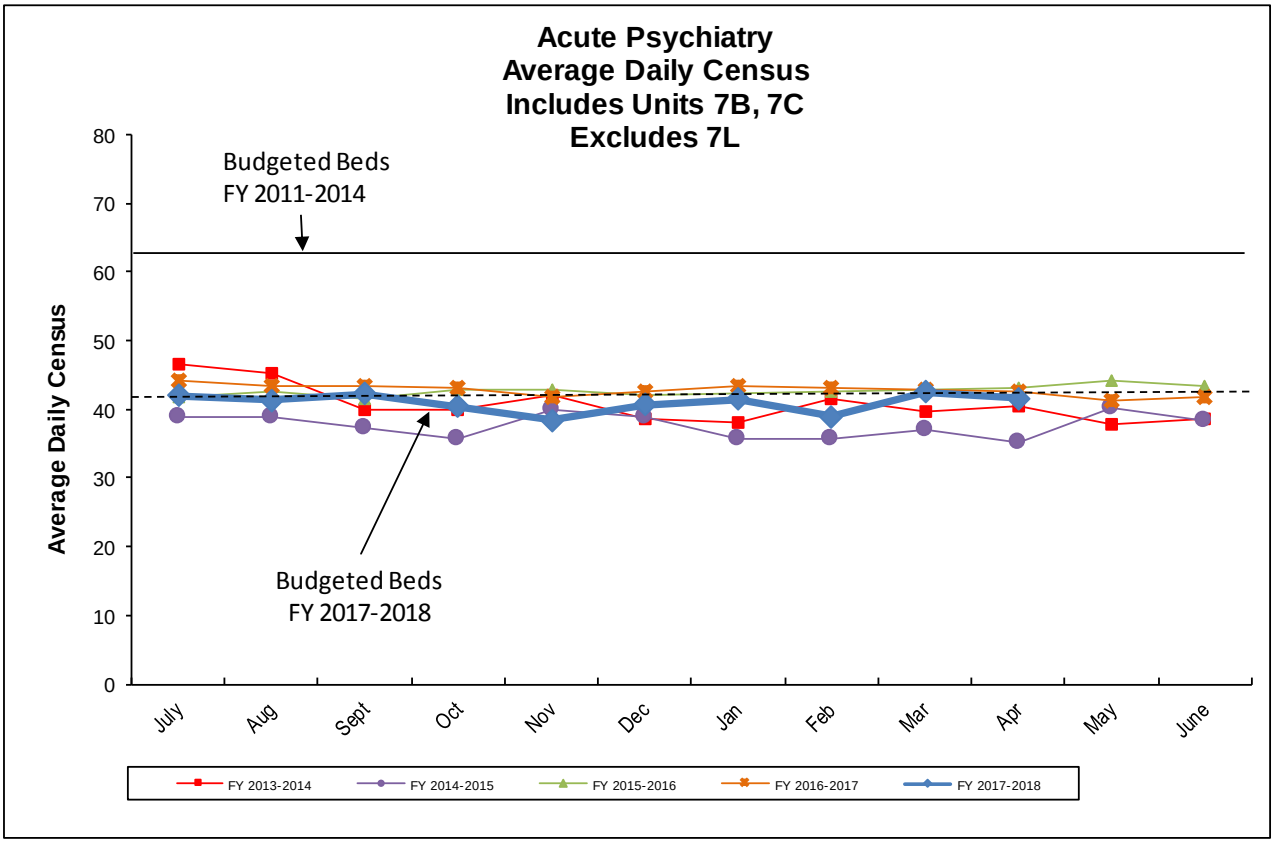
May
June
FY 2013-2014
FY 2014-2015
FY 2015-2016
FY 2016-2017
FY 2017-2018


Acute Psychiatry
Average Daily Census
Includes Units 7B, 7C Excludes 7L
Budgeted Beds
FY 2011-2014
Budgeted Beds
FY 2016-2017
Average Daily Census
Admin ADC
Decert ADC
Acute ADC


Acute Psychiatry
Average Daily Census
Includes Units 7B, 7C
Excludes 7L
Budgeted Beds
FY 2011-2014
Budgeted Beds
FY 2017-2018
Average Daily Census
July
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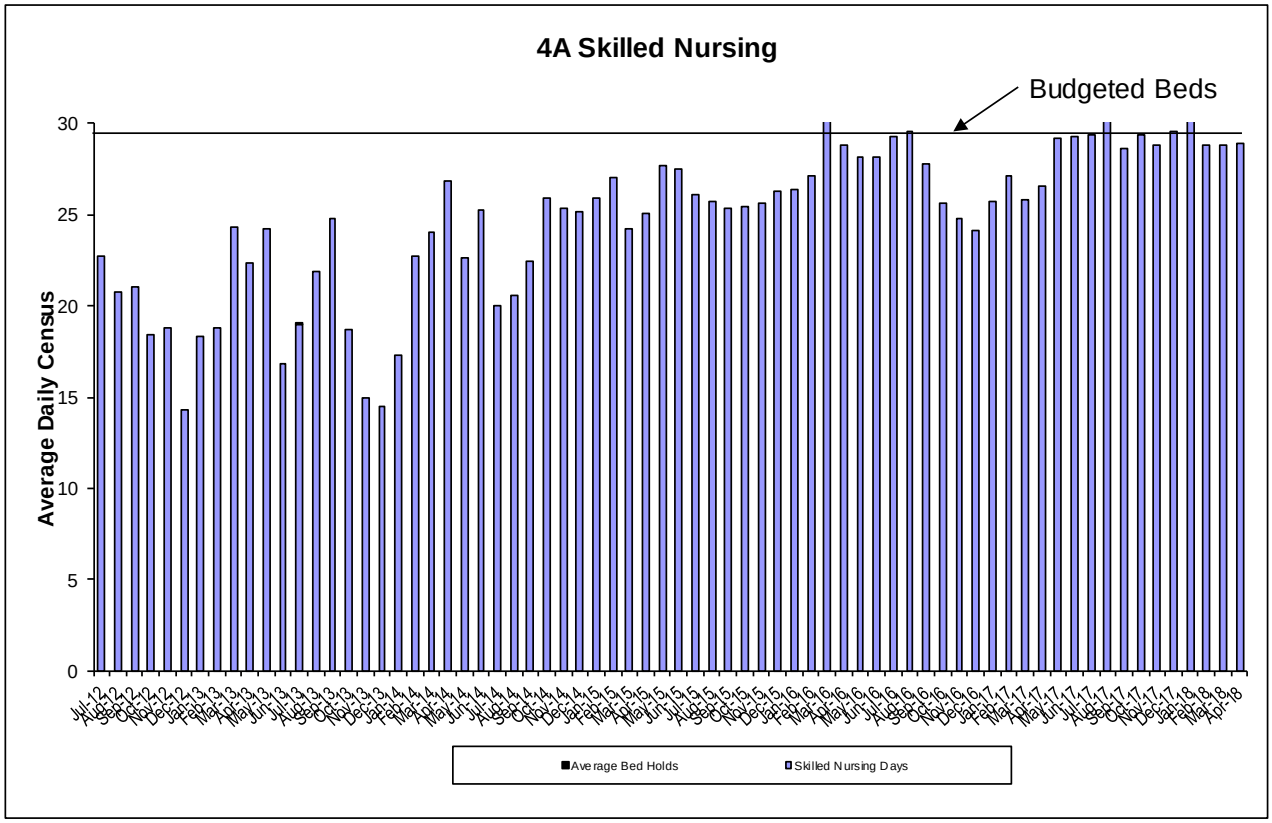
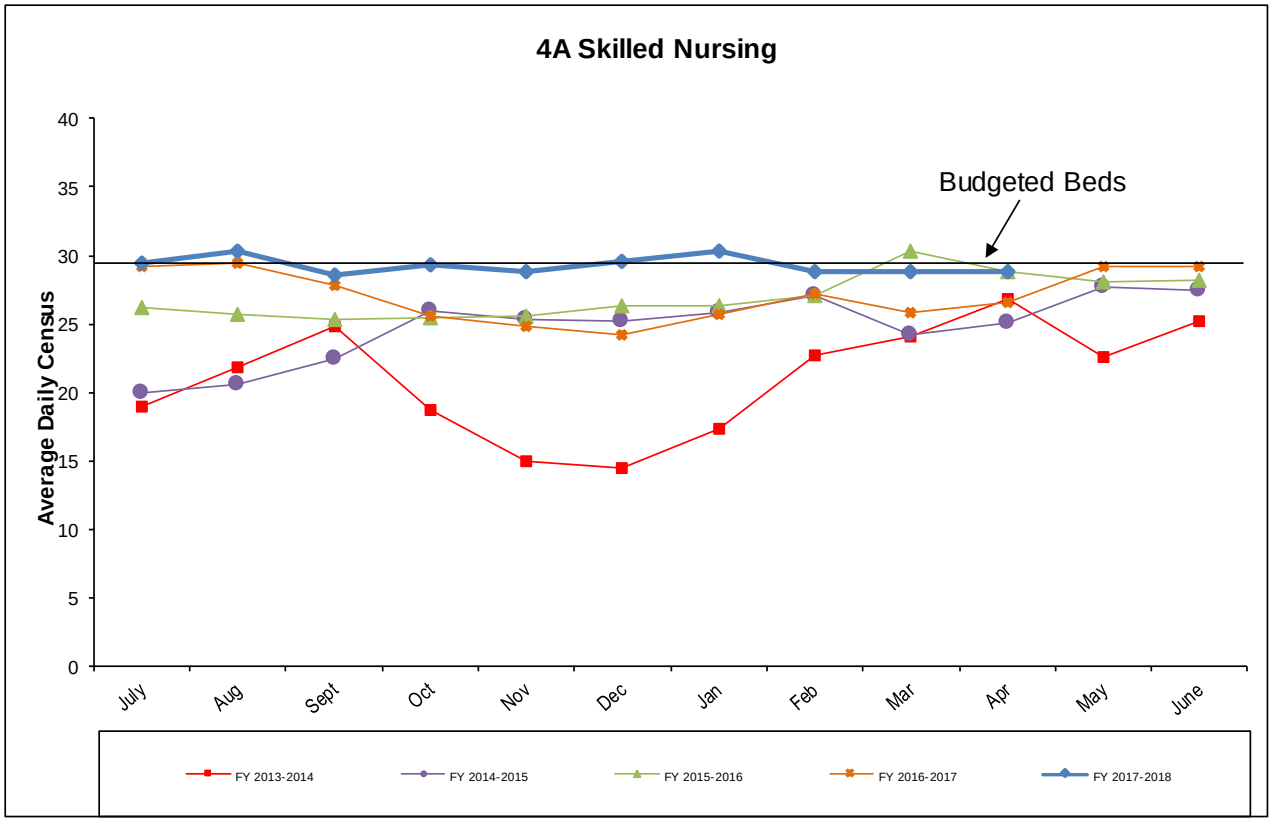
FY 2013-2014
FY 2014-2015
FY 2015-2016
FY 2016-2017
FY 2017-2018


4A Skilled Nursing
Budgeted Beds
Average Daily Census
30
25
20
15
10
5
0
Average Bed Holds
Skilled Nursing Days


4A Skilled Nursing
Budgeted Beds
Average Daily Census
40
35
30
25
20
15
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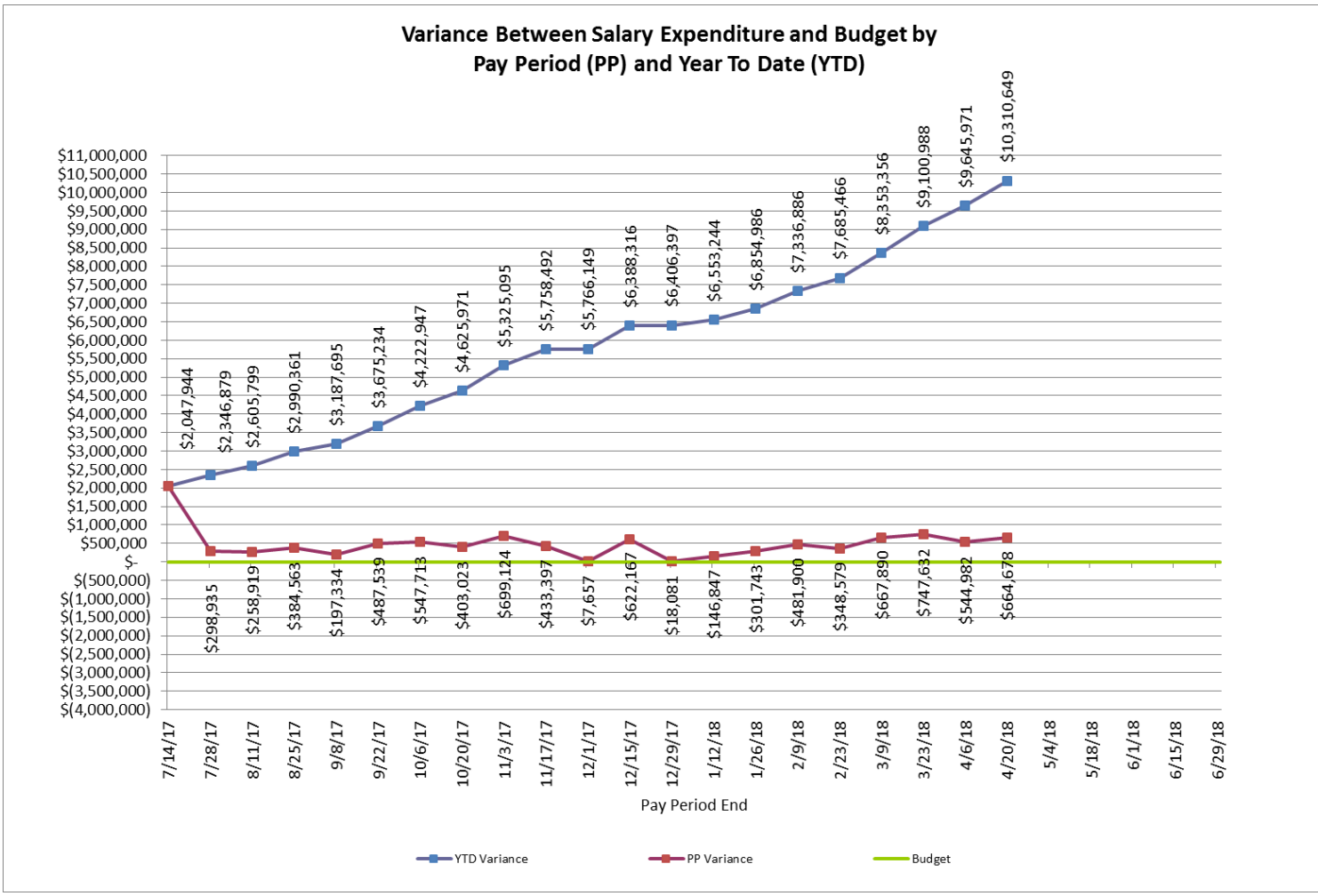
FY 2013-2014
FY 2014-2015
FY 2015-2016
FY 2016-2017
FY 2017-2018



Commissioner Comments:
Commissioner Chow requested an update on the salary variance. Dr. Ehrlich stated that the variance is due to the increase in patient volume. ZSFG continues to work with the SFDPH Finance, the Controller's Office, Mayor's Office, and the Board of Supervisors, to correct the budget for next year. ZFGH is also working on reducing non-patient spending amounts.

7) PATIENT CARE SERVICE REPORT

Terry Dentoni, Chief Nursing Officer, gave the report.

Professional Nursing for the Month of April 2018

Nursing Workforce Development and Education

Departmental Training Courses held this month included:

- *Caring for Patients with Neurologic Injury* course for CNAs and PCAs
- Multimodal Neurologic Monitoring training for ICU RNs
- *Stop the Bleed* classes for both clinicians and the community were coordinated and provided by the ZSFG Trauma Program and Emergency Department
- The Emergency Department's innovative educational program, *First Five Minutes*, is now being adapted by Medical Emergency Response Team (MERT). Starting this month, MERT RNs will provide simulations throughout Medical-Surgical inpatient units to provide opportunities RNs to

practice responding to a variety of emergent situations. The goal of these drills is to prepare staff to "Recognize, Act and Communicate" when they encounter urgent changes in patient condition.

- 2018 Nurses Week Education Symposium *Agents for Change: How Nursing can Impact Bias, Homelessness, and Addiction* was held May 7th. Presentations included:
    - Black/African American Health and Bias – The Role of Nursing: Ayanna Bennett, MD, Director of Interdivisional Initiatives
    - Homelessness, Health and Healthcare Delivery: Kate Shuton, BSN RN, Director of Shelter Health
    - Homelessness and Hospital-Acquired Conditions: Sasha Cuttler, PhD, RN, ZSFG CALNOC Coordinator
    - Youth and Young Adult Homelessness in SF: Matthew Verscheure, MS, Program Director at Larkin Street Youth Services
    - Harm Reduction and Buprenorphine in Treating Opioid Use Disorders: Hannah Snyder, MD, Addiction Medicine Fellow, UCSF at ZSFG
- The *2018 Stroke Update: Pre-hospital through Acute Interventions* was held on May 24th at ZSFG.

Nursing Professional Development

- Dana Nelson attended a national sterile processing conference where she gained knowledge for her new role managing the Sterile Processing Department.
- Robert Mertihen is now certified by the American Association of Critical Nurses as a CCRN.
- Patrick Russell, MICU RN, is now a wound care certified nurse.

Nursing Services Recruitment and Retention

Maternal Child Health Six 2320 RNs continue in their orientation to Labor & Delivery.
Peri-Operative. Four nurses are progressing in the OR orientation and training program. Plan to have a new graduate RN training program this Fall. Four scrub technicians that have started their orientation program after a successful recruitment partnership with Human Resources timed the recruitment period to the graduation of local scrub tech schools.

<u>Professional Nursing for the Month of April 2018…continued</u>

Critical Care Seven nurses will be completing the critical care training program this month (four for SICU and three in MICU). One experienced RN just finished their orientation on the night shift.
Psychiatry Three staff nurses have successfully completed their orientation and training.
Emergency Six RNs are completing the last half of their twelve week training program.
Specialty Clinics Welcomed Nina Caneda into her new role as Clinical Educator for specialty clinics.
Care Coordination Natasha Hamilton, MS, MA began as the Director of the Department of Care Coordination where she will oversee both Social Services and Utilization Management at ZSFG.

Nurse Week Celebration and Awards

Nurse Week Celebration and Award Ceremony was held at ZSFG May 10. A lavish breakfast was provided for night shift nursing staff on May 11. The following awards were presented this year:

O'Connell Society Award - This award recognizes a nursing leader who has strengthened the profession of nursing and the health of San Francisco residents. The 2018 O'Connell Society recipient

is Piera Wong, CNS. In her role as Clinical Nurse Specialist, Piera diligently implements, monitors, and evaluates initiatives that impact patients across the care continuum, including her contributions to Pain Committee and advocacy for oncology nursing at ZSFG.

Ambulatory Care Nursing Leadership Awards – Recognize the outstanding professional performance in the ambulatory care setting. Recipients of this award exhibit commitment to the integration and collaboration of care across the Network, and embody the highest standards of integrity and respect for patients and staff. The 2018 recipient are:

- Lijun Li is receiving the Nursing Exellence Award. Juin was nominated by her peers for her commitment to the patients at Silver Avenue Clinic, and for her abilities as a compassionate leader and empathetic mentor.
- The Addressing Disparities in Health Care Award is being presented to Maria Gonzalez Gomez. As a nurse at Mission Mental Health and Behavioral Health Home at Castro-Mission Clinic, Maria has been instrumental in connecting patients with serious mental illness to primary care providers.

Daisy Award – this award recognizes the extraordinary work nurses do every day. It was established by the DAISY Foundation in memory of J. Patrick Barnes. ZSFG is proud to be a DAISY hospital. 2018 Daisy Awardees:

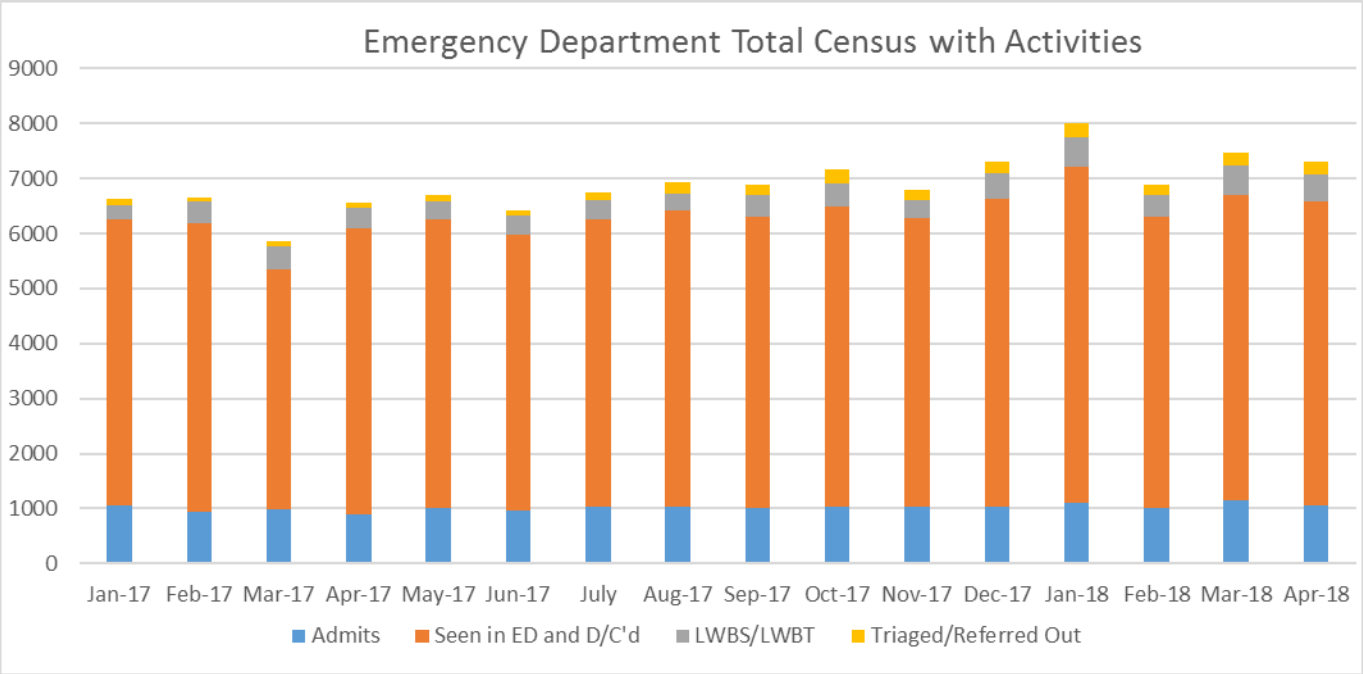
- Joan Goldberg: PACU RN recognized for her dedication to patient care and leadership
- Tina Gimenez: 7C RN who was nominated for her commitment to behavioral health nursing and interdisciplinary practice
- James Krackow: Opiate Treatment Outpatient program/Ward 93 RN who collaborates across disciplines and coordinates the Mobile Methadone Van program

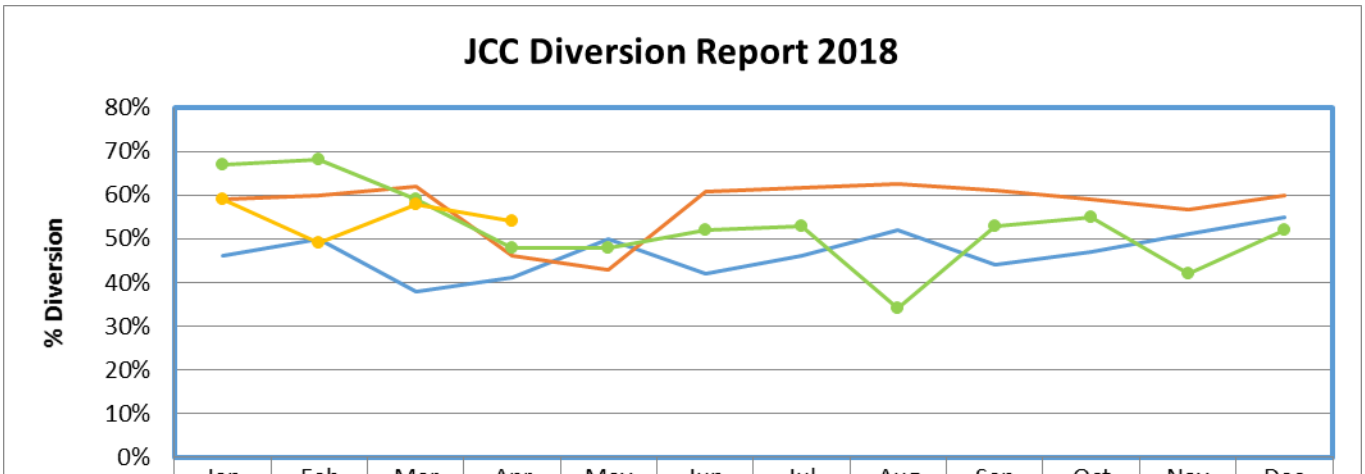
Friend of Nursing award - recognizes an individual whose work has promoted, facilitated and supported the contribution that nursing makes to the ZSFG mission. The 2018 awardee is Max Bunuan.

Dorothy Washington Scholarship - provides monetary support for the professional development of nurses at Zuckerberg San Francisco General. The fund supports the development of culturally diverse nurse leaders prepared to care for the people of San Francisco. This was the vision of Dorothy Washington and a commitment she exemplified over her 35 years at SFGH. 2018 scholarships were awarded to:

- Rheea Fe Bustos, RN currently works in H42/H44 Med-Surg and is enrolled in the Masters in Science of Nursing, Clinical Nurse Leader program at USF.
- Lani Schofield, BSN, RN, PHS is a Charge Nurse in 7C Psychiatry and is completing her Masters in Science of nursing degree at USF.
- Melvic Senor will be graduating from the Licensed Vocation Nurse program at Unitek this Fall and plans to transition into the RN completion program after licensure. Melvic is currently a Unit Coordinator in the Labor and Delivery unit.

Emergency Department (ED) Data for the Month of April 2018





	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	46%	50%	38%	41%	50%	42%	46%	52%	44%	47%	51%	55%
2016	59%	60%	62%	46%	43%	61%	62%	62.60%	61%	59%	57%	60%
2017	67%	68%	59%	48%	48%	52%	53%	34%	53%	55%	42%	52%
2018	59%	49%	58%	54%								

Psychiatric Emergency Service (PES) Data for the Month of April 2018

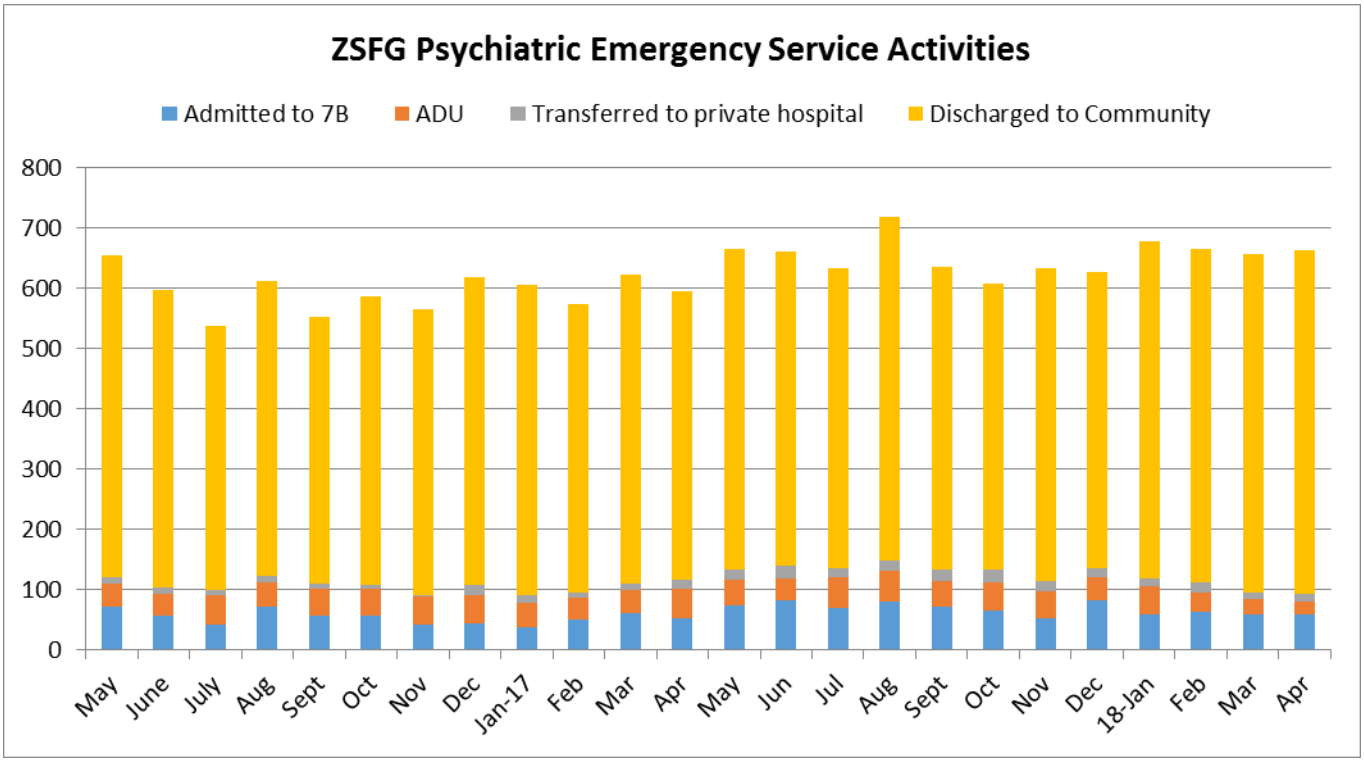
Overview:

On February 1, PES in collaboration with the Progress Foundation initiated a Pilot for Diversion of ADU Candidates from PES to DUCC. Our data suggests that the test has been successful.

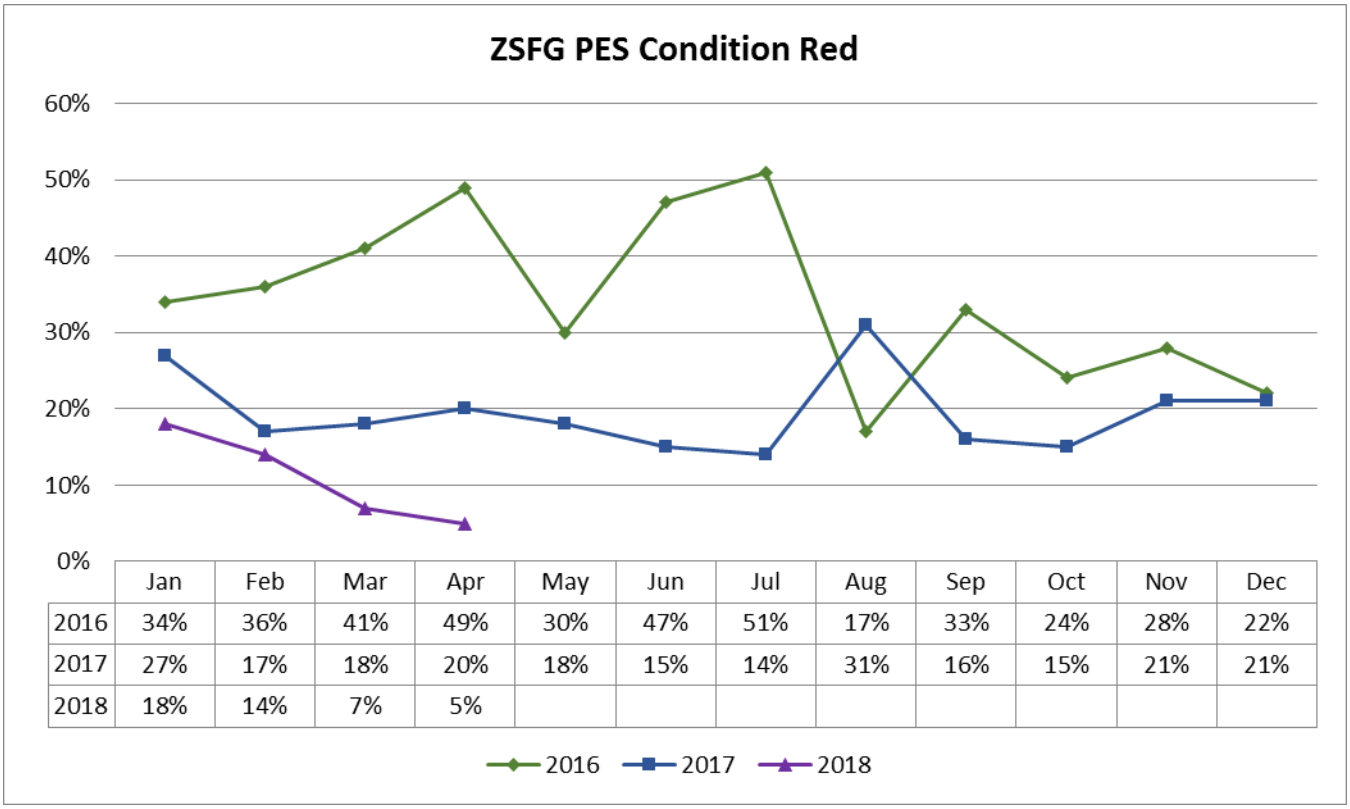
In April, PES completed 664 patient encounters. This is higher than our average number of encounters per month in 2017 (n = 637). Despite the increased volume, the Condition Red/Diversion Rate decreased from 7.4% in March to 5.1% in April.

The median length of stay also declined from 13.3 hours in March to 12.3 hours in April. The Leadership Team opted to disclose the median values because they may be less sensitive to the effects of outliers with protracted stays.

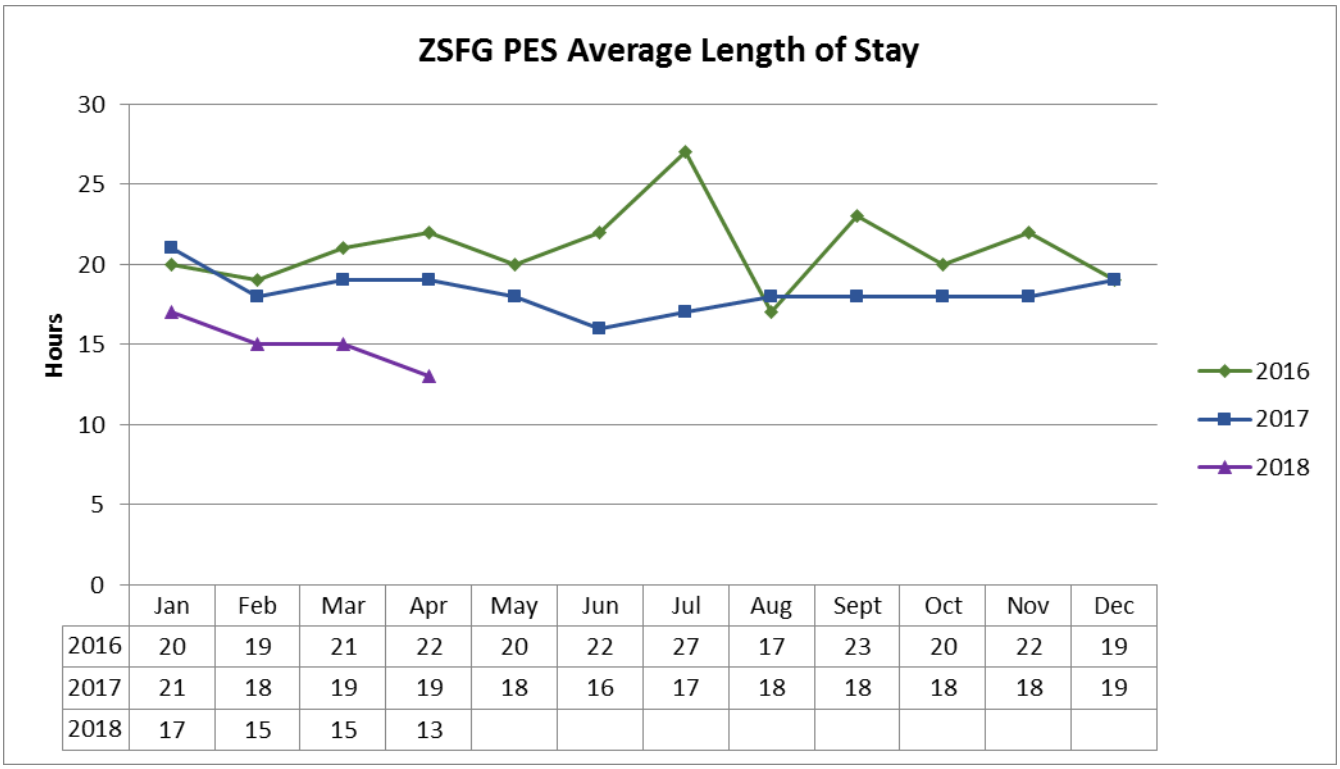
As a result, PES was more accessible and accepted 89% of all appropriate transfer requests from other hospitals for emergency psychiatric assessments in the month of April.



Psychiatric Emergency Service (PES) Data for the Month of April 2018…continued

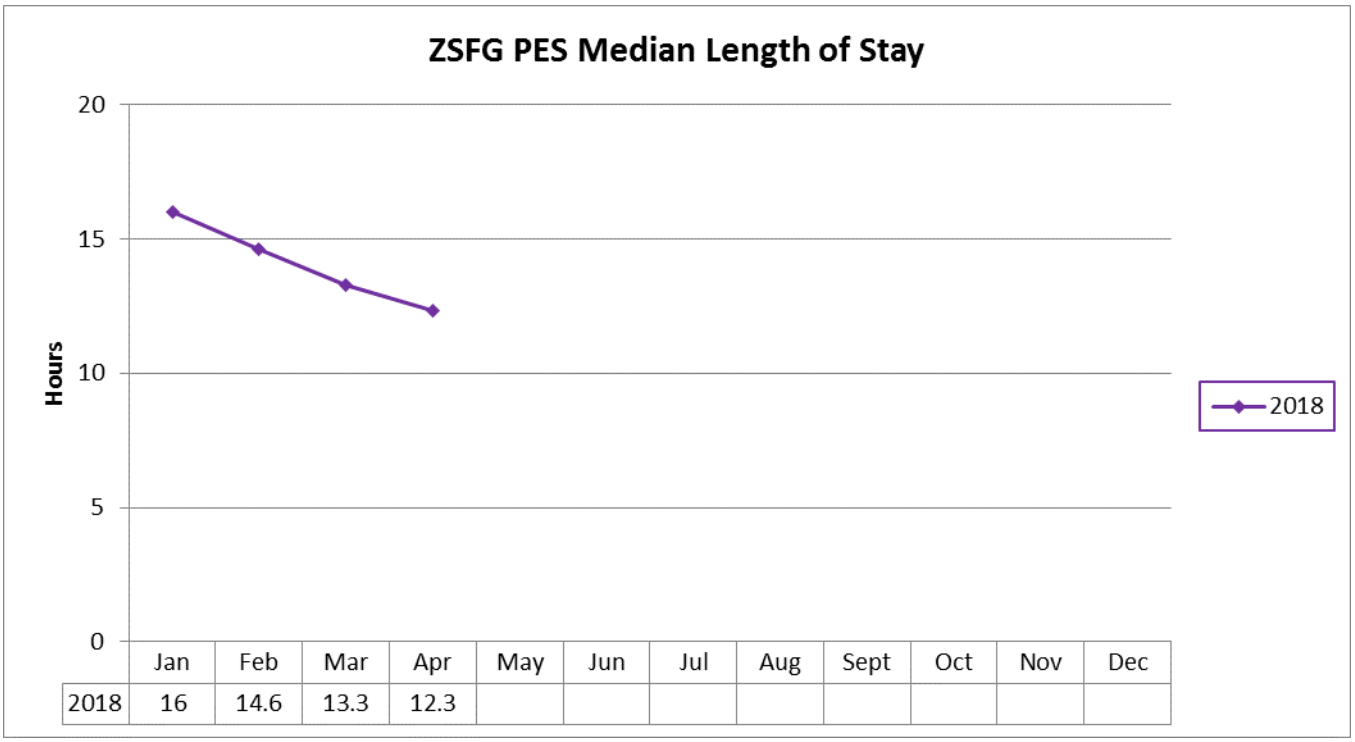


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	34%	36%	41%	49%	30%	47%	51%	17%	33%	24%	28%	22%
2017	27%	17%	18%	20%	18%	15%	14%	31%	16%	15%	21%	21%
2018	18%	14%	7%	5%								

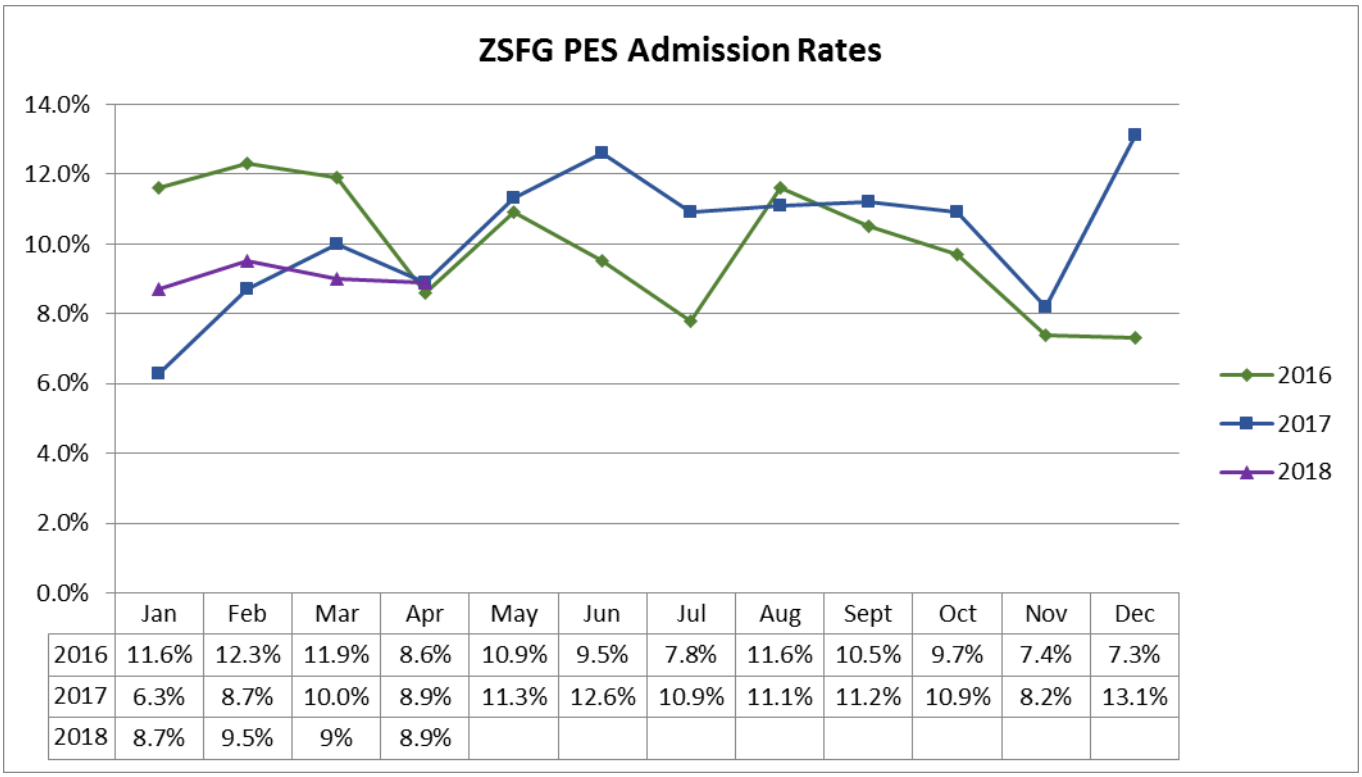


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2016	20	19	21	22	20	22	27	17	23	20	22	19
2017	21	18	19	19	18	16	17	18	18	18	18	19
2018	17	15	15	13								

Psychiatric Emergency Service (PES) Data for the Month of April 2018…continued



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2018	16	14.6	13.3	12.3								



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2016	11.6%	12.3%	11.9%	8.6%	10.9%	9.5%	7.8%	11.6%	10.5%	9.7%	7.4%	7.3%
2017	6.3%	8.7%	10.0%	8.9%	11.3%	12.6%	10.9%	11.1%	11.2%	10.9%	8.2%	13.1%
2018	8.7%	9.5%	9%	8.9%								

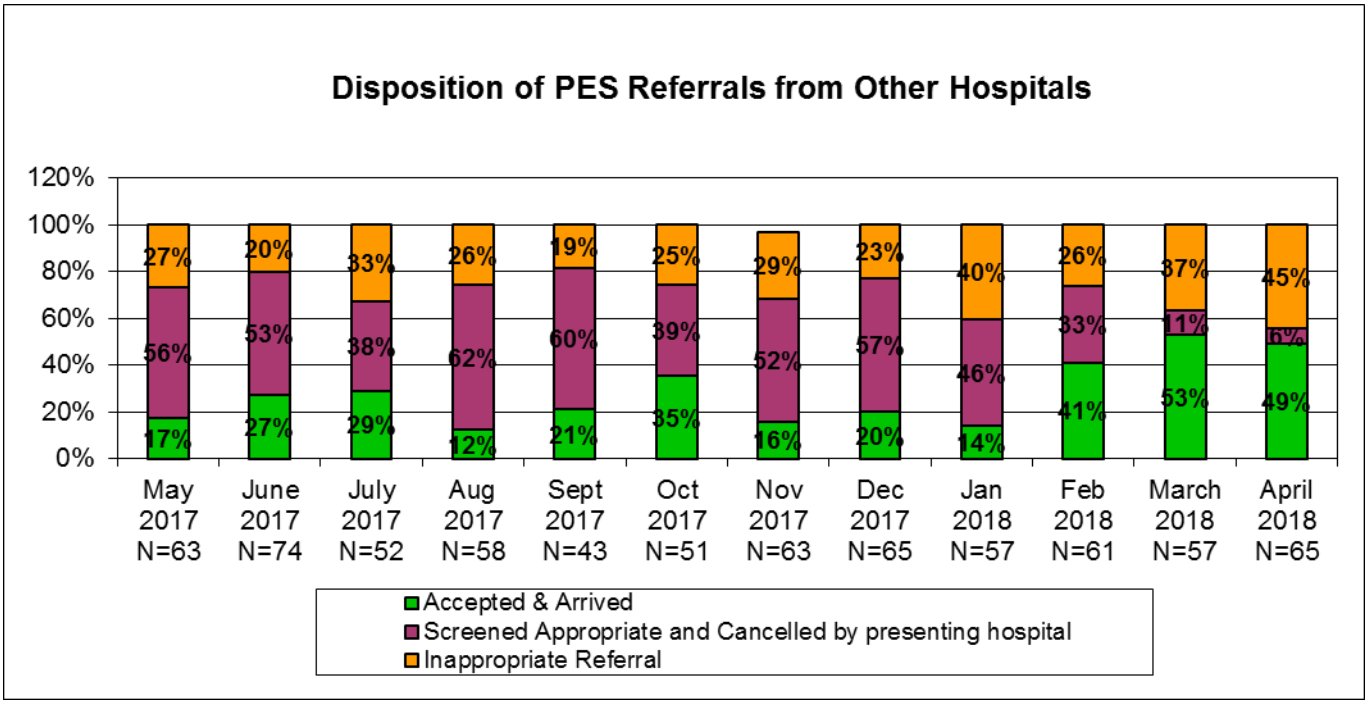
Request for Inter-Facility Transfer to PES from other Hospitals

Request for Inter-Facility Transfer to PES from other Hospitals
A priority of PES is to improve the timeliness and appropriateness of inter-facility transfers from referring hospitals. The following three types of PES referrals have been observed: Accepted and Arrived, Accepted and Cancelled, and Inappropriate Referral.

Accepted and Arrived Referrals refer to patients that have been approved by PES for admission and are transferred and admitted to PES. The transfer of these patients has been authorized by PES based on EMTALA regulations as well as the communication of clinical condition between the sending and the receiving physicians.

Screened Appropriate but Cancelled Prior to Acceptance refers to patients that have been screened by a triage nurse and have preliminary approval, but the paperwork has not been reviewed by a physician. Their transfer was then cancelled by the referring facility. This cancellation could be because the referring hospital has decided to place the patient on their own psychiatric unit or because the patient has cleared psychiatrically and the 5150 hold has been dropped.

Inappropriate Referrals refer to patients identified through the PES screening process to be inappropriate for transfer and admission to PES for evaluation and disposition. Common reasons for PES to decline transfer of a patient from a referring hospital are medical status (not medically stable for transfer) and insurance status (e.g., private insurance or out of county Medi-Cal).



Commissioner Comments:
Commissioner Chow asked for an update on ZSFG diversion. Ms. Dentoni stated that ZSFG continues to look at its patient flow issues and noted that ZSFG receives the highest percent of ambulance traffic. ZSFG is working on a new triage PSA cycle in an effort to see more patients. Dr. Ehrlich stated that ZSFG is attempting to make sure people who do not need to be in the Emergency Department are moved to the appropriate ZSFG department.

Commissioner Chow stated that he hopes the opening of the new Sutter Mission/Bernal campus will have a positive impact on ZSFG flow issues.

8) ZSFG RN HIRING AND VACANCY REPORT

Karen Hill, ZSFG Human Resources, gave the report.

Commissioner Comments:
Commissioner Chow noted that there are currently 116 nurse vacancies and asked if temps are used. Ms. Hill stated that per-diem and registry positions are used and that the goal is the fill the vacancies with permanent employees.

9) MEDICAL STAFF REPORT

Clare Horton., Chief of Medical Staff Elect, gave the report.

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK:

EHR Implementation
Dr. Marks provided an overview of the ERH Implementation project to MEC. The presentation was intended to provide a high level review of the EHR Readiness Work, and a focused review of Phase 0 (Groundwork) and Phase 1 (Direction Setting) of the EPIC Implementation Project. Dr. Marks explained the scope of groundwork and direction setting sessions, and detailed the crucial roles of Champions and Subject Matter Experts (SMEs) in these Phases. To date, 506 SMEs have been identified by location, of which 128 are UCSF staff, mostly physicians. Dr. Marks pointed out the significant amount of time and engagement that will be asked from SMEs. Their participation and direct input will be critical to defining and adapting current workflows to EPIC Foundation. Members are asked to review their respective Department SME list and check in that they are available, and will attend the Direction Setting Sessions. Go live date is set on August 3, 2019.

CLINICAL SERVICE REPORT:
Dr. Villela highlighted FCM's vision which is to provide patient care that will lead to Healthy Families and Vibrant Communities. Highlights of ongoing work to fulfill its vision include:
Clinical Services:

- Family Health Center- Full Scope Primary Care (including reproductive health, office procedures and home care), Special Clinical Services , 43572 Annual Visits and 11852 Active Patient Panel in 201. Quality Improvement highlights include work on the following: Improving Access (particularly on drop-In visits seen on same day), Colorectal Cancer Screening rate, FHC Patient Advisory Council, and Care Transitions Coordination. The Care Transitions Coordinator works with every single patient discharged from the hospital to ensure compliance with medication and follow up appointments 7 days post discharge.

Improvements in the 30 day readmission rates were noted since implementation of the Care Transitions Coordination Program.

- Family Medicine Inpatient Service – Admissions rate has gone up to 1822 in 2017 and Average LOS is 4.7 days. An email-based care transitions has been developed to improve patient outcomes and provider work experience. At ZSFG, discharged patients attending Primary Care follow up within 7 days has improved to 71% in 2016.
- Adult Urgent Care Center – The Urgent Care Center continues to work in collaboration with other departments to optimize patient flow in the hospital. Priorities for 2018 include Relocation to 1E and optimizing care in the new location, Developing People, and Implementing the new EHR.
- Skilled Nursing Facility (4A) – 4A is an interdisciplinary care short term skilled nursing facility. Volume statistics on Admissions and Discharges matches, with overall Occupancy rate at 95 to 98%. There is ongoing collaborative work with Dr. Todd May and Ms. Terry Dentoni regarding admissions with longer LOS.
- Prenatal Partnership Program – Work in collaboration with OB/GYN and CNM Services, to include development of various educational courses and training programs.
- Primary Care for Patients at Behavioral Health Center.

Educational Programs –

- Bridge Curriculum for 1st year students
- UCSF Nurse Practitioner Students at ZSFG
- FCM Residency Program – The FCM residency program is very popular and has been based at ZSFG since 1972. Statistics indicate: 36% of graduates entering SFHN in the last three years, 58% of graduates in last three years in areas of unmet need in CA, 67% of graduates in last three years in areas of unmet needs in US, 36% of current residents underrepresented in Medicine, and 78% of current residents speak a threshold second language.
- Step Up – ZSFG Training and Education Program for Underserved Population. More departments are jointing STEP UP, which is a cross-departmental effort to align the different programs at ZSFG focused on improving training in care for vulnerable populations.

Community Engagement – FHC Community Liaisons, Summer Urban Health and Leadership Academy, Student Run Free Clinics, Medical Legal Partnership, Planned Parenthood, and FHC Mural Renovation at 25th Street and Potrero Avenue

Research Programs- Center for Excellence in Primary Care, Clinician Consultation Center, CTSI Community Engagement and Health Policy Program, Primary Care Transformation of Residency Teaching Clinics, Program in Woman Centered Contraception, and Social Determinants of Health.

In summary, challenges/opportunities include limitations of Family Health Center space, leadership transitions, and the electronic health record, and the Urgent Care Clinic move. The Service's strength lies on its collaborative leaders, mission driven people: staff, faculty, administrators and resident, and patients/families that are diverse and engaged in the Service's Patient Advisory Board.

Members thanked Dr. Villela for her outstanding leadership and inspiring report. Members also expressed appreciation of the FCM Clinical Service Leadership and its collegial and collaborative work with other Clinical Services.

Commissioner Comments:
Commissioner Chow asked for more information regarding recruitment for neurosurgeons. Dr. Horton stated that most neurosurgeons prefer not to work in trauma and noted that the SFDPH and UCSF pay is lower than other local hospitals. She added that seven ZSFG anesthesia medical staff left for Kaiser last year because they received higher salaries. Dr. Marks noted that there used to be more research funds at ZSFG to support non-clinical activities.

Commissioner Chow asked for more information regarding the rise in elderly trauma patients. Dr. Ehrlich stated that in the past, most trauma cases involved young men but now the trend is more elderly patients who have fallen. She noted that SFDPH conducts a comprehensive fall-risk for primary care outpatient patients.

Commissioner Chow asked for clarification regarding the required timing for Airway Management Privileges. Dr. Horton stated that this must be done within two years; tracking is done by the practitioner's department.

Action Taken: The following were unanimously approved:

- Neurosurgery Rules and Regulations
- Physician Assistant Delegation of Agreement
- Surgery Standardized Procedures
- Pharmacy Pain Consultation Standardized Procedures
- Revised Emergency Department Airway Management Privilege

10) OTHER BUSINESS

This item was not discussed.

11) PUBLIC COMMENT

There was no public comment.

12) 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 REPORT 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 Committee approved May 2018 Credentialing Report and Performance Improvement and Patient Safety Report. The Committee voted not to disclose other discussions held in closed session.

13) ADJOURNMENT

The meeting was adjourned at 4:41pm.