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**HEALTH COMMISSION
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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER**

Tuesday, April 23, 2019 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 Laurie Green, M.D.

Staff: Susan Ehrlich MD, Roland Pickens, Jeff Schmidt, Troy Williams, Jim Marks MD,
LukeJohn Day MD, Karrie Johnson, Jenna Bilinski, Will Huen MD, Leslie Safier, Adrian Smith,
Emma Mooze, Susan Brajkovic, Elizabeth Connelly, Denise Payton, Brent Costa, Jessica Tu,
Carmen Trinh, Basil Price, Karen Hill, Jennifer Bolfi, Tosan Boyo, Sue Carlisle MD, Casie Anniya,
Virginia Dario Elizondo

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

**2) APPROVAL OF THE MINUTES OF THE MARCH 26, 2019 ZUCKERBERG FRANCISCO GENERAL JOINT
CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the March 26, 2019 minutes.

3) REGULATORY AFFAIRS REPORT

Troy Williams, Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Chow requested that a key be added to the "Survey Roadmap" indicating expected dates or timelines for each survey.

Commissioner Chow asked for information regarding the timeline for the Joint Commission triannual survey. Mr. Williams stated that he estimates that the survey will take place in approximately one year.

Commissioner Chow asked if ZSFG will be conducting a mock survey in preparation for the Joint Commission triannual survey. Mr. Williams stated that the Joint Commission may be eliminating this survey so ZSFG is not conducting a mock survey at this time.

Regarding the 4A California Department of Public Health Relicensing Survey, Commissioner Green asked if the lack of annual health exams conducted on 4 of the 5 staff reviewed represents a trend for all staff. Mr. Williams stated that the charts sampled do not represent the entire staff experience.

Commissioner Chow requested that ZSFG and Laguna Honda Hospital align how they report corrective actions.

4) QUALITY CORE MEASURES AND CMS STAR RATING UPDATE

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

Commissioner Comments:

Regarding the Joint Commission Scorecard, Commissioner Green asked how ZSFG impacts the number of hours of seclusion used. Ms. Safier stated that the number of seclusion hours used is generally due to the current patient mix.

Commissioner Chow noted that the score for the Emergency Department remains in red. Ms. Safier stated that much improvement work continues to be conducted on this issue to improve patient flow. Dr. Marks stated that this score relates to whether patients are boarded in the Emergency Department; the rate of boarding is always higher in the winter months. Mr. Pickens noted that this is a city-wide issue.

Commissioner Chow asked the ZSFG team to reconsider whether 360 minutes is a realistic goal to aim for in the Emergency Department. Dr. Ehrlich stated that the team will review this measure.

Regarding the "CMS Star Ratings" presentation, Commissioner Green stated that ZSFG is not getting full credit for working with its complex patient mix. She asked if any improvement work could be conducted to include more co-morbidities. Ms. Safier stated that the Clinical Documentation and Integrity team ensures that coding is done correctly. She noted that partnering with physicians in this area is important. Dr. Ehrlich stated that Dr. Day is currently recruiting a physician to assist in this area.

Commissioner Chow asked for more information regarding the 15-month lag-time on star reporting. Ms. Safier stated that some of the data elements are only reported annually. She noted that safety-net hospitals continue to receive worse scores than other kinds of hospitals. Dr. Ehrlich stated that on the bell curve of all hospitals, most safety-net facilities are all on one end.

Commissioner Chow asked for information on other types of rating systems. Ms. Safier stated that Vizient rated ZSFG with two stars; Leapfrog rated the hospital with "D," related to its prescribing practices and COPD treatment.

Commissioner Green asked for more information regarding changes at CMS that may change star-ratings. Mr. Williams stated that change at CMS happens very slowly.

5) TRUE NORTH SCORECARD

Brent Costa, Strategic Planning Manager & Jessica To, Data Center Manager, presented the item.

Commissioner Comments:

Commissioner Chow asked when the measures were adopted. Dr. Ehrlich stated that the measures were adopted approximately one year ago. She noted that ZSFG will continue with this list for one more quarter.

Commissioner Chow noted that the full Health Commission received a DPH-wide EHR readiness presentation and the score was yellow; he noted that ZSFG has this score as red. Dr. Ehrlich stated that she is hopeful that ZSFG is close to achieving most of its targets.

6) ZUCKERBERG PATIENT CARE QUALITY IMPROVEMENT (ZPCQI) FUND

Susan Ehrlich, MD, Chief Executive Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked how the projects were chosen. Dr. Ehrlich stated that there was an Executive Committee, including members of the SFGH Foundation Board, and Dr. Priscilla Chan. The group considered items that would impact patients.

Commissioner Chow noted that these projects are unique and should be included in the ZSFG Annual Report.

7) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT

Susan Ehrlich, MD, Chief Executive Officer, presented the item.

SAFETY 1. Centers for Medicare & Medicaid Services Follow Up Visit

On Monday, March 25th, and Tuesday, March 26th, surveyors from the Centers for Medicare and Medicaid Services were onsite at ZSFG to follow up with the plan of correction submitted earlier that month. This is the routine process following a Complaint Validation Survey, which CMS completed in December 2018 and January 2019.

During their most recent time at ZSFG, surveyors visited Psychiatric Emergency Services (PES) to observe the multiple changes that were made in order to enhance Patient Safety when receiving emergent psychiatric medications. CMS was satisfied with all of the progress that has already been made.

ZSFG would like to thank and congratulate Kathy Ballou, Josephine Lai and the PES and pharmacy teams on a successful follow up visit.

DEVELOPING OUR PEOPLE 2. Nursing Professional Credential Services Event

On April 11th, Debra Guisto, Registered Nursing Department Chair from the City College of San Francisco, invited ZSFG's Nursing Workforce Development Team and Nursing Administration to an event honoring ZSFG as an "Employer Partner" for its commitment to the education and training of Nursing Students and Nursing Allied Health Professionals. The ZSFG nursing staff mentors and educates over 1,200 nursing students each semester with almost 250 assigned here from the City College of San Francisco's RN, LVN, MA, CNA and Phlebotomy programs. Students at the event reported that they love the learning opportunities at ZSFG and appreciate the examples of quality patient care put forth by staff.

Congratulations to the Nursing Workforce Development Team and our Nursing Administration team for their great work and successful partnership with the students from the City College of San Francisco.

QUALITY 3. Specialty Services 3P Workshop

During the week of April 8th, Specialty Services front line staff and leadership worked alongside our Capital Projects team and Department of Public Works architects to design and standardize shared workflows across the specialty clinics on the 4th floor. The team has learned more about how ZSFG's patients and providers will function in their new space, identified shared workflows and drafted standard work across all specialties, and brainstormed new and innovative countermeasures to some of their current patient flow challenges. Additionally, appropriate roles and responsibilities were planned for RNs, LVNs, and MEAs according to their licensure and job descriptions and in order to ensure the most effective care for patients.

This has been an incredible opportunity for our team to work alongside DPW partners to design a space that not only fits the needs of the Specialty Services staff and providers, but also best supports our patients and their families.

Many thanks and congratulations to the Specialty Services team, the Capital Projects team, and the Department of Public Works on setting a great example of the collaboration and proactive improvement work we do at ZSFG.

DEVELOPING

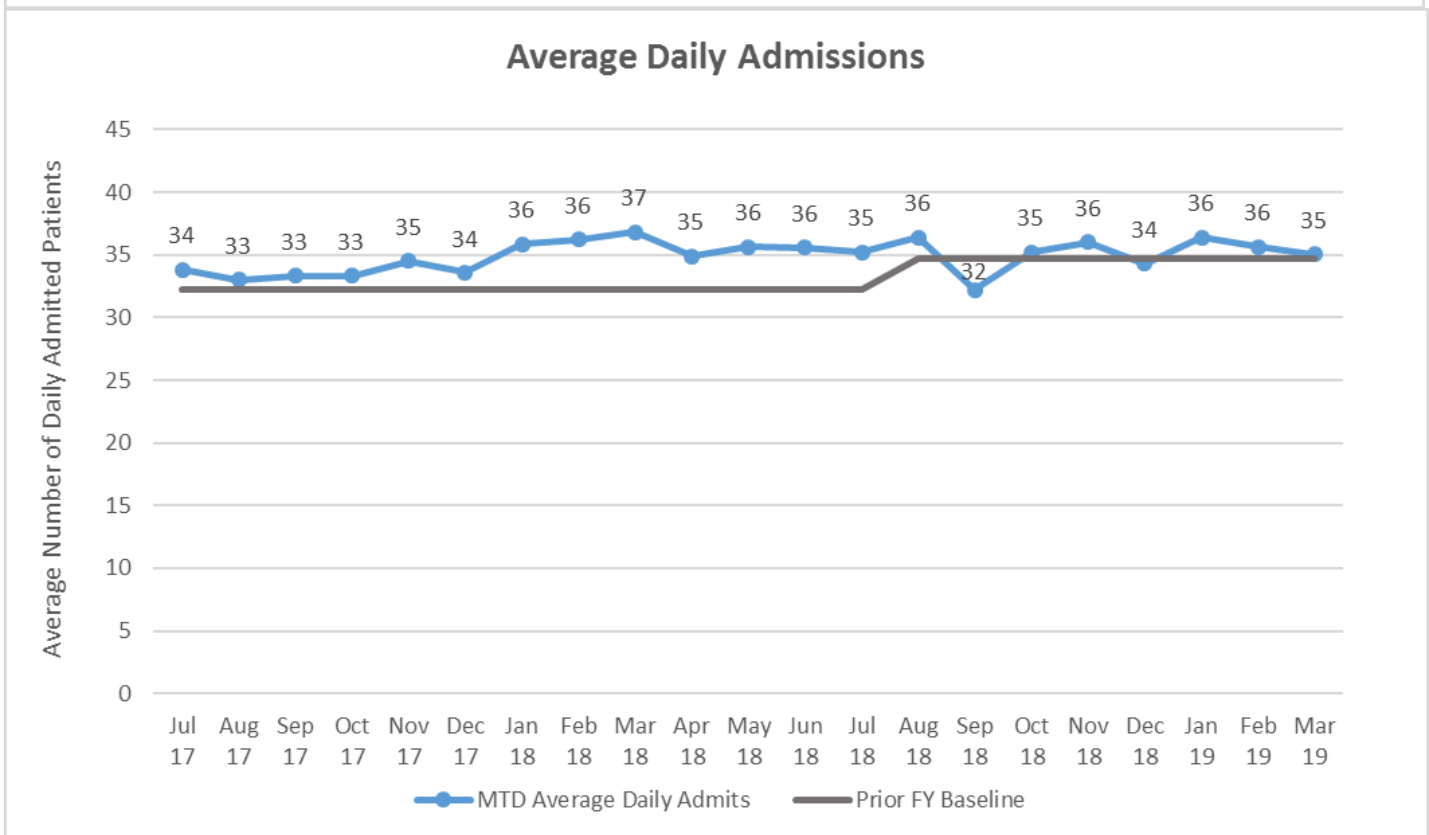
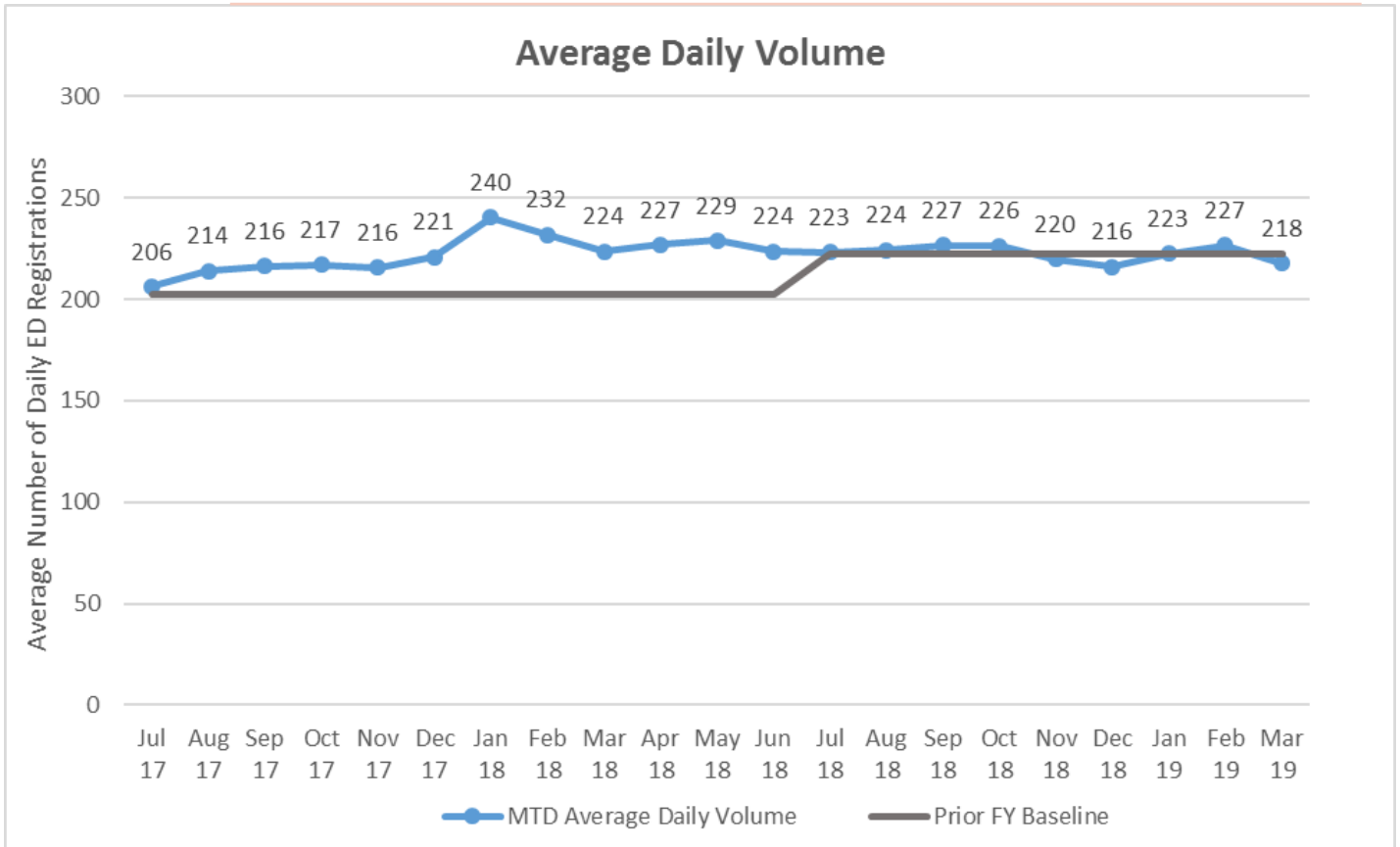
4. Employer Partners Award



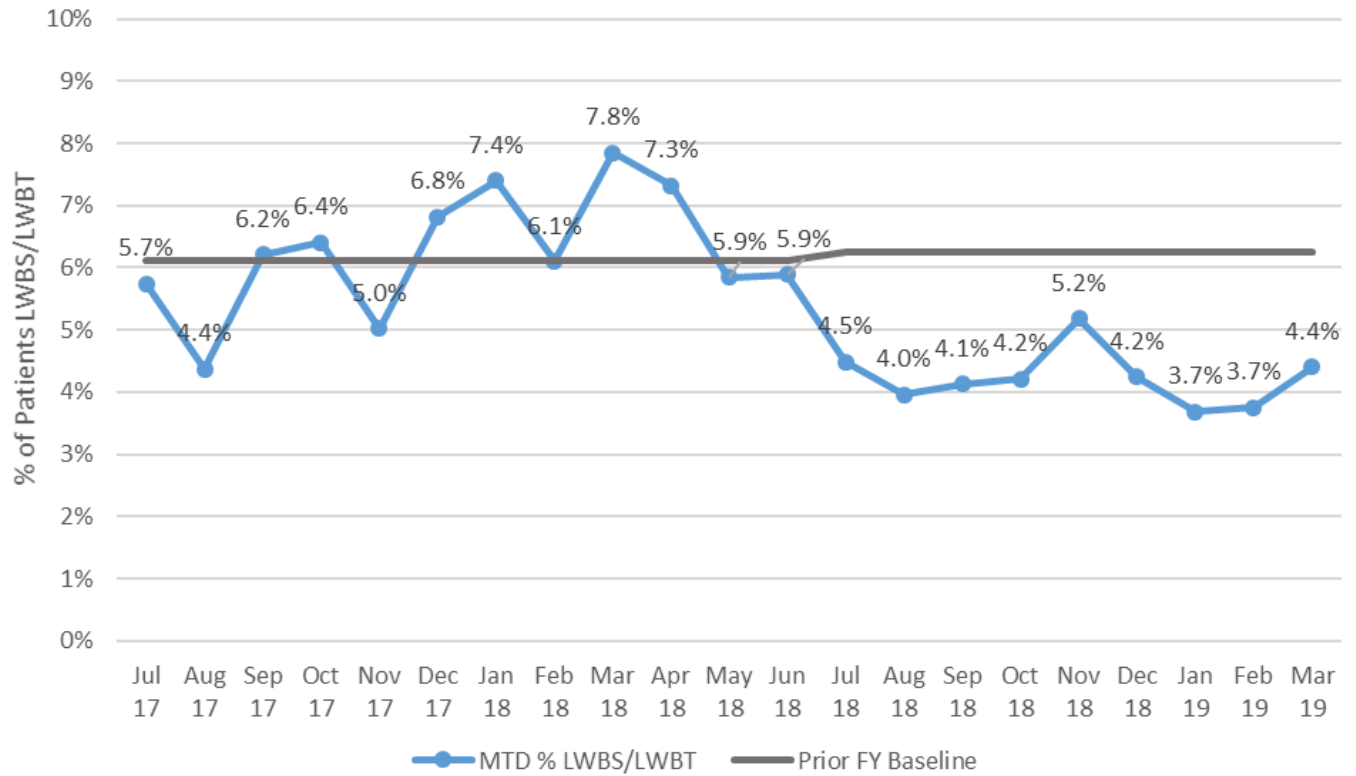
The City College of San Francisco (CCSF) has a multifaceted partnership with DPH. More specifically, Zuckerberg San Francisco General Hospital (ZSFG)'s Health Information Management Department was recognized for hosting CCSF Students for their externships, hiring many CCSF graduates and providing these graduates with opportunities to apply for promotions, higher education, and professional development programs. DPH and ZSFG also work with many other CCSF programs including: Medical Assisting, Diagnostic Medical Imaging, Nursing, Custodial, Health Education, and Computer Networking/IT providing clinical practice, internships and employment opportunities.

Congratulations to Diane Lovko-Premeau and her Health Information Management team for their continued success as a CCSF partner!

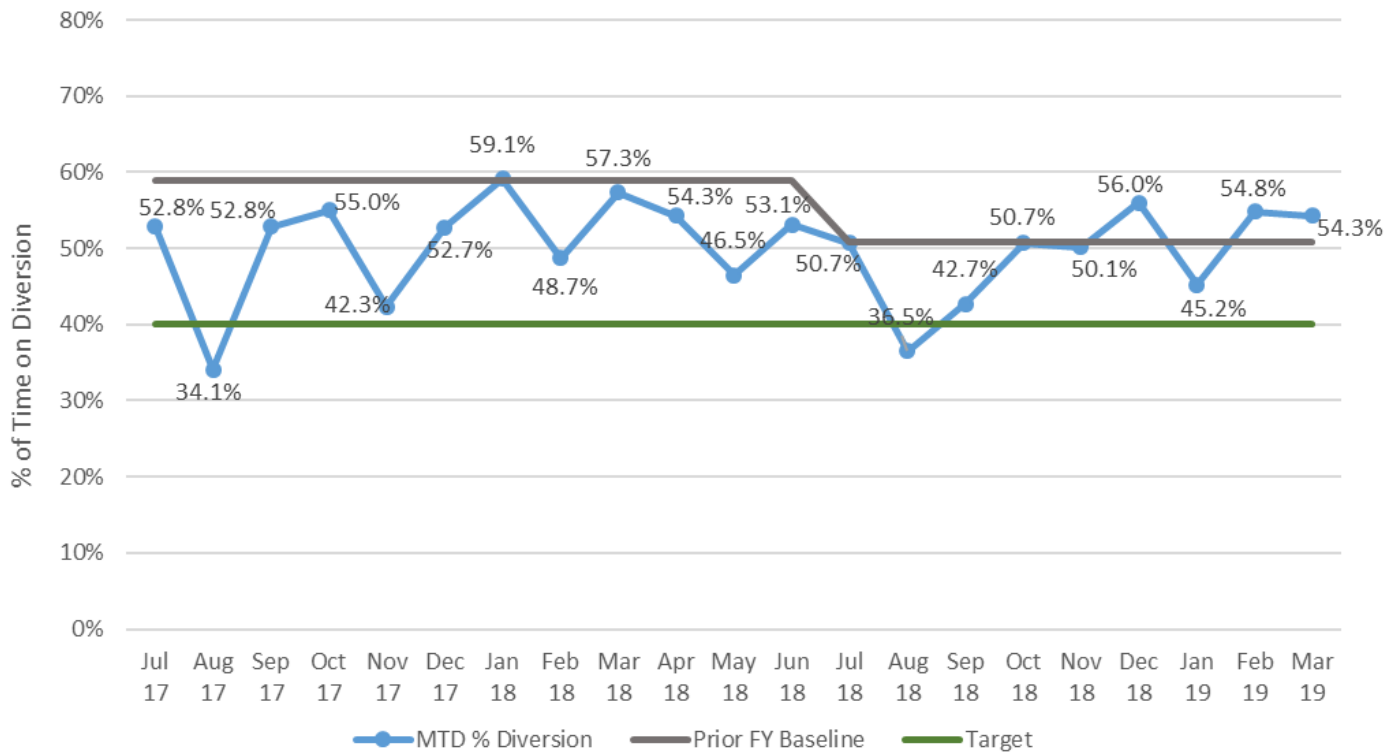
QUALITY Emergency Department Activities



% LWBS/LWBT

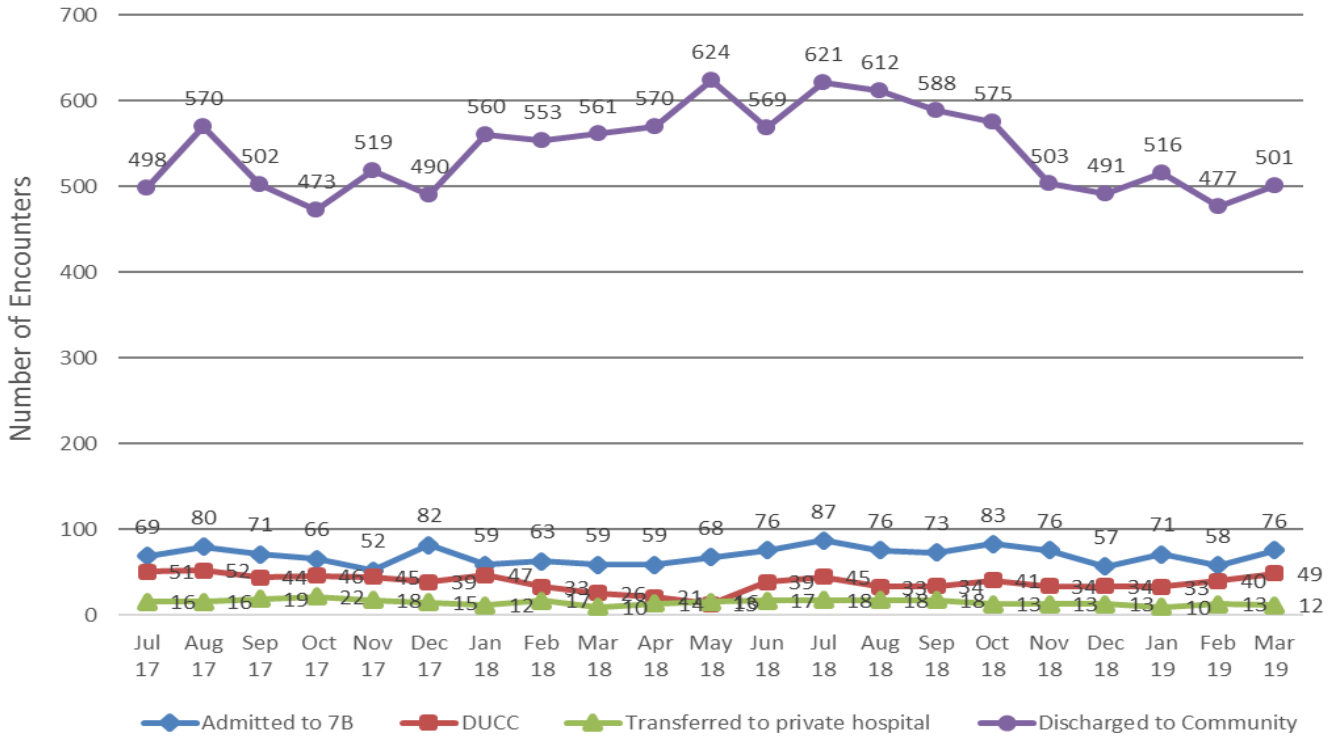


% Diversion

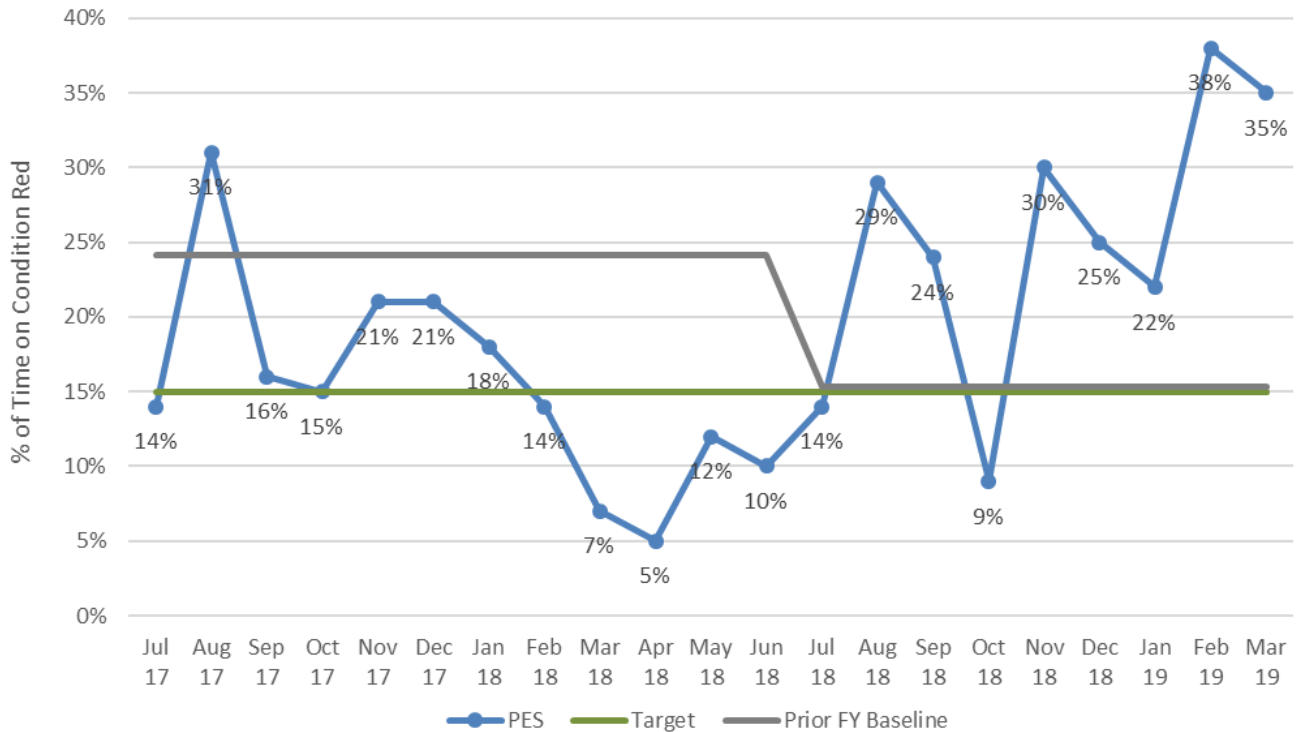


QUALITY Psychiatric Emergency Services Activities

Psychiatric Emergency Services Activities



PES Condition Red



QUALITY Average Daily Census

MEDICAL/SURGICAL, ICU, & MCH

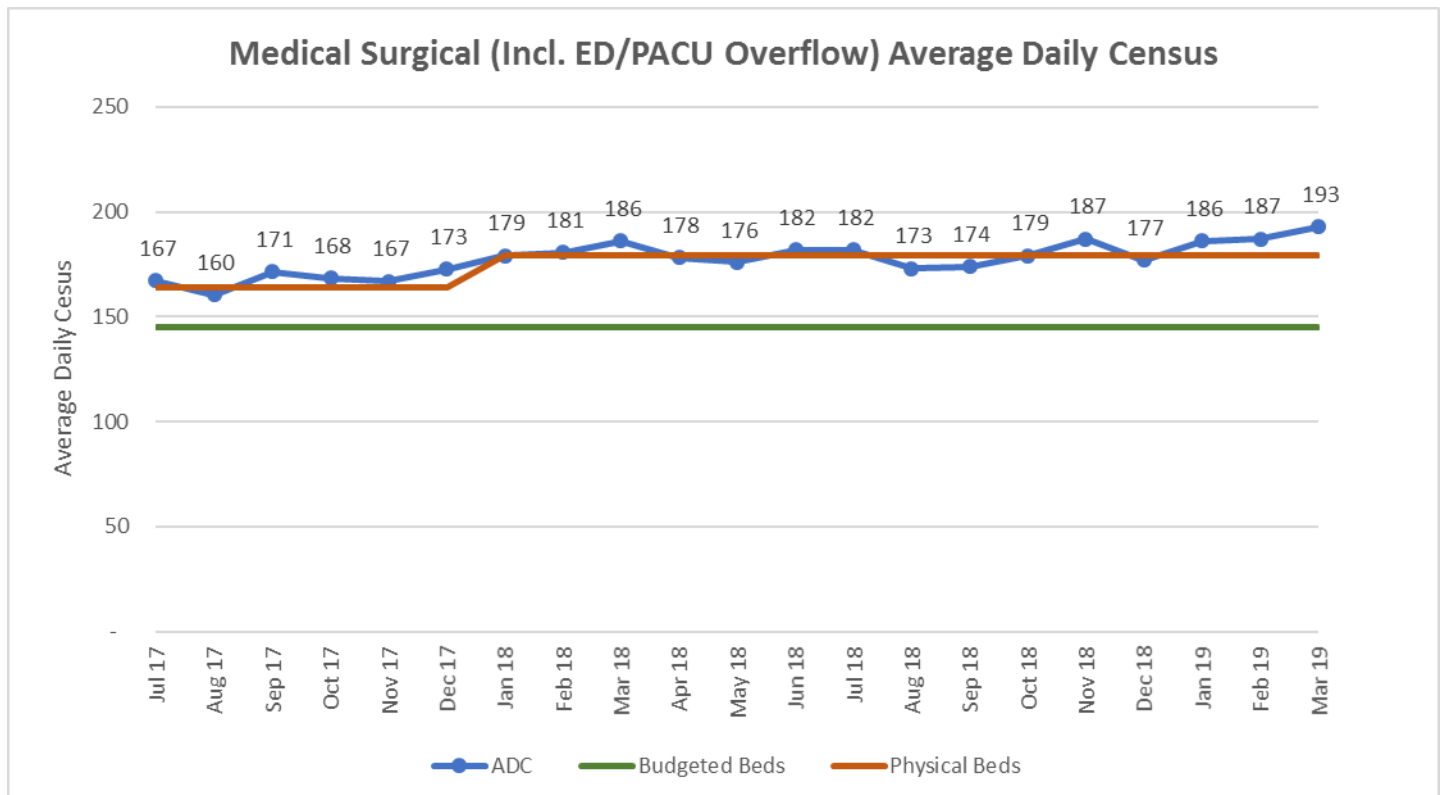
Average Daily Census of Medical/Surgical, ICU, & MCH was 243.42 which is 117.59% of budgeted staffed beds level and 96.59% of physical capacity of the hospital. 16.90% of the Medical/Surgical days were lower level of care days: 5.25% administrative and 11.65% decertified/non-reimbursed days.

ACUTE PSYCHIATRY

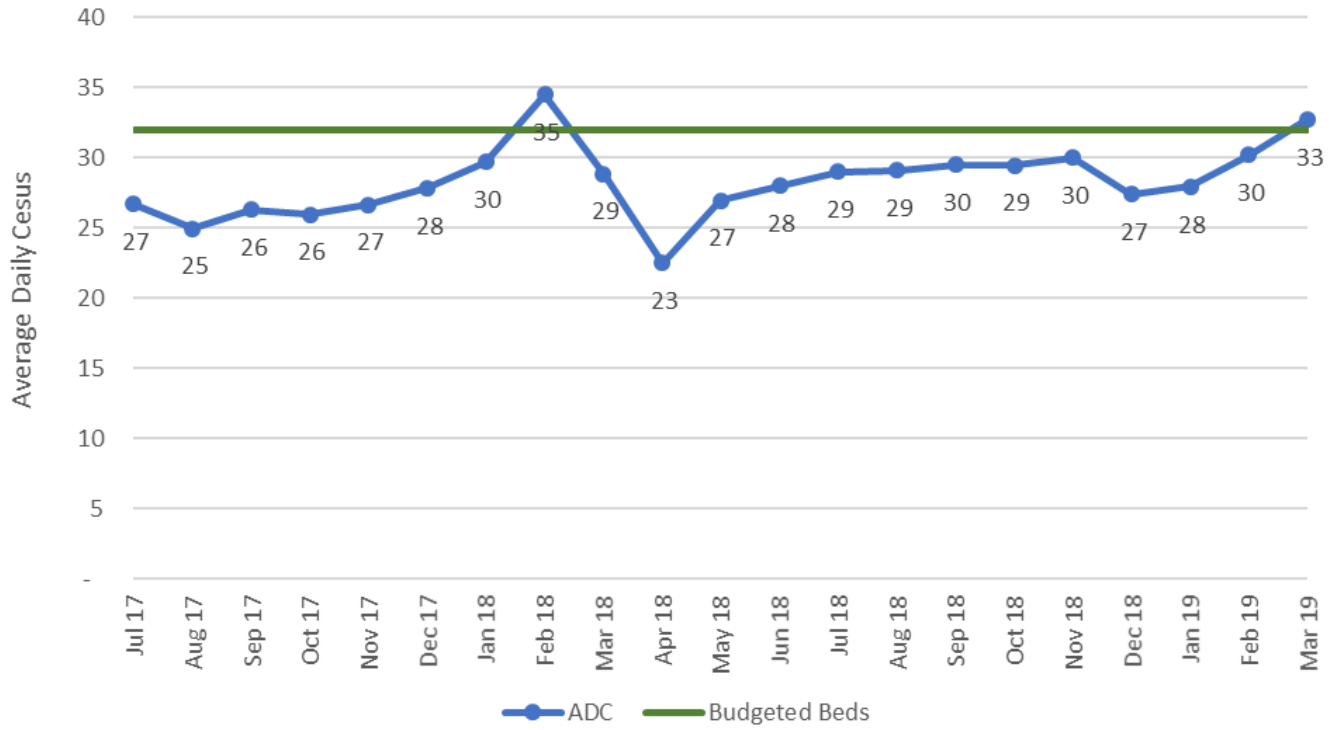
Average Daily Census for Psychiatry beds, excluding 7L, was 42.97, which is 97.66% of budgeted staffed beds and 64.13% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.35, which is 76.50% of budgeted staffed beds (n=7) and 44.62% of physical capacity (n=12). Utilization Review data from the INVISION System shows 84.08% non-acute days (52.55% lower level of care and 31.53% non-reimbursed).

4A SKILLED NURSING UNIT

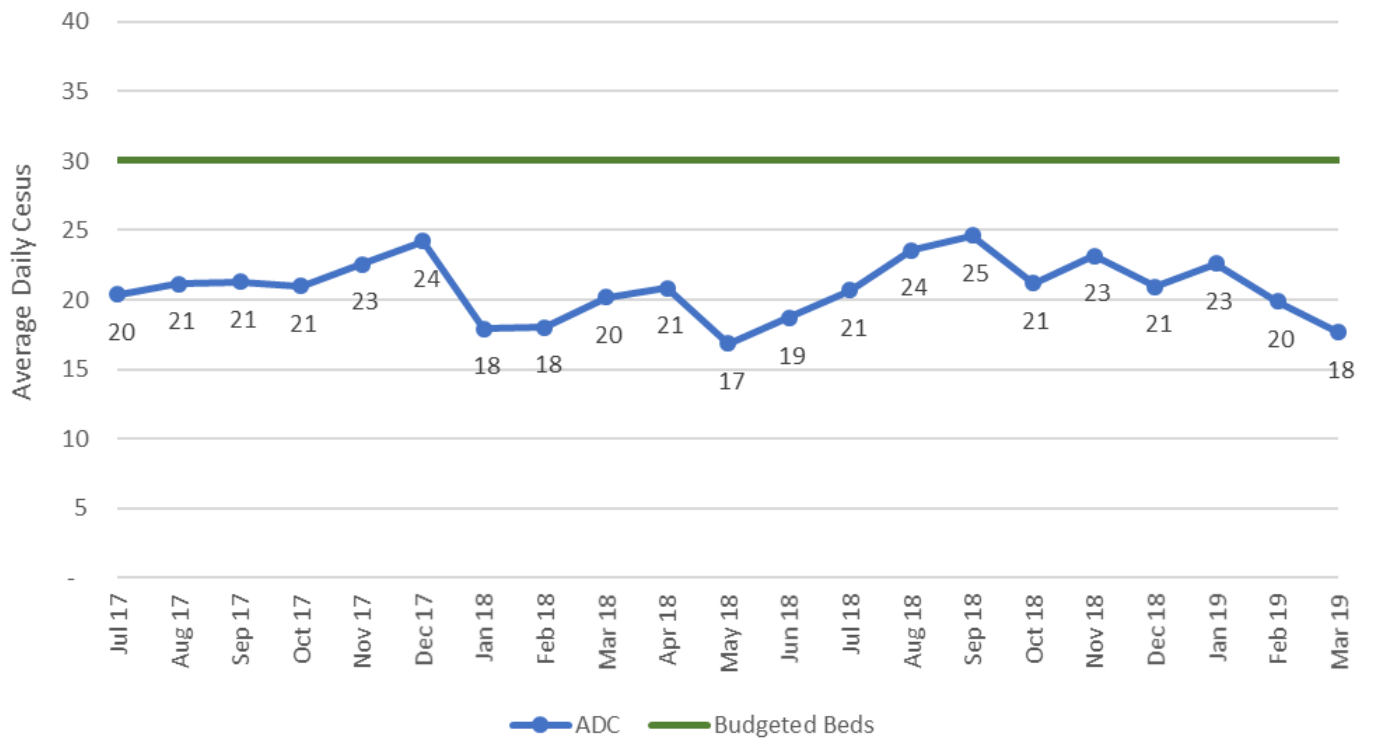
ADC for our skilled nursing unit was 29.39, which is 104.95% of our budgeted staffed beds and 97.96% of physical capacity.



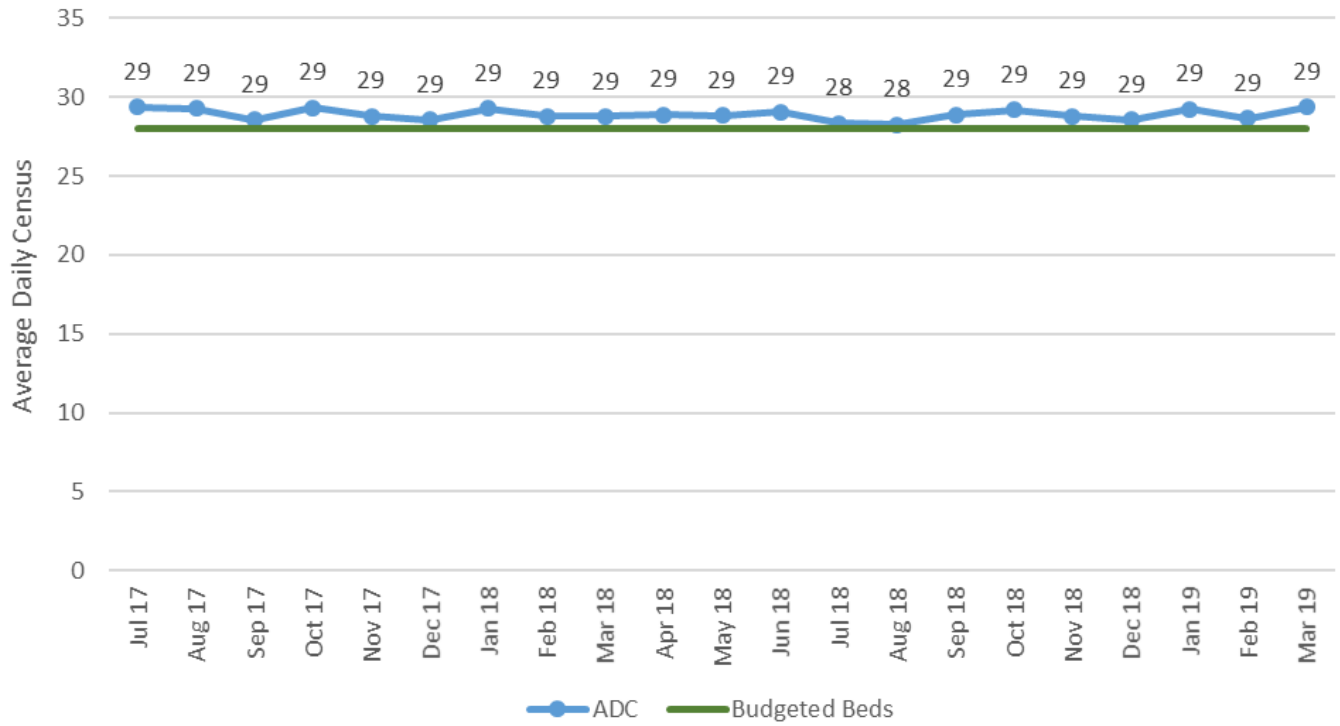
Intensive Care Unit Average Daily Census



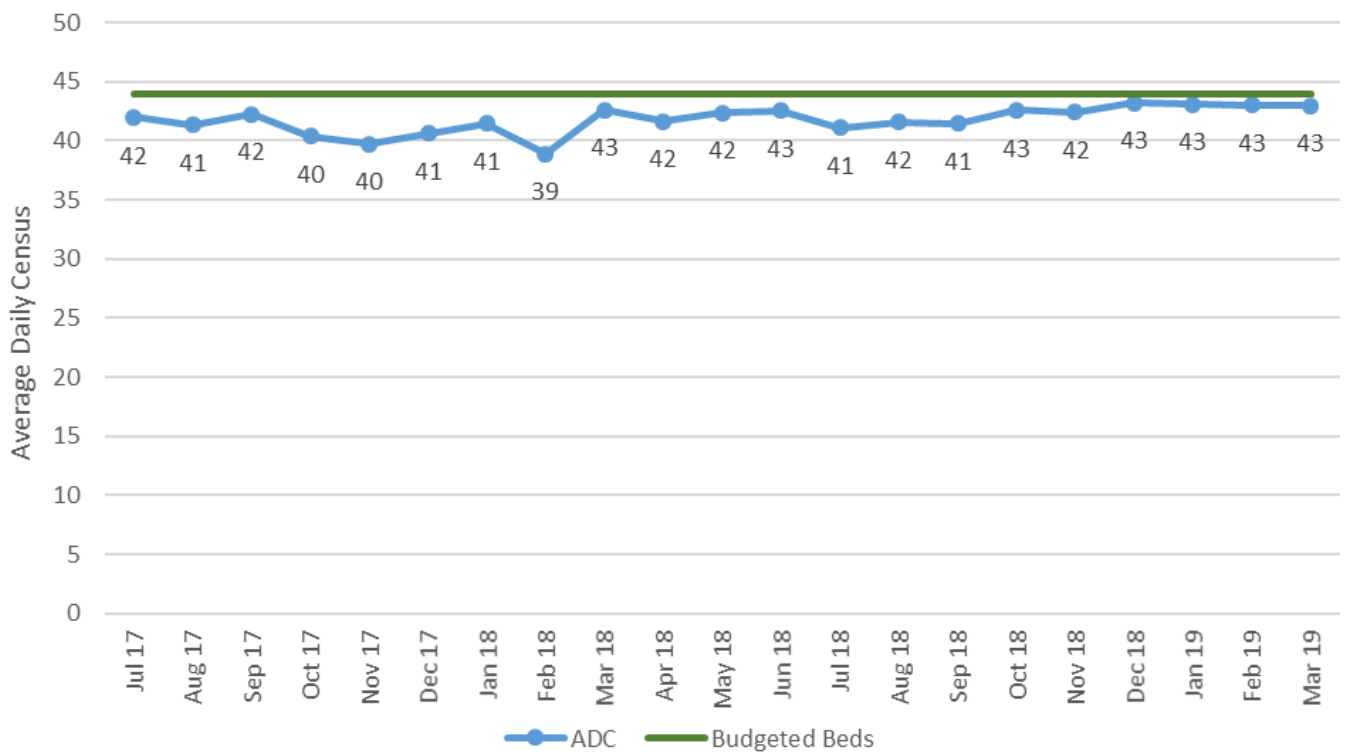
Maternal Child Health Average Daily Census



Skilled Nursing Facility Average Daily Census

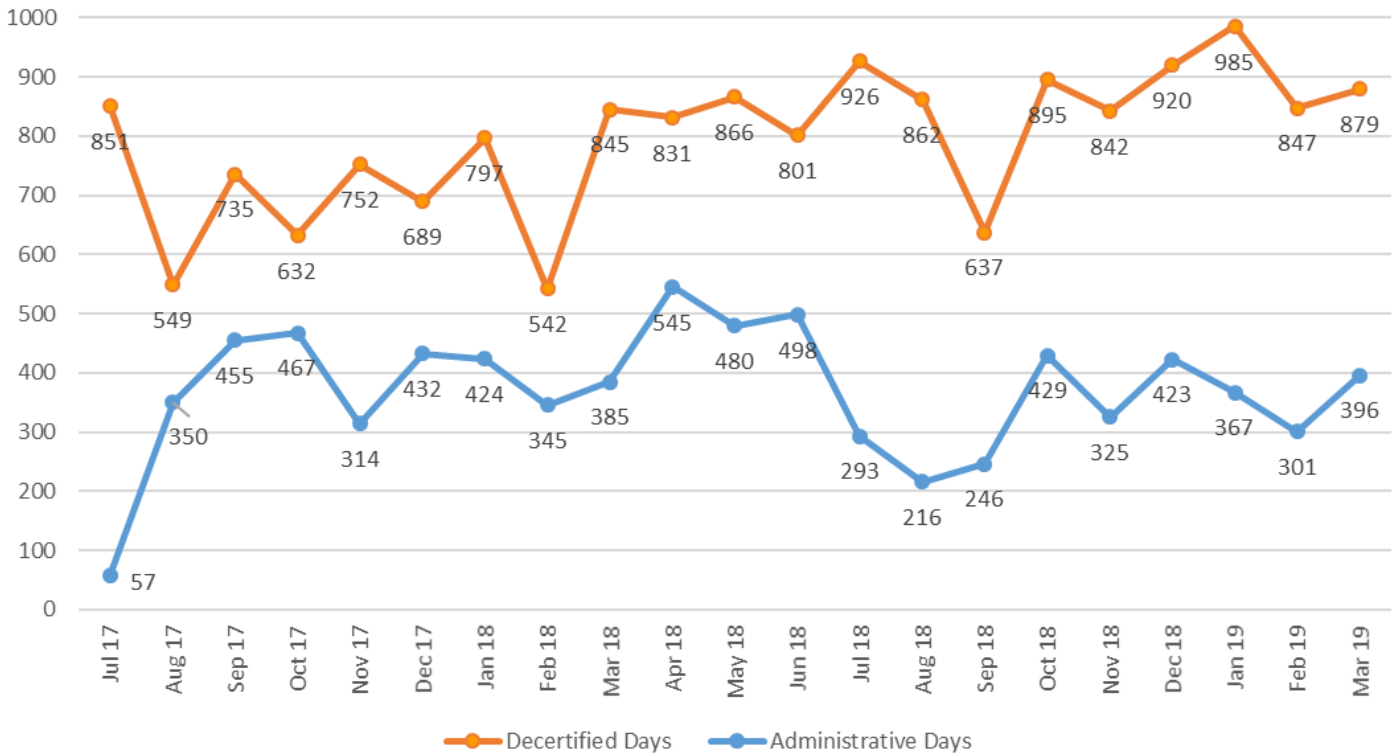


Acute Psychiatry (7B and 7C) Average Daily Census

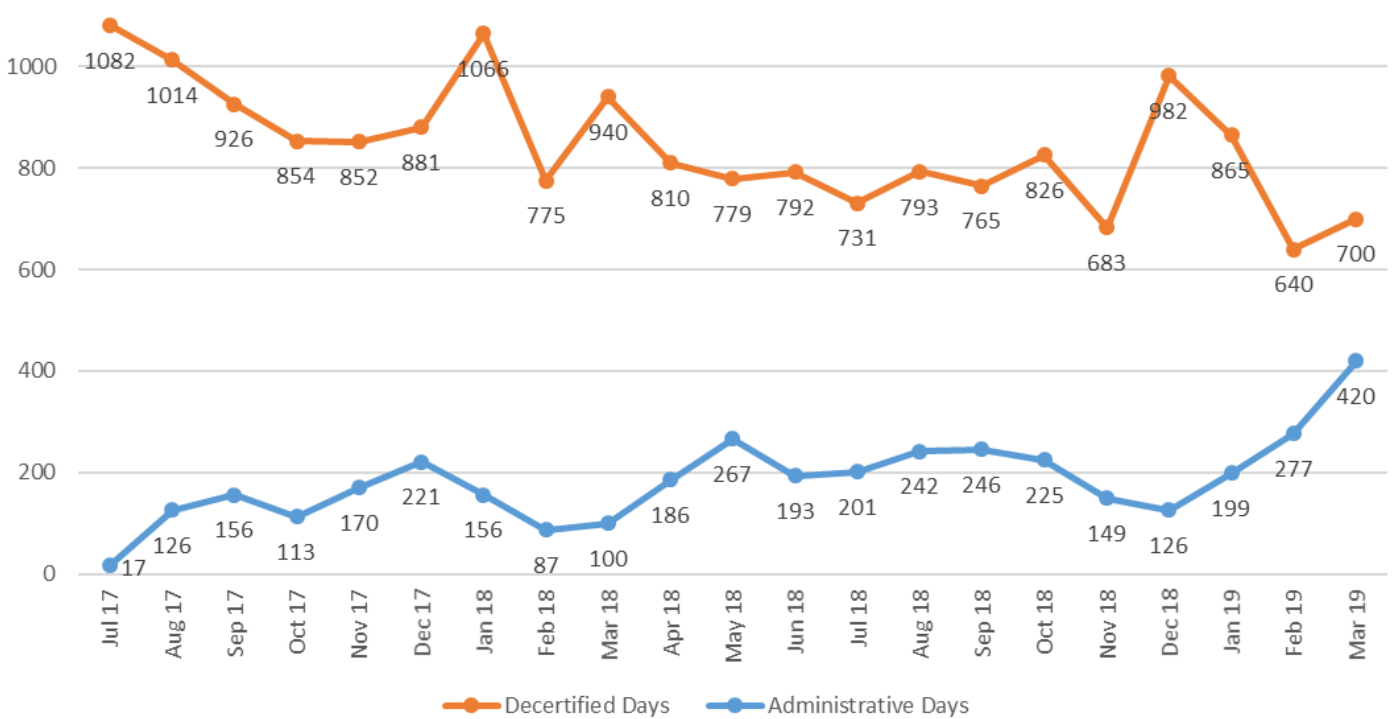


QUALITY Lower Level of Care

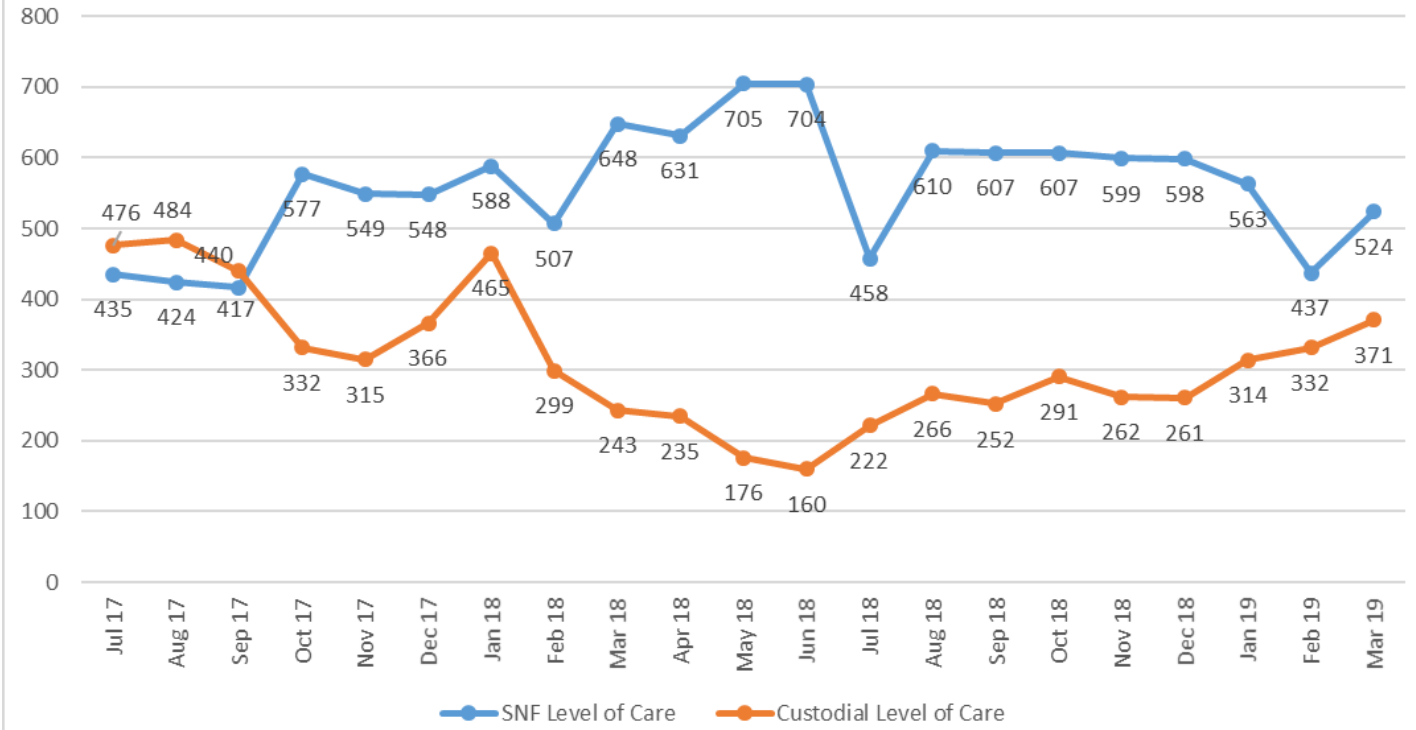
Medical Surgical Lower Level of Care Days



Acute Psychiatry (7B and 7C) Lower Level of Care Days

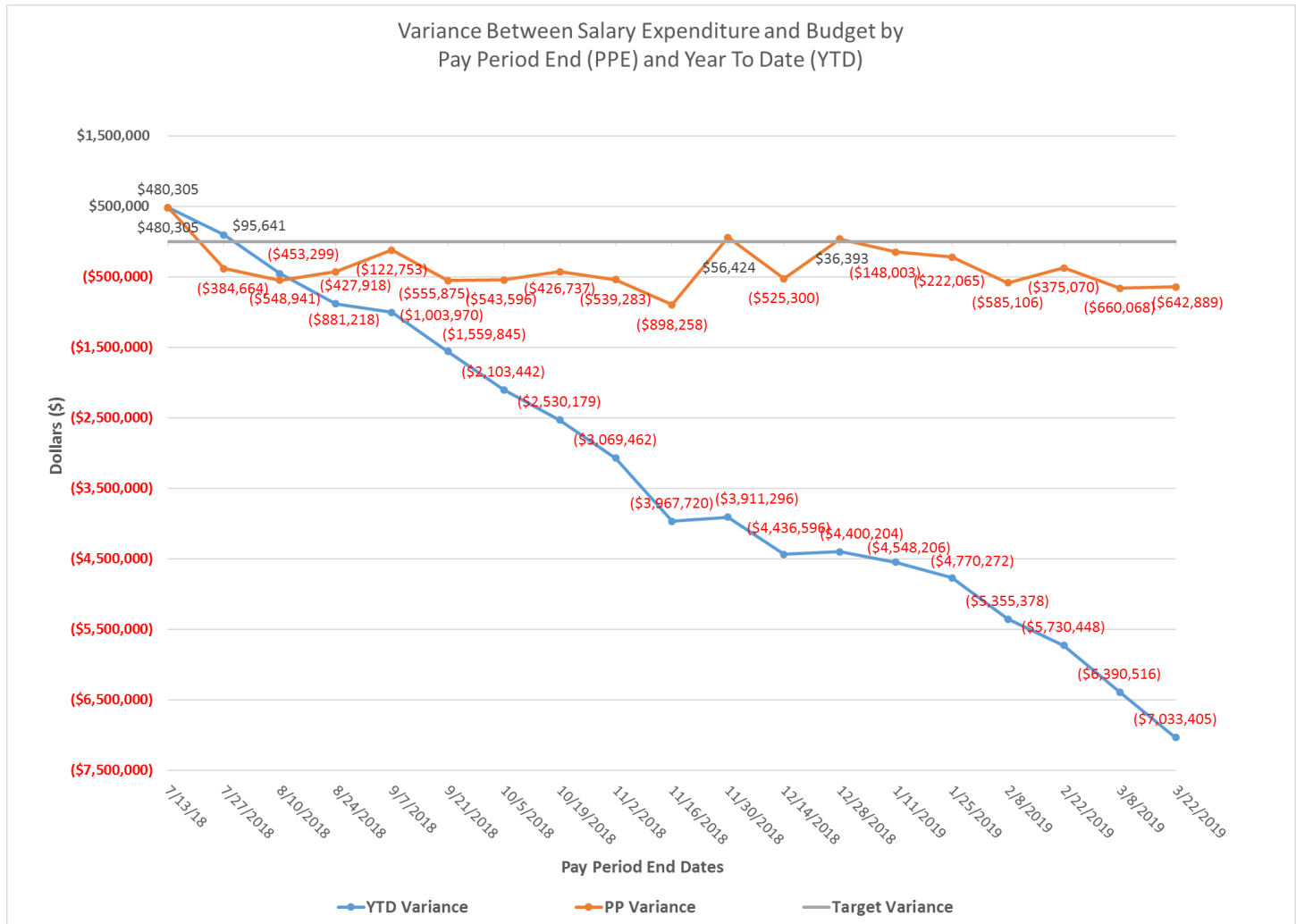


Skilled Nursing Facility Lower Level of Care Days



Financial Stewardship Salary Variance

For Pay Period Ending (PPE) March 22, 2019, Zuckerberg San Francisco General recorded an unfavorable 4.39% salary variance between Actuals and Budget – specifically, actuals were \$642,889 over budget. For Fiscal Year 2018-2019 year-to date variance through PPE March 22, 2019, ZSFG has an unfavorable variance of 2.46% / \$7,033,405 over budget.



Commissioner Comments:

Commissioner Green stated that the new presentation of data in the report is clearer and easier to understand.

Commissioner Green noted that PES remains in Condition Red. Dr. Ehrlich stated that the census has been high and the hospital has been on Condition Red for 36 hours. It is unclear why the census is so high; the number of voluntary patients is increasing. She added that two social workers and peer navigators will be stationed at PES to assist those individuals who are accessing the unit for services other than psychiatric needs.

8) **ZSFG HIRING AND VACANCY REPORT**

Karrie Johnson, Departmental Personnel Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked why there are no vacancies in the ZSFG training programs. Dr. Ehrlich stated that clinical training programs have been suspended so all staff can be trained in EPIC.

9) **MEDICAL STAFF REPORT**

James Marks MD, Chief of Performance Excellence, presented the item.

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK:

Epic Provider Registration Update –

Provider Registration for Epic Training opened last Friday, April 5, 2019. Email with log in instructions for both DPH and UCSF Providers was sent to all members of the medical and affiliated staff.

SF Learning is the platform through which providers can:

- Register for Epic Training
- Complete the e-learning components of Epic Training
- Complete annual compliance trainings (formerly known as Halogen)

Members are asked to contact the Epic Training team at Epic.Training@sfdph.org for any questions. Members were given a demonstration/tutorial of the log in and registration process.

CLINICAL SERVICE REPORT:

Pediatrics – Elena Fuentes-Afflick, MD, Chief

The presentation included the following highlights:

- Mission Statement – Since the last presentation in 2016, the Mission Statement now includes a clause to promote diversity and advocate for equity for children, and families, providers, staff, and trainees.
- Scope of Services – Ambulatory (Children’s Health Center) and Hospital-Based (Infant Care Center and Inpatient unit).
 - Ambulatory Care Clinic (Children’s Health Center) provides three main services, Primary Care, Urgent Care and Specialty Care. Highlights include:
 - ZSFG Asthma Clinic awarded EPA’s National Environmental Leadership Award in Asthma Management May 2018
 - Too Small to Fail Initiative initiative’s success (Supported by the Clinton Foundation and an initiative with focus on Early literacy, early math to maximize children’s development)
 - Bridges Clinic – Started in Oct 2017 to address gap in wraparound services and health guidelines for new immigrants/asylees
 - Inpatient Unit:
 - Infant Care Center – CA Children’s Services Community Level III nursery. Highlights include: Statistics on Deliveries per year; Exclusive Breastfeeding 2018 goal of 72.17%; Baby Friendly Recertification Oct 2018; Lactation support in 6M, Implementation of Donor Breast Program as bridge to breast milk for term and preterm babies; New Beginnings Task Force for improving care and experience of substance-exposed families; Multidisciplinary communication initiative for trauma-informed care; Daily Management System implemented by Perinatal Services; Talk Read Sing piloted in the ICC; Micropremie QI initiative.
 - Inpatient Unit Care Team – Highlights include: Pediatric admissions by year and service (Fluctuates a lot because the service has no scheduled admissions); Diagnosis 2017-18 (40% of admissions are asthma, non-asthma respiratory and falls); Pediatric trained nurse; family-centered rounds; Family-friendly visiting policy; Pediatric social worker, Pediatric Psych Consult

Liaison, Pediatric playroom staffed by volunteers; Pediatric Inpatient notes on TeamNotes; Pediatric Asthma Severity Score (MPSS); UCSF's Northern CA Neonatal Consortium (NCNC) Phototherapy Guidelines implemented in March 2018; Disaster preparedness. Other highlights are the Toy Drop on 12/02/18 (32nd year), and the Nocturnist Program started in 2016 which provides 24/7 Attending in house.

- Structure of the Department – Organizational Chart, Generalists, Visiting Hospitalists, Neonatologists, Specialists, Chief Residents, Transitions, Leadership Role (Pediatrics, School of Medicine, Organizations). Dr. Fuentes-Afflick expressed pride in the diversity among faculty at ZSFG, and noted that Pediatric faculty members are predominantly female. The Service continues to receive Awards and Honors to several faculty. Awards coming up in May 2019 include the Academic Senate Distinction in Teaching Award to Dr. Andi Marmor, and the Chancellor's Awards for Public Service 2019 to Dr. Eleanor Chung (Faculty Category) and Ms. Melanie Callen (Staff Category).
- Educational Program/Training Program/Teaching Conferences – Consistent high ratings for the Pediatrics clerkship.
- Performance Improvement and Patient Safety – Improvement work and patient safety activities have focused on the following areas: Chlamydia screening, Maintain high adolescent immunization rates, Screening and intervention for adolescent tobacco use, Depression screening in adolescents and young adults, MPASS scoring system for Pediatrics Inpatient Asthma,
- Research – Asthma, Child Abuse, Health Disparities, Immigrant Health, Intimate Partner Violence, Medical Education (Interprofessional education, Leadership and Simulation), Obesity in Latino children, Oral Health, Quality of Care, Sex Trafficking, Social Determinants of Health and Tobacco Exposure.
- Financial Report – Total Budget of \$9.2M, 74% of which is the City Contract and 13% is the Profee.
- Strength: Deep bench of talented and creative faculty members, comprehensive and outstanding clinical services, dedication to the education mission, dedicated faculty and staff in the face of major transitions, and Integrate, creative, high-functioning leadership team.
- Challenges: Faculty departures, Clinical (Low MediCal reimbursement/low collection ratio, Deliveries and inpatient admissions are unpredictable, High volume outpatient practice -successful outpatient management avoids hospitalization), and Medical education expenses.
- Goals: 2018-2019 goals including: Successfully recruit new faculty, particularly neonatologists, Promote wellbeing and prevent burnout, Implement focused QI efforts in each clinical unit, Inpatient: Increase the number of deliveries, Outpatient: Implement Pediatric Behavioral Health Integration, create Family Advisory Council

Dr. Fuentes-Afflick expressed pride in the work undertaken in the Pediatric Clinical Service, and thanked Dr. Carlisle and Dr. Ehrlich for their unflinching support.

Members thanked Dr. Fuentes-Afflick for her excellent report, and commended her outstanding leadership. Members also gave congratulations to the numerous recognitions received by the Pediatric faculty and staff, including Dr. Fuentes-Afflick's 2018 Rappaport Award, and her election to the National Academy of Medicine, an honorific society for exceptional leaders.

Commissioner Comments:

Commissioner Chow asked how long it takes to review each ZSFG service area. Dr. Marks stated that the cycle is approximately 2 years.

Action Taken: The following items were unanimously approved:

- Pediatrics Rules and Regulation
- Anatomic Pathology Rules and Regulations
- Batch approval of Rules and Regulations: FCM, Emergency Medicine, Urology, Neurology
- Pediatric Privileges List
- Pediatric Summary of Changes to Proctoring

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 April 2019 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 5:19pm.