

Edward A. Chow, M.D.
President

James Loyce, Jr., M.S.
Vice President

Dan Bernal
Commissioner

Cecilia Chung
Commissioner

Laurie Green, M.D.
Commissioner

Tessie M. Guillermo
Commissioner

David J. Sanchez, Jr., Ph.D.
Commissioner

**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

**London N. Breed, Mayor
Department of Public Health**



Grant Colfax
Director of Health

Mark Morewitz, M.S.W.
Executive Secretary

TEL (415) 554-2666

FAX (415) 554-2665

Web Site: <http://www.sfdph.org>

MINUTES

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

Tuesday, February 26, 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 David J. Sanchez, Jr., Ph.D.
Commissioner Laurie Green, M.D.

Staff: Grant Colfax MD, Roland Pickens, Alice Chen MD, Terry Dentoni, Troy Williams,
Luke Day MD, Sue Carlisle MD, Karrie Johnson, Leslie Safier, Claire Horton MD, Tosan Boyo,
Sue Carlisle MD, Dan Schwager, Karen Hill, Basil Price, Jennifer Boffi, Virginia Dario Elizondo,
William Huen MD

The meeting was called to order at 3:06pm.

2) APPROVAL OF THE MINUTES OF THE NOVEMBER 27, 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, presented the item.

Commissioner Comments:

Commissioner Chow asked if the June 2018 plan of correction has already been implemented and accepted by the state. Mr. Williams stated that the plan of correction has been accepted by the state and put into place.

4) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT

Terry Dentoni, Chief Nursing Officer, presented the item.

SINGLE NETWORK-WIDE HIS DEPARTMENT

On February 25, 2019, the San Francisco Department of Public Health transitioned to a single Network-wide Health Informatics Systems (HIS) department. The Network HIS department, under the new centralized leadership, will be led by Diane Lovko-Premeau.

Diane served as ZSFG's HIS director and led the EPIC transition since October 2017. She has also served as Director of Health Information Management/Privacy Officer for Verity Health System. Diane is a proud past President of the California Health Information Association, recipient of the CHIA Professional Achievement Award and currently serves as an accreditation site reviewer for academic/collegiate programs through CAHIM. Diane will be responsible for quality, operational and financial performance of Hospital Information Services. She will continue to be a key partner in our EHR implementation.

ZSFG leadership would like to thank Diane for all her wonderful work thus far and congratulate her on this exciting new role.

INTERIM ASSOCIATE CHIEF HEALTH INFORMATICS OFFICER

ZSFG leadership is happy to announce that Neda Ratanawongsa, MD, MPH, will serve as the interim Associate Chief Health Informatics Officer (ACHIO) at ZSFG. In addition to her current role as ACHIO for Ambulatory Services. Dr. Ratanawongsa is an Associate Professor of Medicine in the Division of General Internal Medicine and UCSF Center for Vulnerable Populations. Board-certified in clinical informatics, she oversaw the CareLinkSF (eClinicalWorks) primary and specialty care implementations from 2014 to 2016 and has served as the ACHIO for Ambulatory Services since 2016.

ZSFG would like to thank Dr. Ratanawongsa for her leadership and dedication to ZSFG and DPH during this transition.

NEW ASSOCIATE CHIEF MEDICAL OFFICER FOR SPECIALTY CARE AND DIAGNOSTICS

ZSFG leadership is happy to announce that Dr. Delphine Tuot is the new Associate Chief Medical Officer for specialty care and diagnostics. Dr. Tuot is an Associate Professor of Medicine and has held many leadership roles at ZSFG, including Director of eConsult for SFHN for the last four years and currently co-director of the Center for Innovation in Access and Quality. Additionally, Dr. Tuot has been a leader at the state and national level. She has aided leaders in other California safety-net systems who are implementing electronic consultation programs, serves as a core member of the California Connected Health Policy E-Consult, and serves as a measure steward for the Public Hospital Redesign and Incentives Medi-Cal Program.

ZSFG very much appreciates Dr. Tuot stepping into this new role to collaborate with all of the specialty care clinics on the implementation of EPIC, the initiation of the facilities work in Building 5 and the continued development of ZSFG's people and leaders. ZSFG leadership would like to thank Dr. Tuot for all her work thus far and congratulate her on this exciting new role.

DPH-WIDE STAFF ENGAGEMENT SURVEY

On February 11, 2019, the Staff Engagement Survey was administered, making it the first ever DPH-wide survey to combine Employee Engagement and Safety Culture. This survey included questions around quality of the workplace, workplace safety, patient safety, communication, teamwork, diversity and inclusion. By the end of the survey period, March 15, 2019, DPH achieved an unprecedented response rate of 65% among staff and 53% response rate among providers, which represents a 60% increase from the first DPH-wide survey conducted in 2015!

A team of Press Ganey analysts will review the results and make recommendations for best practices through a high-level presentation. The next steps would then be for staff to develop a plan to improve workforce engagement and culture of safety based on these recommendations.

ZSFG would like to congratulate the Care Experience & Patient Safety team on this ground-breaking survey and thank them for all their efforts to increase the response rate.

REHABILITATION SERVICES 3P WORKSHOP

During the week of March 4th, the Department of Rehabilitation Services staff worked alongside ZSFG's Capital Projects team and Department of Public Works (DPW) architects to evaluate the proposed floorplan for their new space on the 3rd floor of Building 5. During this weeklong workshop, the team created table-top simulations to better understand and anticipate barriers upon transitioning to their new space. The team also reviewed current workflows in order to determine constraints of their new space. Additionally, many hours were spent in realistic scenarios to find where potential bottlenecks might arise, and to brainstorm new and innovative countermeasures to improve their existing workflows.

This process yielded many major accomplishments such as validating the number of treatment rooms necessary for patient demand, creating guidelines for all shared and individual workspaces that meet each discipline's needs, and many more. This has been an incredible opportunity for ZSFG staff to work alongside DPW partners to create a space that will not only fit the needs of staff, but also best support patients and their families.

Thank you and congratulations to the Rona Team, Rehabilitation Services team, the Capital Projects team, and Department of Public Works on setting a great example of the collaboration and proactive improvement work that is possible at ZSFG. Additionally, special thanks to our patients, Annie Wong and Robert Bryan, for joining the workshop week.

OBSERVATION SERVICES IMPLEMENTATION AT ZSFG

During the week of March 11th, ZSFG's Kaizen Promotion Office (KPO) team conducted a weeklong workshop in order to implement, for the first time in the hospital's history at ZSFG, observation services.

Department of Care Coordination nursing staff and social workers are part of the new Observation Service that utilizes a multi-disciplinary team model designed to deliver a defined set of outpatient services to help decide whether a patient needs to be admitted or discharged. This workshop focused on workflow development, interdisciplinary rapport building, and ensuring that our patients receive the right care, in the right place, at the right time. The Observation Services Workshop also aligns with our true-north goals of quality, care experience, developing our people, and financial stewardship. This workshop will help to maximize the positive impact that Observation Services will have on ZSFG's patients.

Many thanks to the Kaizen Promotion Office team, the Department of Care Coordination, Medicine, Cardiology and Eligibility leadership team for their improvement work. Additionally, special thanks to our patient, Patrick McKenna, for his valuable participation during the week.

PATIENT FLOW REPORT FOR FEBRUARY 2019

Below is a series of charts depicting changes in the average daily census.

Medical/Surgical, ICU, & MCH

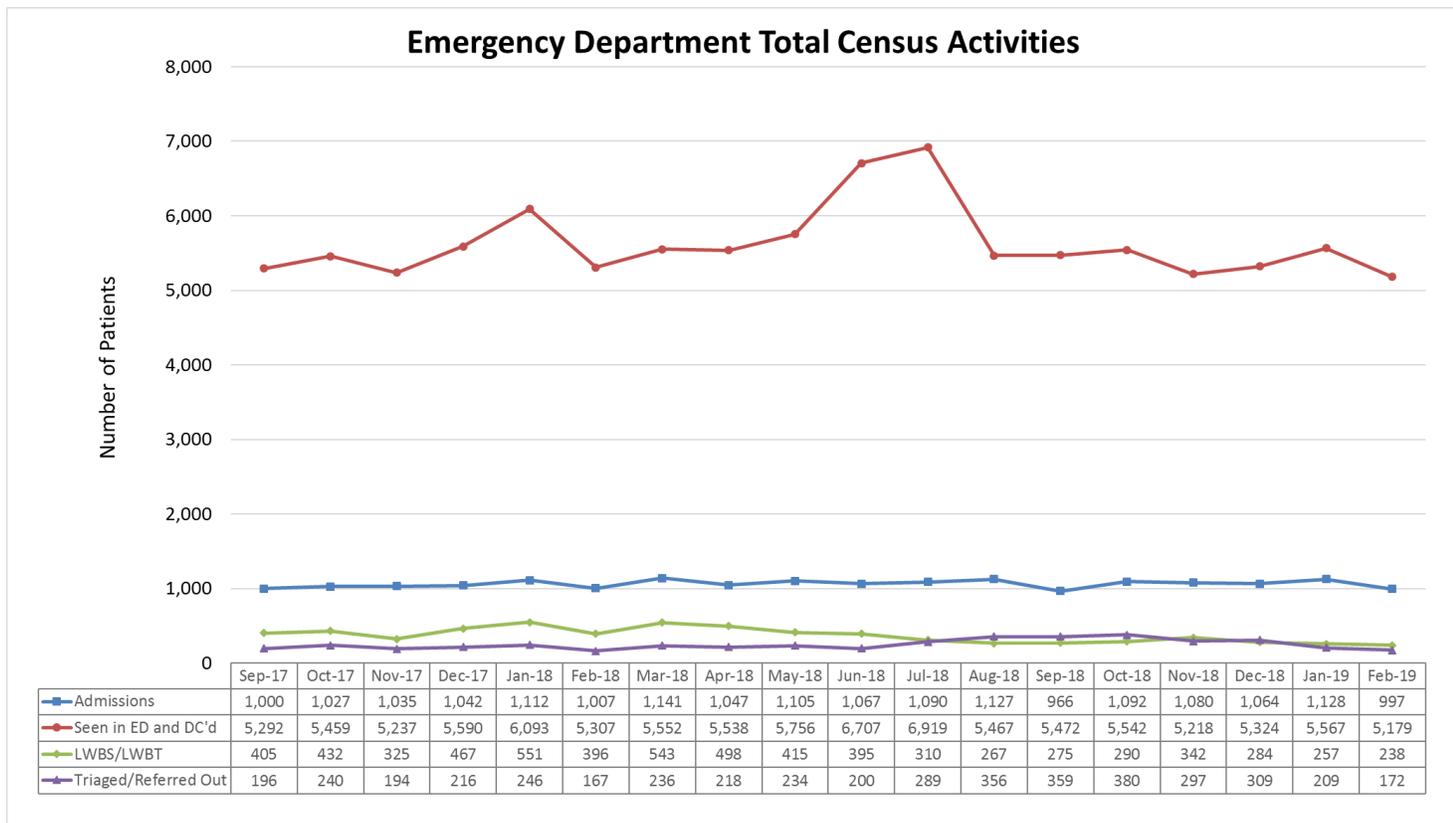
Average Daily Census of Medical/Surgical, ICU, & MCH was 236.71 which is 116.61% of budgeted staffed beds level and 93.93% of physical capacity of the hospital. 17.32% of the Medical/Surgical days were lower level of care days: 4.54% administrative and 12.78% decertified/non-reimbursed days.

Acute Psychiatry

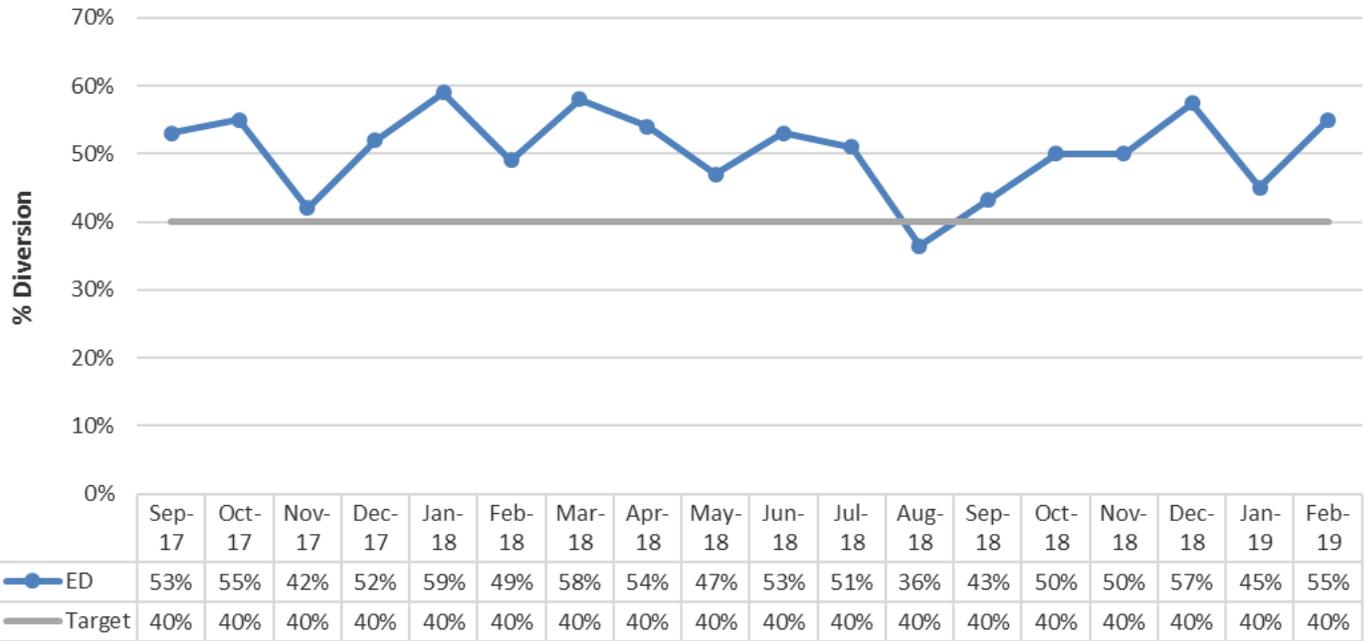
Average Daily Census for Psychiatry beds, **excluding 7L**, was 43.04, which is 97.82% of budgeted staffed beds and 64.24% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.43, which is 77.55% of budgeted staffed beds (n=7) and 45.24% of physical capacity (n=12). Utilization Review data from the INVISION System shows 76.10% non-acute days (53.11% lower level of care and 22.99% non-reimbursed).

4A Skilled Nursing Unit

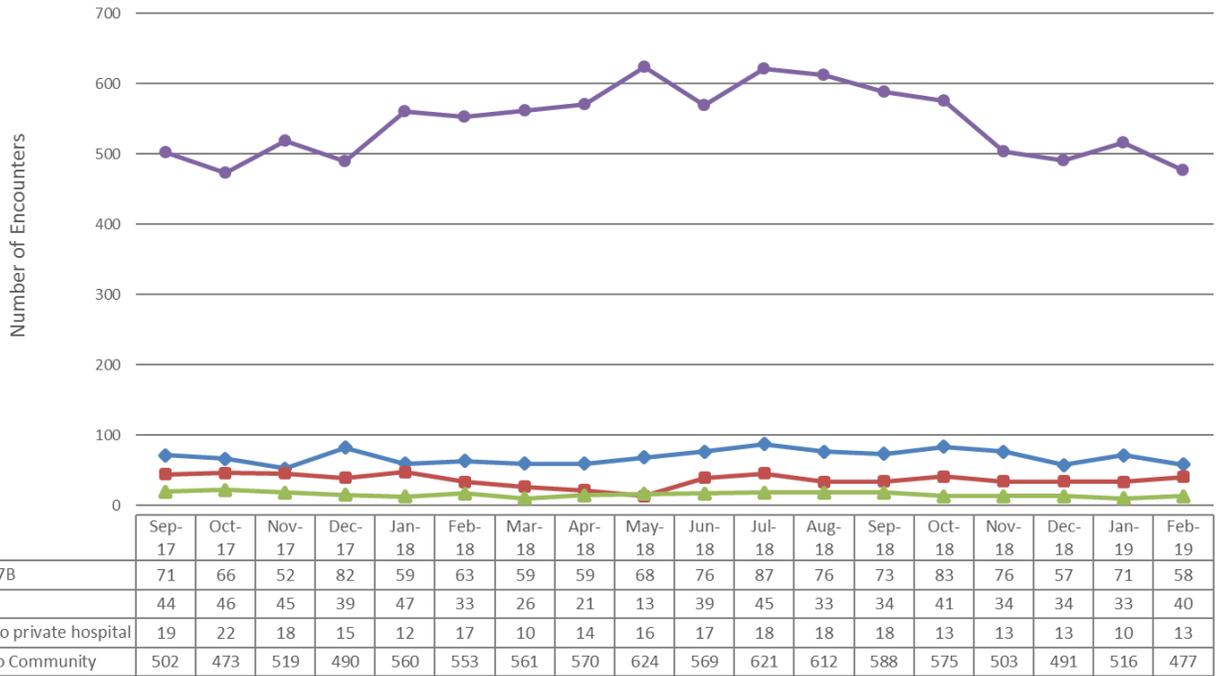
ADC for our skilled nursing unit was 28.64, which is 102.30% of our budgeted staffed beds and 95.48% of physical capacity.



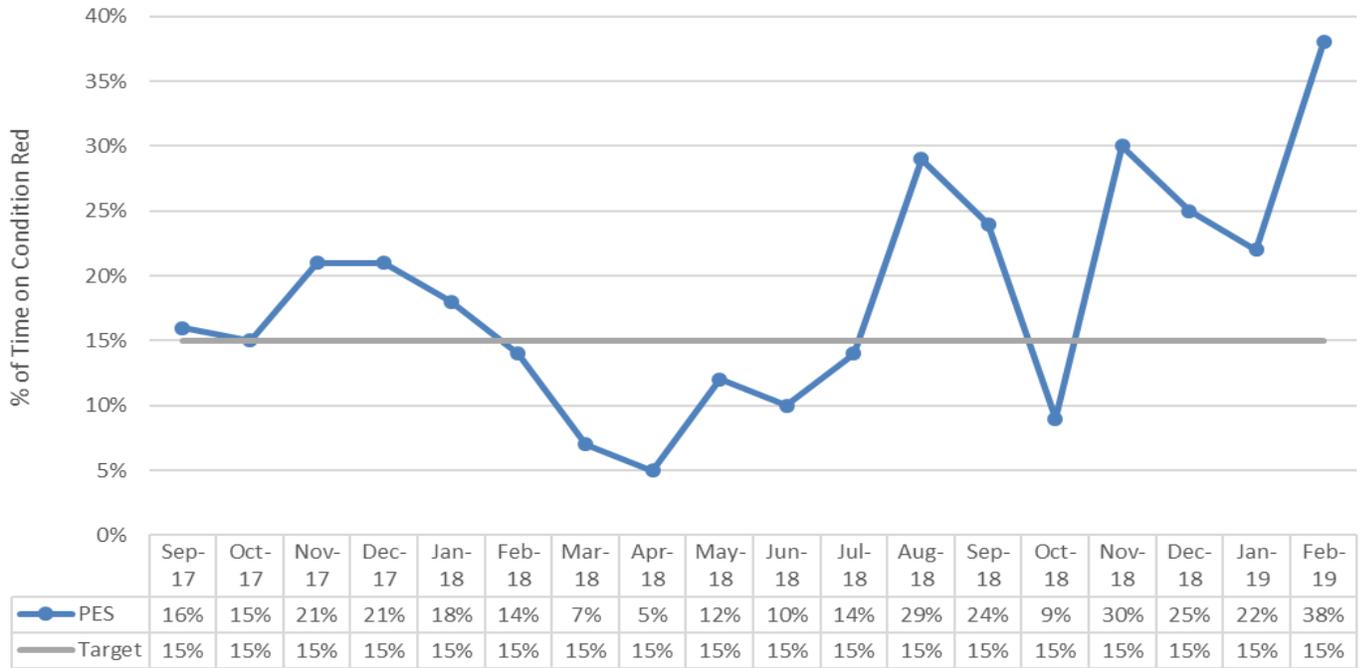
JCC Diversion Report



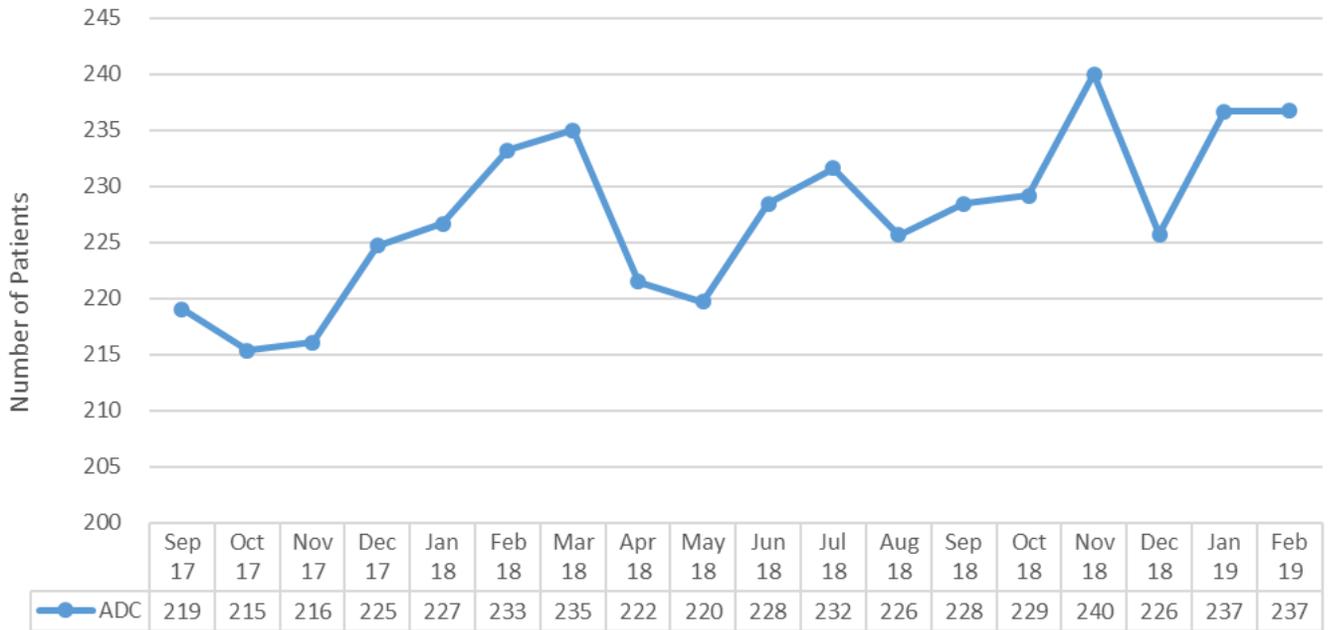
Psychiatric Emergency Services Activities



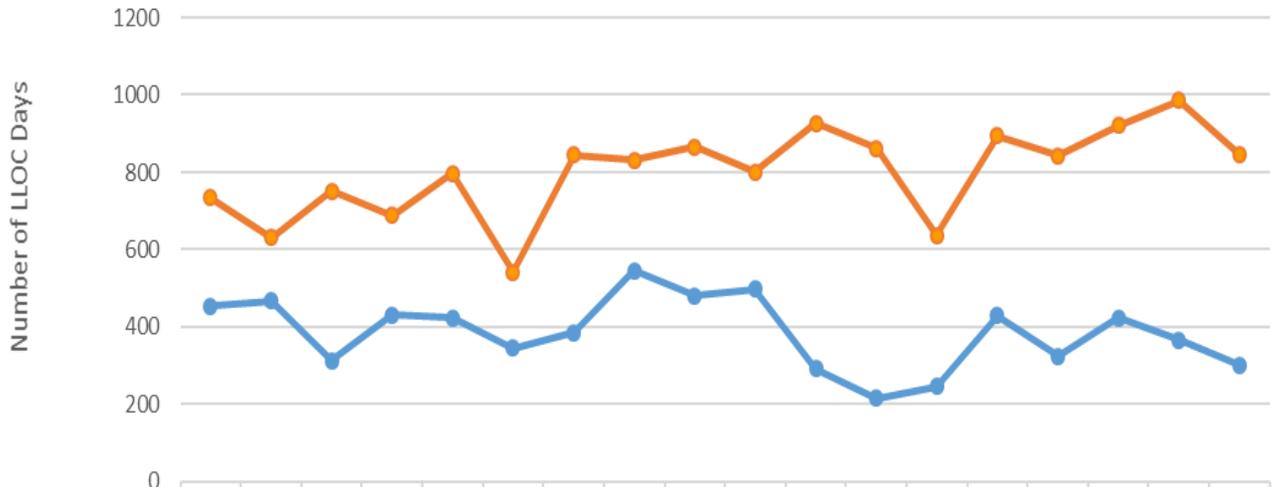
PES Condition Red



Medical Surgical, ICU, & MCH Average Daily Census

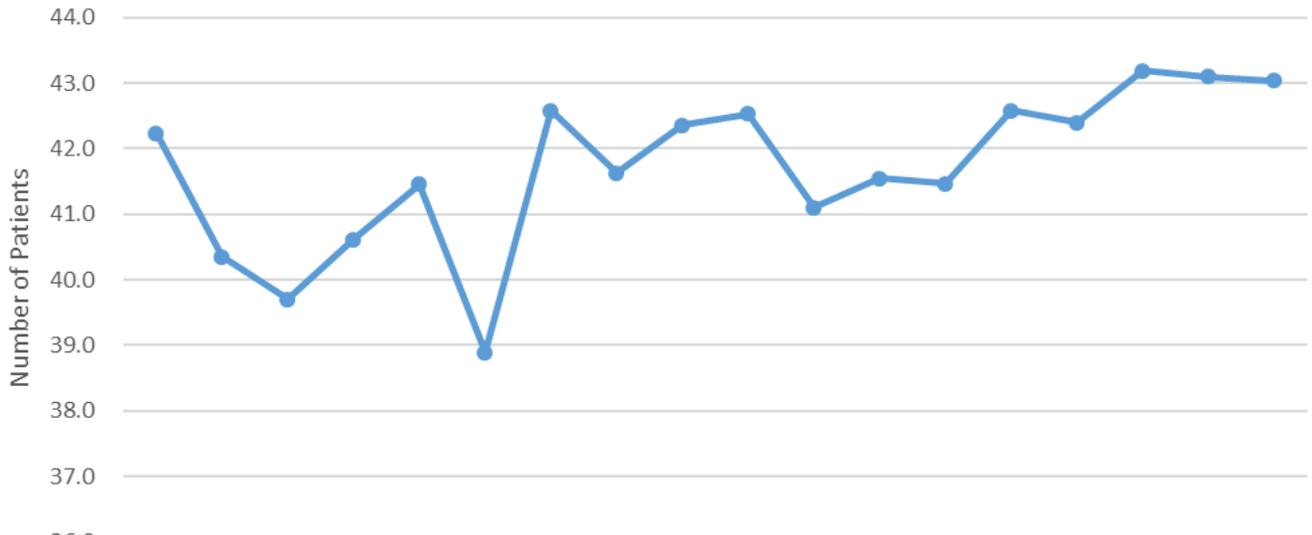


Medical Surgical Lower Level of Care Days



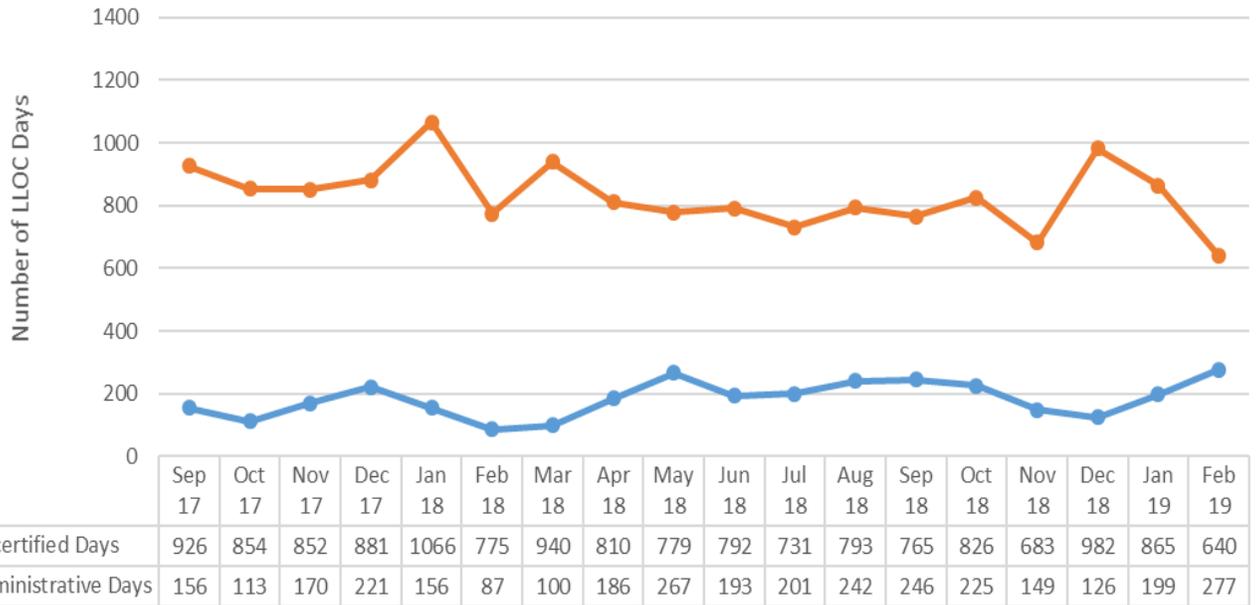
	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19
Decertified Days	735	632	752	689	797	542	845	831	866	801	926	862	637	895	842	920	985	847
Administrative Days	455	467	314	432	424	345	385	545	480	498	293	216	246	429	325	423	367	301

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

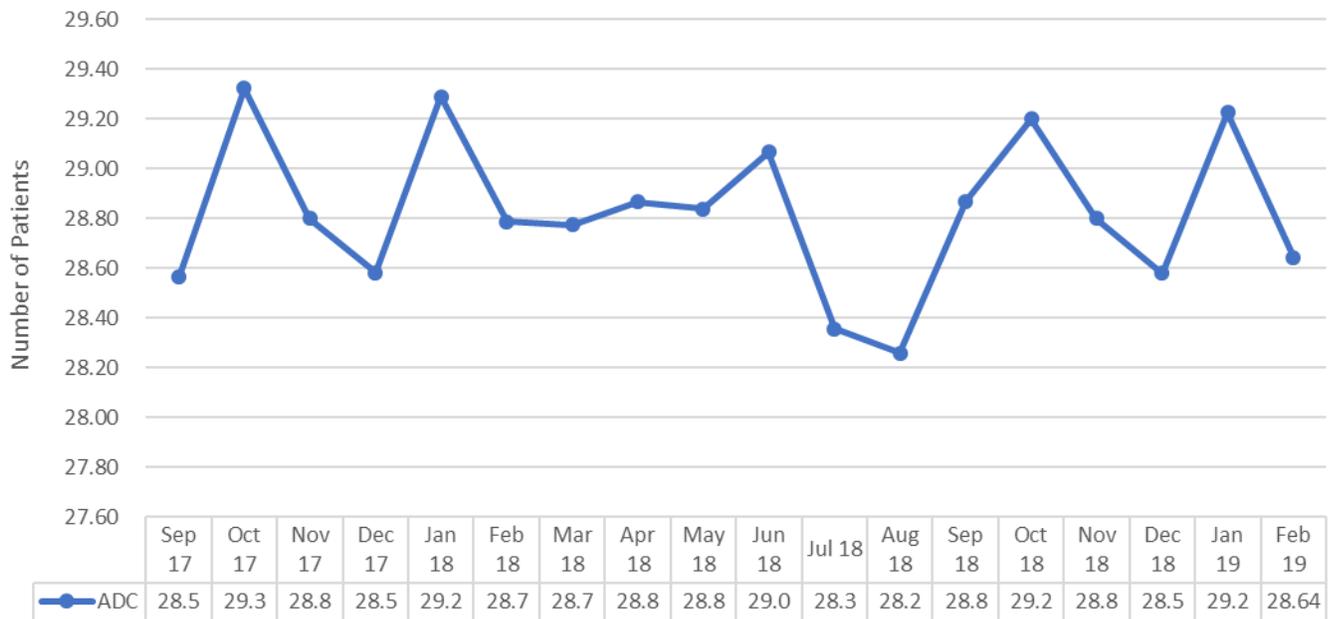


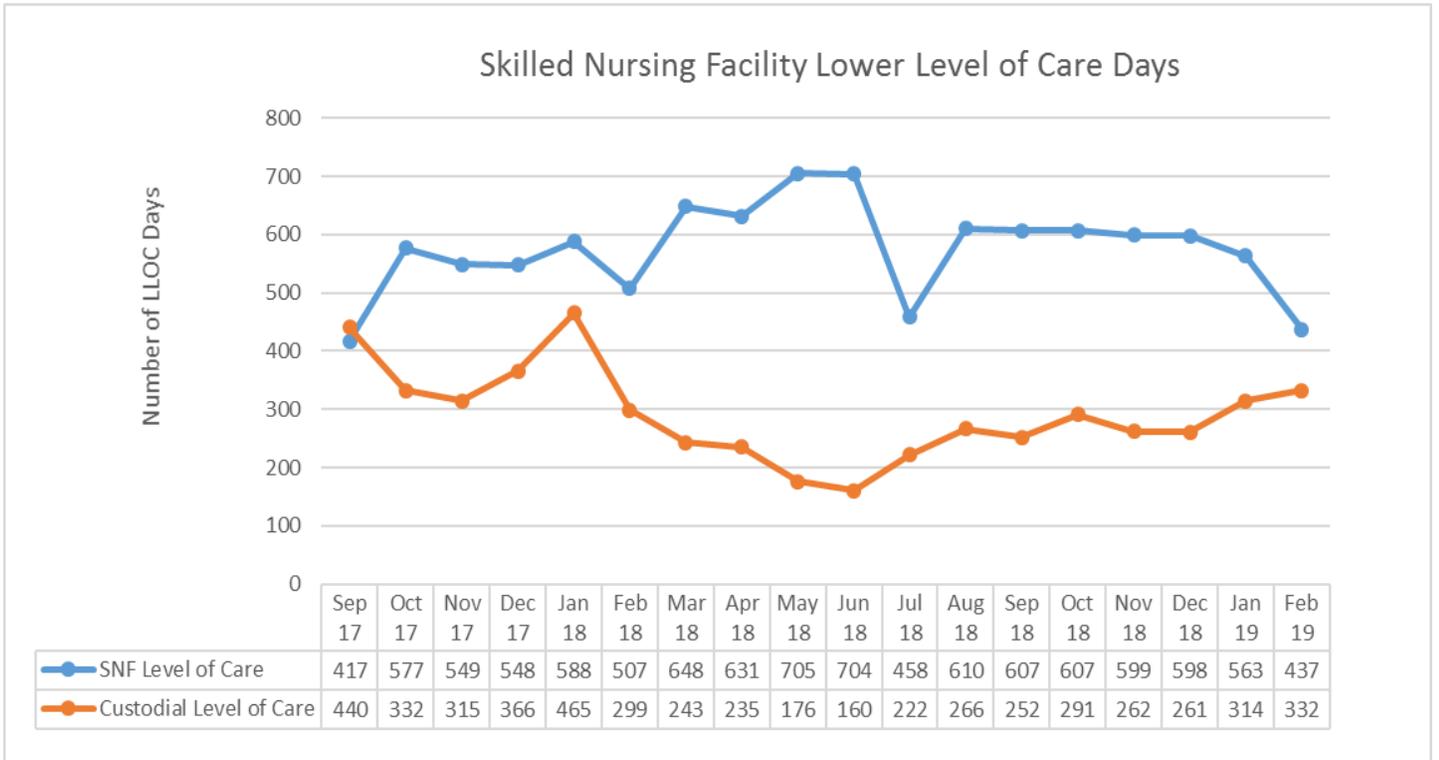
	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19
ADC	42.2	40.4	39.7	40.6	41.5	38.9	42.6	41.6	42.4	42.5	41.1	41.5	41.5	42.6	42.4	43.2	43.1	43.0

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



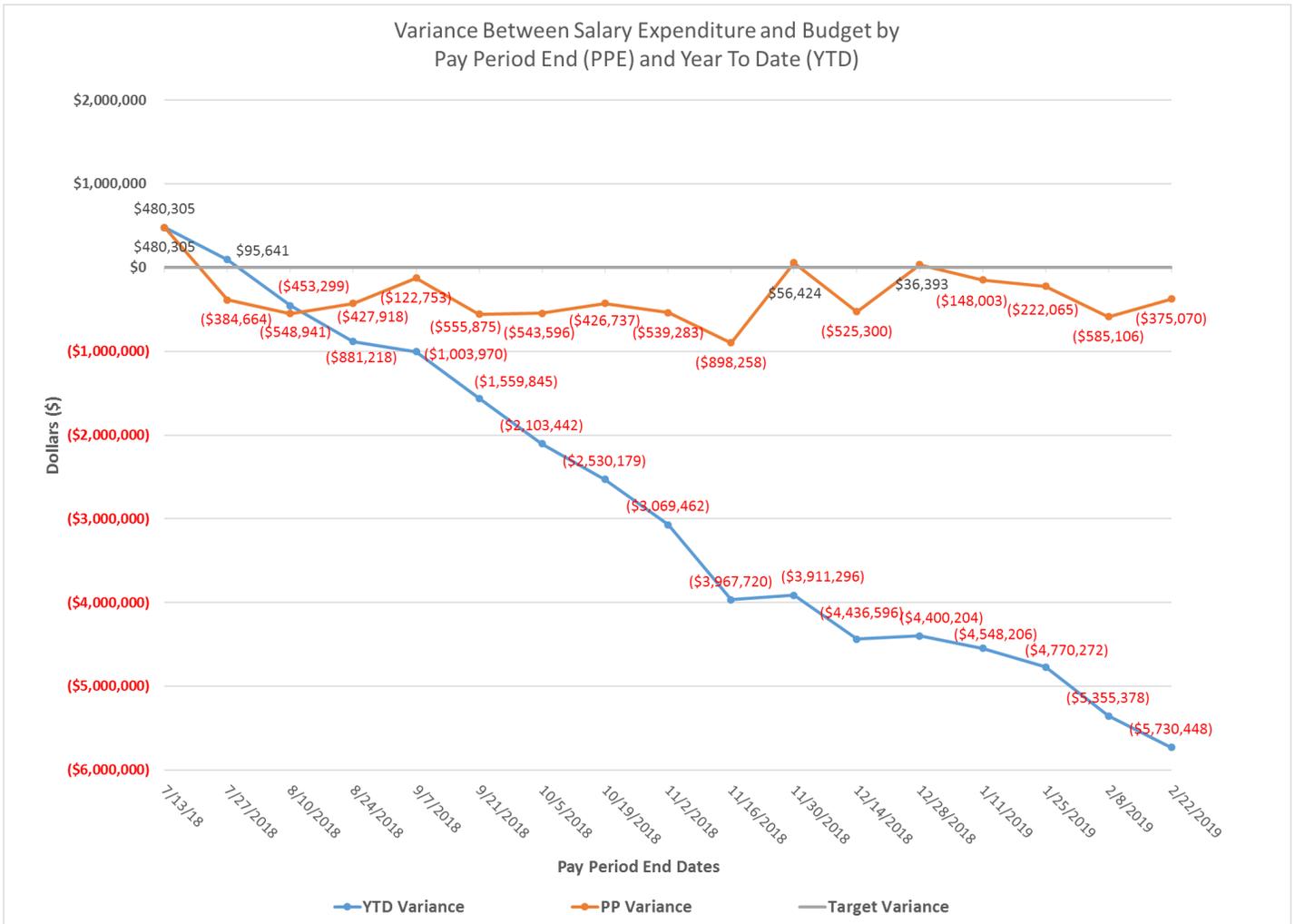
Skilled Nursing Facility Average Daily Census





SALARY VARIANCE TO BUDGET BY PAY PERIOD REPORT FOR FISCAL YEAR 2018-2019

For Pay Period Ending (PPE) February 22, 2019, Zuckerberg San Francisco General recorded an unfavorable 2.44% salary variance between Actuals and Budget – specifically, actuals were \$375,070 over budget. For Fiscal Year 2018-2019 year-to date variance through PPE February 22, 2019, ZSFG has an unfavorable variance of 2.24% / \$5,730,448 over budget.



Commissioner Comments:

Commissioner Chow asked for an update on diversion. Ms. Dentoni stated that the diversion rate for the month was lower because Unit 58 was opened up to assist with surges. She noted that the rate is expected to rise for the next month.

Commissioner Chow asked for more information regarding salary variance data. Ms. Boffi noted that the salary variance is actually 4.7% over the budgeted amount, not 6.8% as previously estimated. Ms. Dentoni stated that registry is used to cover employee vacations and new employee trainings.

Commissioner Chow asked if ZSFG anticipates staying within budget on its salaries. Ms. Boffi stated that ZSFG expects to utilize some efficiencies that will assist in staffing costs.

5) ZSFG RN HIRING AND VACANCY REPORT

Karrie Johnson, ZSFG Human Resources, presented the item.

Commissioner Comments:

Commissioner Green asked if ZSFG has data to anticipate retirements. Ms. Johnson stated that ZSFG is forewarned about retirements but not involuntary separations.

Commissioner Green noted that that training programs show no vacancies. Ms. Johnson stated that trainings are currently focused on EPIC and not clinical training. ZSFG is currently recruiting experienced staff who do not need intensive clinical training.

Commissioner Chow requested that Human Resource data be trended using last year's data to provide context.

6) MEDICAL STAFF REPORT

Claire Horton, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green asked for more information about how ZSFG pain management services interact with its addiction medicine services. Dr. Horton stated that there is no formal overlap of these two distinct services. She added that addiction medicine is usually for patients who are withdrawing from a substance. Dr. Chen stated that ZSFG offers pain consults that include acupuncture, mindfulness and other integrative medicine modalities.

Commissioner Green asked if staff who work at ZSFG and other UCSF campuses will have to learn different EPIC modules. Dr. Horton stated that the SFDPH/ZSFG EPIC design is different than the UCSF EPIC system.

Commissioner Chow asked for an update on the EPIC patient portal development. Dr. Chen stated that there is a group of staff working on the development of a patient portal; Mr. Boyo stated that there is also a patient advisory group involved in this process.

Action Taken: The Committee unanimously approved the following:

- Community Primary Care Clinics Service Rules and Regulations
- Dermatology Rules and Regulations
- ZSFG Medical Staff Policies and Procedures: Intraosseous Line Policy and MRI Gadolinium Contract Policy
- Standard Procedures Revisions: OB-GYN SP, Medicine/GI Privilege List, Surgery Privilege List

7) OTHER BUSINESS

This item was not discussed.

8) PUBLIC COMMENT

Norilssa Cooper stated that she has been tracking ZSFG Title 22 violations. Her data shows that 33% of the time there is insufficient break coverage. She noted that there is also a problem with assignments given regardless of objections from nurses. She added that she has 70 forms showing these types of complaints. She reiterated her request to have staffing data presented to the ZSFG JCC on a regular basis.

Rachael Holgado, RN Care Coordinator, stated that nurses have been asked to take on social worker duties for making post-discharge referrals. She noted that nurses currently have 18-26 patients to manage and this extra work is difficult to implement.

Theresa Alvarez, RN Care Coordinator, stated that ZSFG leadership was not transparent in their communication regarding the assignment of social worker duties to the nurses. Nurses requested a delineation of duties between nurses and social workers. She added that EPIC is forcing nurses to be case managers.

Charlene Paulino, RN Care Coordinator, stated that nurses are being assigned UM and case management responsibilities, but job titles are not changing. She also noted that the newly assigned duties will take nurses away from their patients. She added that the nurse's office is in Building 10, but patients are located in Building 25.

Paloma Vega, RN Care Coordinator, stated that nurses are now responsible for UM and determination of billing for out-of-network patients. She added that ZSFG must comply with MediCal rules to ensure billing is implemented appropriately. There are no back-ups when nurses call in sick or take other types of leave.

Aaron Cramer, RN in the Critical Care Department, thanked all those who made public comment. He hopes that the issues that have been articulated can be addressed. He encouraged ZSFG leadership to develop solutions with these nurses.

Toni Parks, Mental Health Board member, stated that people with mental health issues need help and support. She added that the process of going through the ZSFG system, including Psychiatric Emergency Services, can be traumatic and requested that the hospital provide appropriate support to its mental health patients.

9) 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 February 2019 Credentialing Report and Performance Improvement and Patient Safety Report. The Committee voted not to disclose other discussions held in closed session.

10) ADJOURNMENT

The meeting was adjourned at 4:34pm.