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

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MINUTES

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

Tuesday, August 27, 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.
Commissioner James Loyce, Jr.,

Staff Present: Susan Ehrlich MD, Roland Pickens, Grant Colfax MD, Adrian Smith, LukeJohn Day MD, Karrie Johnson, Leslie Safier, Adrian Smith, Susan Brajkovic, Elizabeth Connelly, Basil Price, Karen Hill, Jennifer Boffi, Tosan Boyo, Sue Carlisle MD, Virginia Dario Elizondo, Troy Williams, Jessica To, Jim Marks MD, Alice Chen MD

The meeting was called to order at 3:10 pm.

**2) APPROVAL OF THE MINUTES OF THE JULY 23, 2019 ZUCKERBERG
FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the July 23, 2019 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, Director, Regulatory Affairs, presented the May and June reports.

Commissioner Comments:

Commissioner Chow thanked Mr. Smith for the report.

4) ELECTRONIC HEALTH RECORD GO LIVE UPDATE

Lukejohn Day, M.D. Chief Medical Officer, and Terry Dentoni, Chief Nursing Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked if there was a decrease in productivity in the first weeks of EPIC implementation including impacts on patient admissions or completed patient records. Dr. Day stated that ZSFG operated at full capacity with a decrease in primary and specialty care scheduled patients; however, within three weeks those services are back up to 95% capacity. He reported that the Emergency Department and OR had no decrease in scheduling. He noted that the census was down to 100% capacity, from its usual 115% capacity. The ZSFG Care Coordination teams assisted with discharges. Ms. Dentoni stated that the staff decreased the lower level of care patients to 19 before the EPIC implementation. She added that every leader was observing and answering questions in the Zones.

Commissioner Green asked for more information regarding goals and metrics for the EPIC rollout. Dr. Day stated that there are 80 metrics that show progress on stabilization. These metrics are reviewed daily.

Dr. Colfax thanked the staff and the whole ZSFG team for their impactful work.

5) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT

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

To celebrate our staff during and after go-live, ZSFG partnered with SFHN to provide Epic travel mugs and refreshments for all on campus! From August 5th to August 8th, refreshments were provided daily from 11:00AM until 4:00PM. Additionally, on August 7th and August 8th, the CHEARS committee distributed Epic travel mugs for each staff member.

Many thanks to CHEARS for coordinating the mug distribution to over 5,000 staff members and to the Communications team for coordinating the relaxation station. Lastly, congratulations to all our staff for a fantastic first few weeks of Epic go-live!



**DEVELOPING
OUR PEOPLE**

2. New ZSFG Department of Psychiatry Vice Chair

ZSFG would like to welcome Lisa R. Fortuna, MD, MPH, as our new Vice Chair for the UCSF Department of Psychiatry at Zuckerberg San Francisco General Hospital and Trauma Center and Chief of Psychiatry at ZSFG. She will begin her appointment on November 9, 2019.

Dr. Fortuna is a bicultural, bilingual psychiatrist with triple board certifications in general psychiatry, child and adolescent psychiatry, and addiction medicine. She has worked extensively in the fields of Latinx mental health, PTSD, access to mental health care, and quality of treatment for underserved and vulnerable populations. Dr. Fortuna has developed mental health interventions and services for unaccompanied refugee minors from Latin America, promoted integrated mental health interventions in pediatric primary care, and conducted important research on immigrant mental health and addictions.

At UCSF, she will oversee our clinical services, education and research efforts at ZSFG and help lead our outstanding community-based programs, including Citywide Focus, the Trauma Recovery Center, and Alliance Health Project. She will work closely with the San Francisco Department of Public Health and play a key role in advancing our core departmental missions of promoting outstanding research, training, clinical care, and diversity and equity. Many thanks to thank the chair of the search committee, Elena Fuentes-Afflick, MD, MPH, professor, vice chair, and chief of pediatrics at ZSFG, as well as the entire search committee for their exceptional service. Thank you also to Mark Leary, MD, for his outstanding work as the interim vice chair of psychiatry at ZSFG over the past year.

SAFETY 3. Joint Commission Laboratory Accreditation Survey

On Tuesday, July 23rd, two Joint Commission surveyors visited ZSFG to complete the Laboratory Accreditation Survey. Dr. Susan Ehrlich and Dr. Barbara Haller provided the opening presentation. On the last day of their visit, the surveyors visited all locations on campus that perform Point of Care Testing (POCT) and Provider-Performed Microscopy Procedures (PPMP). This included the Emergency Department, Operating Room, Intensive Care Unit, Med/Surg, Labor & Delivery, and Acute Renal's Microscope Room. Surveyors were complimentary of the program, focusing on review of Proficiency testing and Individualized Quality Control Plans (IQCPs). Surveyors found no deficiencies.

Many thanks to the preparation by Dr. Haller, Mary Eugenio-Allen and their teams.

CARE EXPERIENCE 4. Expansion of Midwifery Access at ZSFG

On August 5th, 2019, Canopy Health and SFHN signed a contract that would expand hospital-based midwifery access at ZSFG, by providing services to those with commercial health plan coverage. "Canopy Health is a physician and hospital owned medical alliance" (PR Newswire) that consists of five physician groups and nineteen medical centers across the Bay Area. Effective July 1st, 2019, "the contract allows UCSF patients through Hill Physicians Medical Group, one of the five physician groups that comprise the Canopy Health alliance, to access ZSFG's midwifery program."

This will be the first time that women with private insurance will have the option of delivering their babies at this designated "Baby- Friendly Hospital," an award from the World Health

Organization and UNICEF. ZSFG looks forward to expanding its patient population and serving more people!

QUALITY 5. Food & Nutrition Services 5S Workshop

In preparation for the future Café Refresh, the Food and Nutrition Services (FNS) management team worked diligently to improve the café experience for staff, visitors and guests. With the help of the Kaizen Promotion Office (KPO), the team implemented the techniques of 5S to sort, set in order, shine, standardize and sustain. Every Friday, the team met with the KPO to learn the principals of 5S. Huddle messages were created for each topic and supervisors were tasked with educating front line staff. The café was separated into Zones and each Food Service Supervisor was assigned a zone to 5S. The group started with the coffee station, eliciting feedback from the customers in line. The supervisors then worked with their teams to organize their assigned zone to improve the flow of the space. Overall, the team was highly engaged and excited about the process and looks forward to the improvements.



Before & After



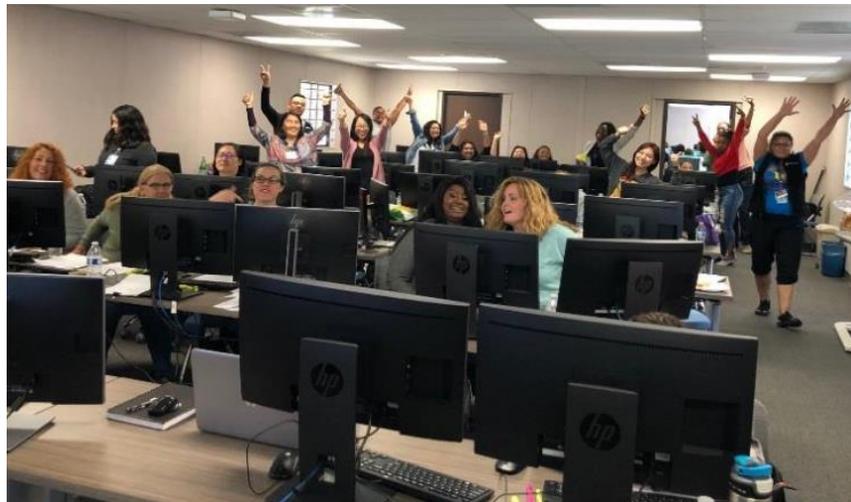
QUALITY 6. California State Board of Pharmacy Survey

The California State Board of Pharmacy performs an annual inspection of all California pharmacies with sterile compounding licenses.

ZSFG maintains three licensed areas where staff compound a variety of medications. In the past year, pharmacy staff prepared more than 156,000 parenteral preparations. Despite ever-changing regulations and the implementation of new technologies, ZSFG Pharmacy has maintained its vigilance to comply and embrace these changes. This was confirmed by the latest inspection by the Board of Pharmacy in July 2019, which identified no corrective findings or deficiencies. The pharmacy team is firmly committed to the ZSFG True North pillars of patient safety and excellent quality of care. Congratulations to the Pharmacy Department on a successful inspection and on their continued performance excellence!

QUALITY 7. Soft Epic Go-Live

On Saturday, July 20th, ZSFG celebrated Epic scheduling! The patient access team gathered in two trailers and in the Imaging department to complete the conversion of over 11,000 patient appointments from the previous system (LCR/Invision) to Epic. By the end of Saturday, the completed 7,285 appointments, including all Operating Room and Gastroenterology procedures. One Epic analyst, who has helped other hospitals with this process, commended the team that this scheduling implementation was one of the most seamless in his experience. Moving forward, every appointment scheduled after 8/3 will be in Epic. The soft go-live was a great way to solidify the new workflows and prepare ZSFG for go-live on August 3rd.



QUALITY 8. Epic Go-Live!

At 7:00AM on Saturday, August 3rd, ZSFG went live with Epic. In the IT command center, the proverbial switch was flipped, signaling that ZSFG had truly gone live. Within two days, 76% of issues from the initial go-live had been resolved through the support of the Super Users and At the Elbow support. The successful go-live comes as a result of thousands of people's work: almost 2,000 system design decisions made, 4,800 devices deployed, 38,000 appointments converted from ZSFG's legacy systems into Epic, and more than 7,300 people completing 114,000 trainings. The team can expect to stabilize the system and train staff over the next several months. ZSFG will then be optimizing the system and supporting other parts of the DPH to go live over the next few years. All this in service of safer, more effective and higher quality care to our patients and a better experience for the teams.

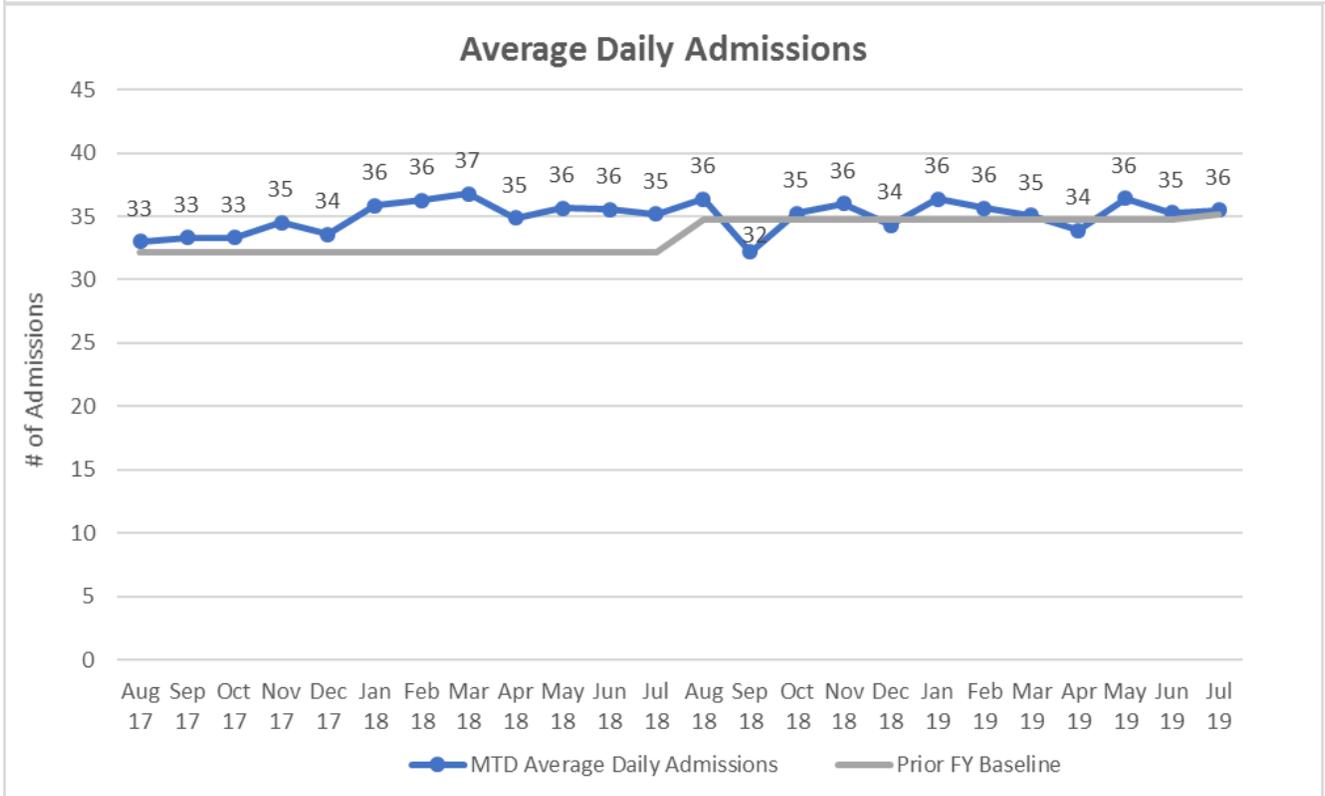
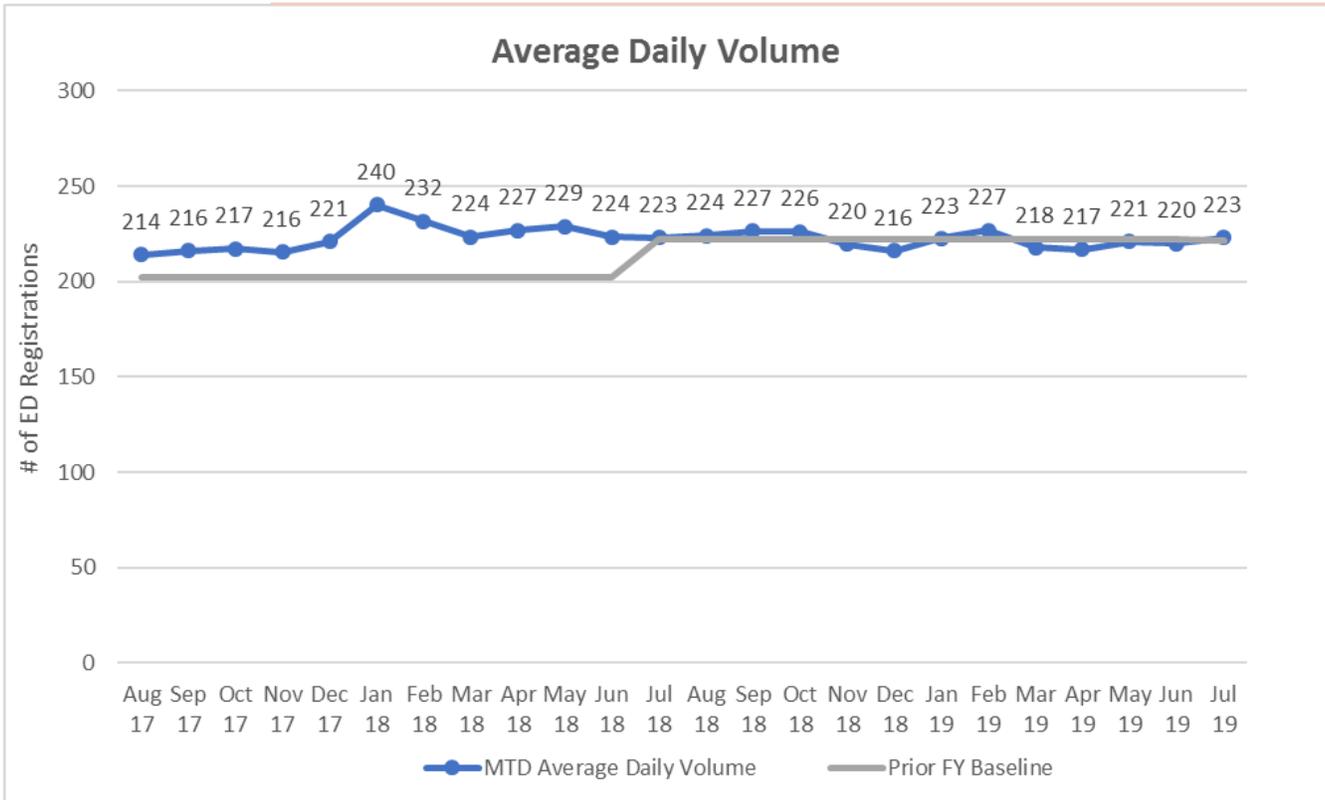
The weeks following go-live, ZSFG leadership rounded in all units across the hospital, and developed communication plans through Daily Epic Newsletters. The newsletter highlighted ZSFG's accomplishments, any root causes or issues, and the countermeasures that were being implemented.

ZSFG would like to express gratitude to the superusers, at the elbow support, zone coordinators, and all ZSFG staff for the great work leading up to this historic event!

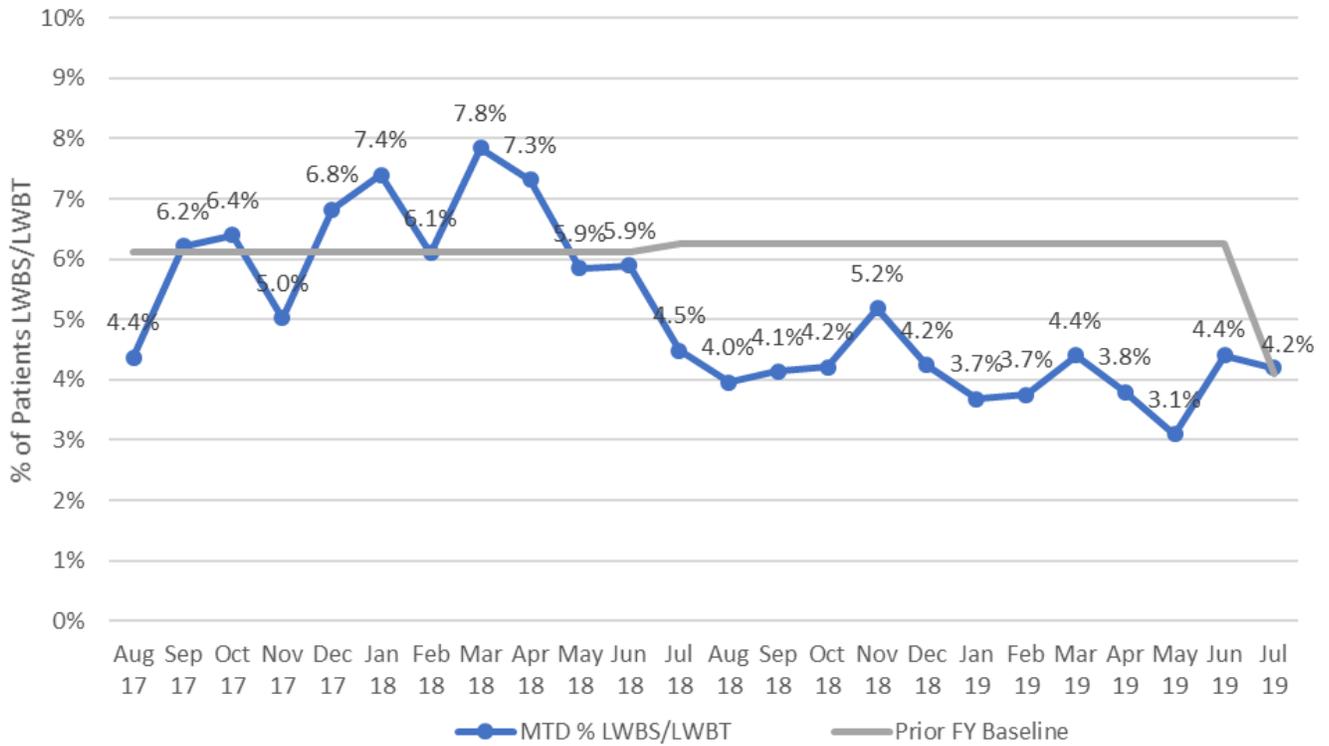




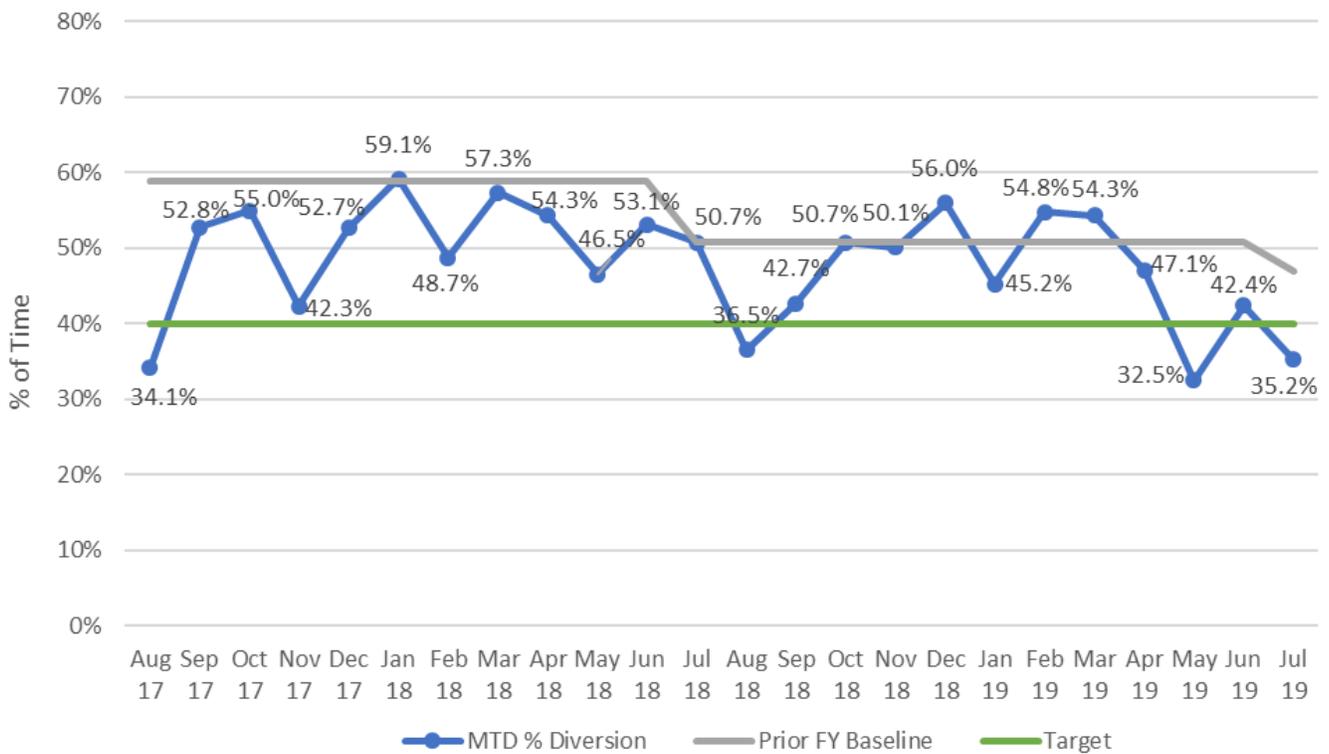
QUALITY Emergency Department Activities



% LWBS/LWBT

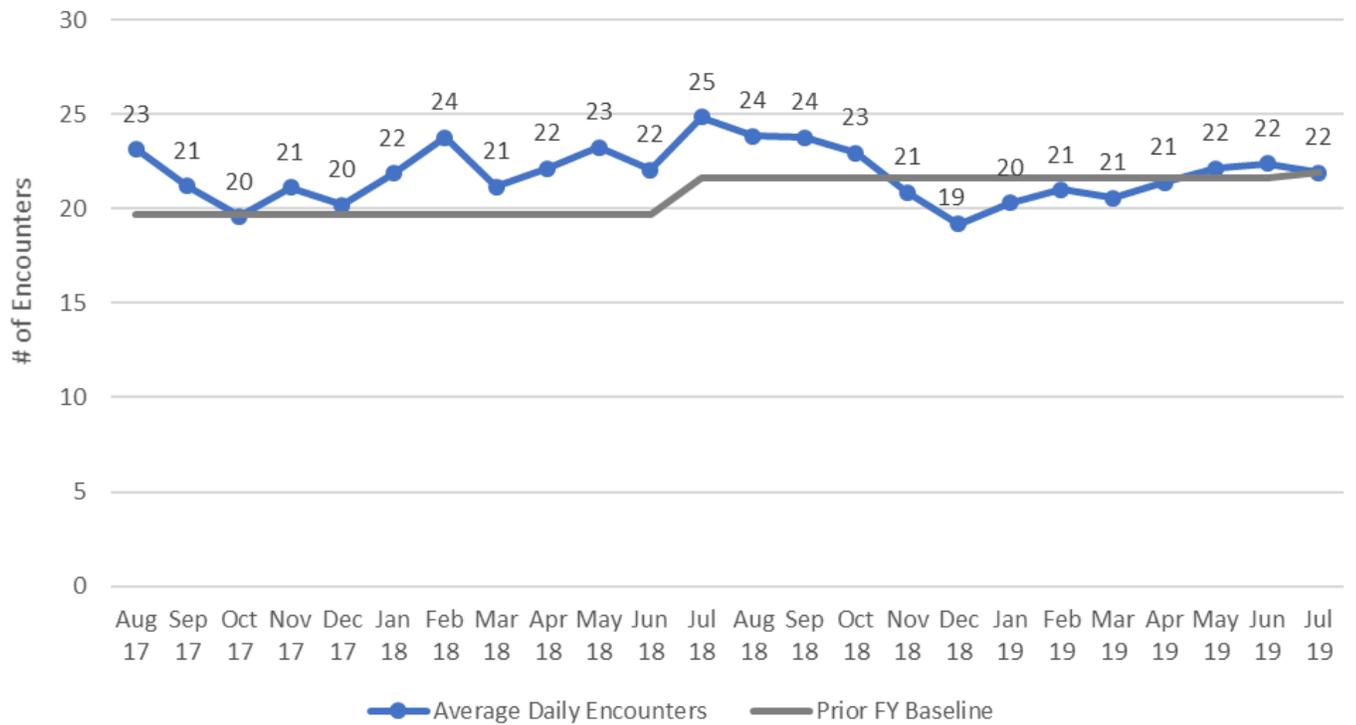


% Diversion

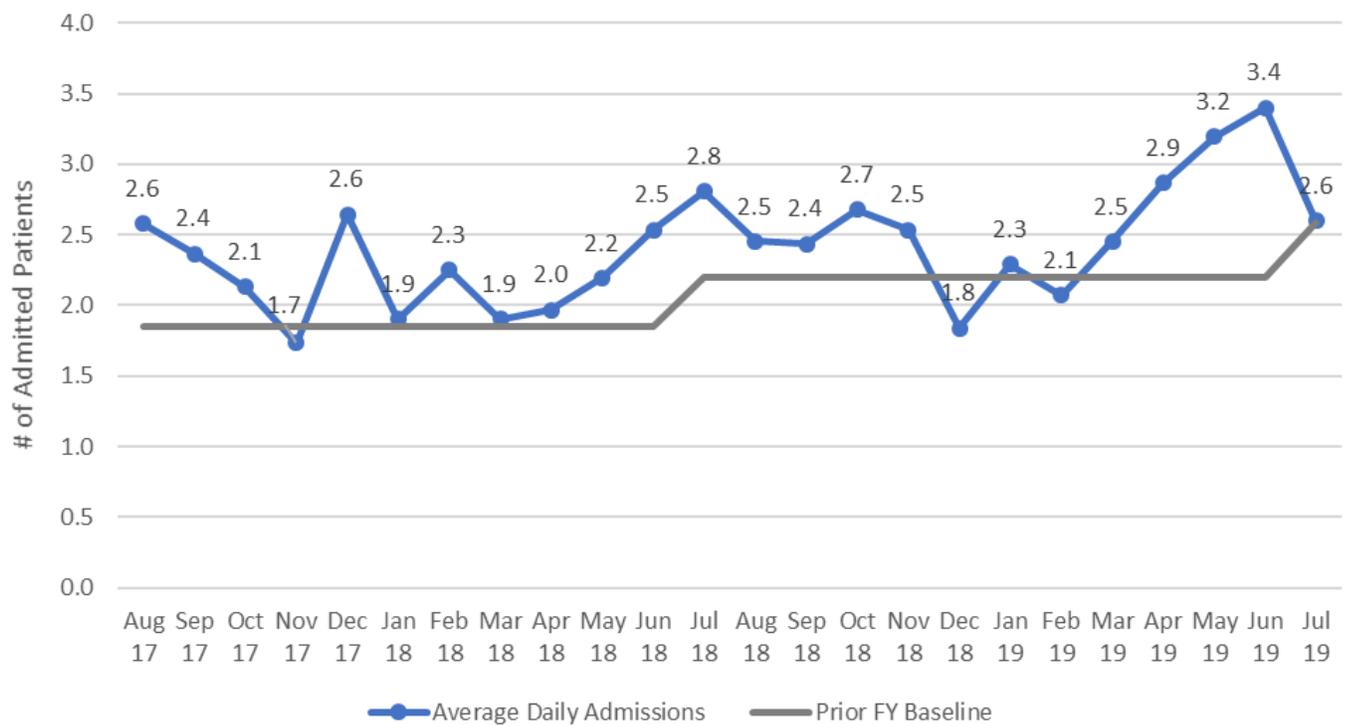


QUALITY Psychiatric Emergency Services Activities

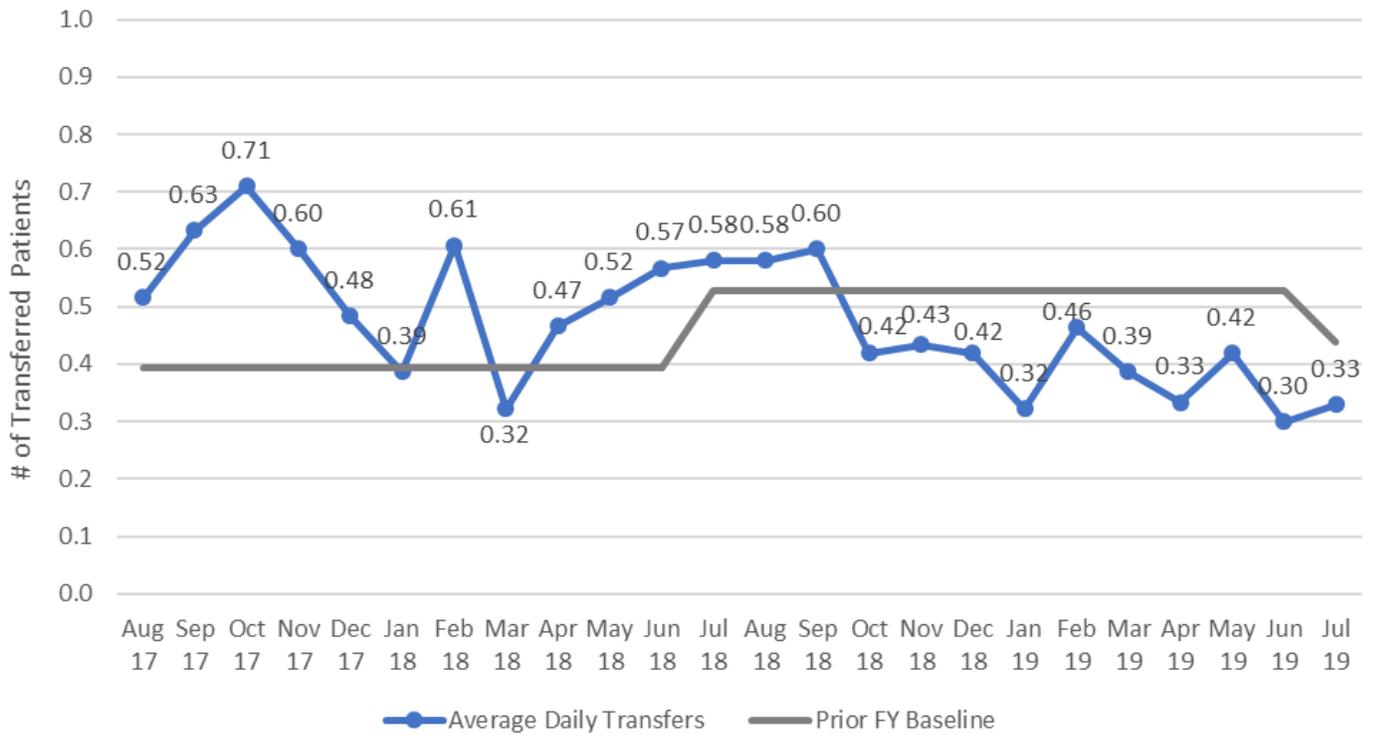
Average Daily PES Encounters



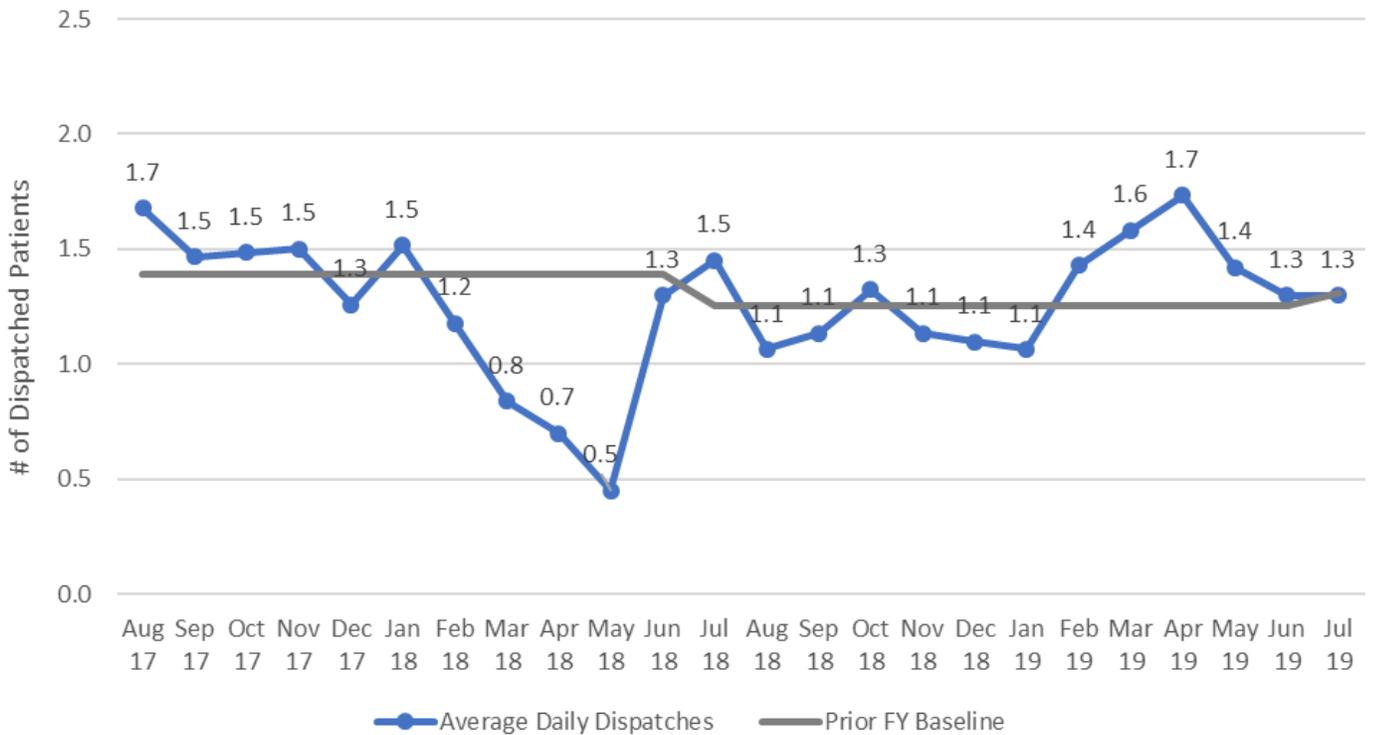
Average Daily Admissions to Inpatient Psych (7B, 7C, 7L)



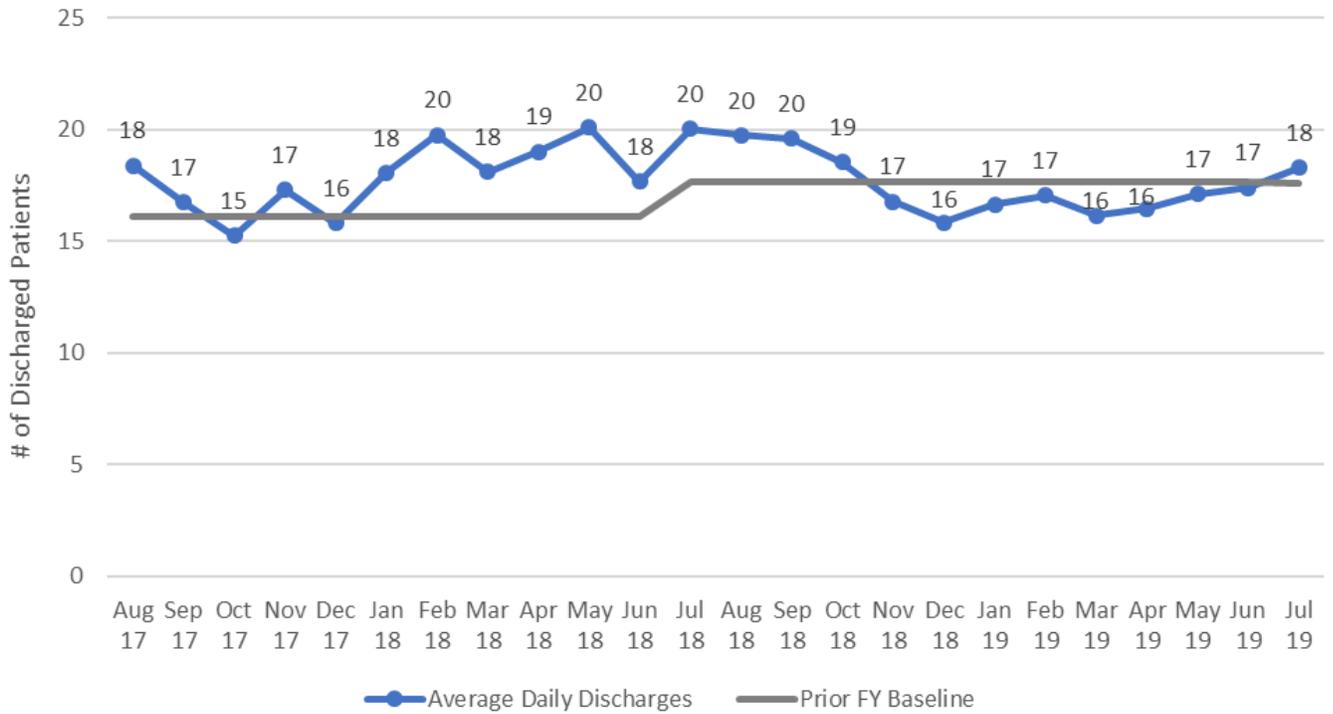
Average Daily Transfers to Private Hospital



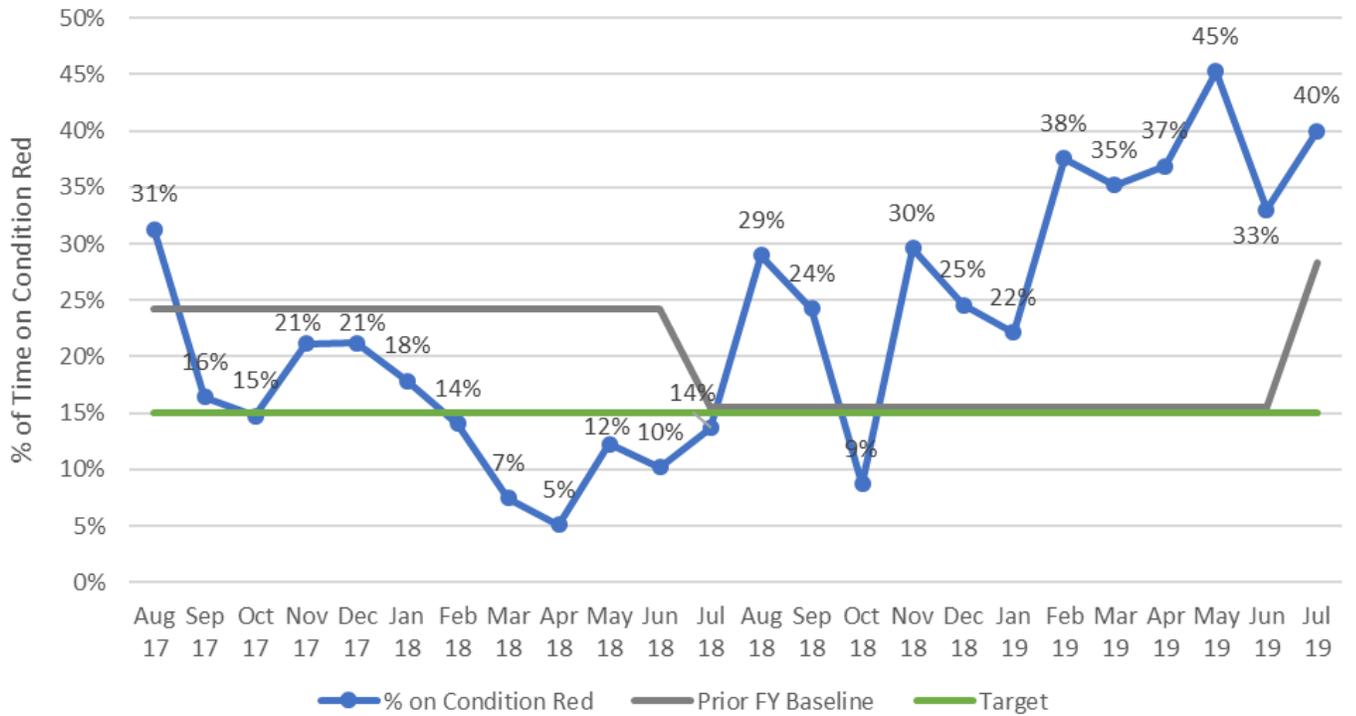
Average Daily Dispatches to Dore Urgent Care Clinic (DUCC)



Average Daily Discharges to the Community



PES Condition Red



QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 170.55 which is 109.33% of budgeted staffed beds and 95.28% of physical capacity. 20.70% of the Medical/Surgical days were lower level of care days: 6.16% administrative and 14.54% decertified/non-reimbursed days.

INTENSIVE CARE UNIT

Average Daily Census of ICU was 25.74 which is 91.94% of budgeted staffed beds and 44.38% of physical capacity of the hospital.

MATERNAL CHILD HEALTH

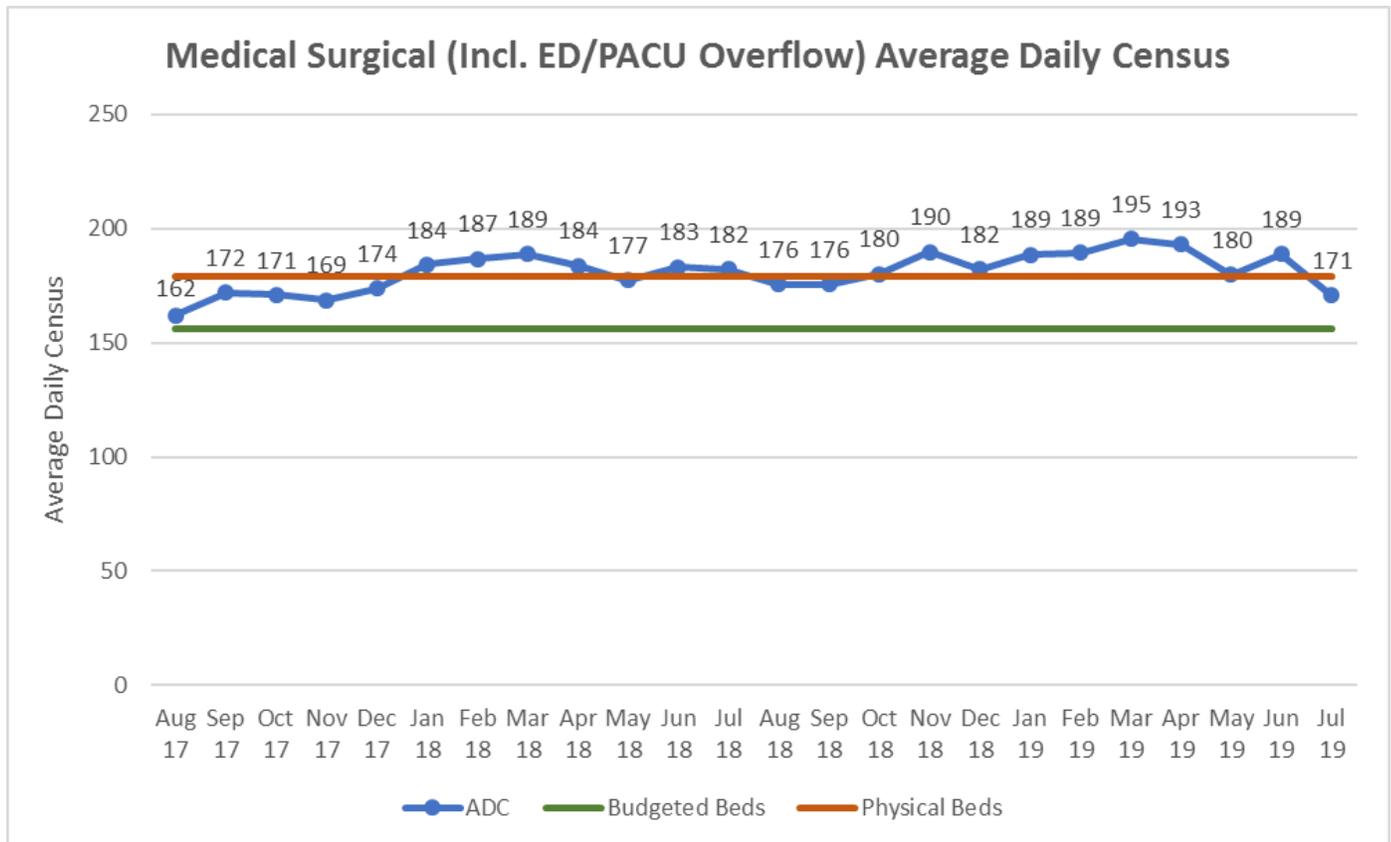
Average Daily Census of MCH was 22.94 which is 76.45% of budgeted staffed beds and 54.61% of physical capacity of the hospital.

ACUTE PSYCHIATRY

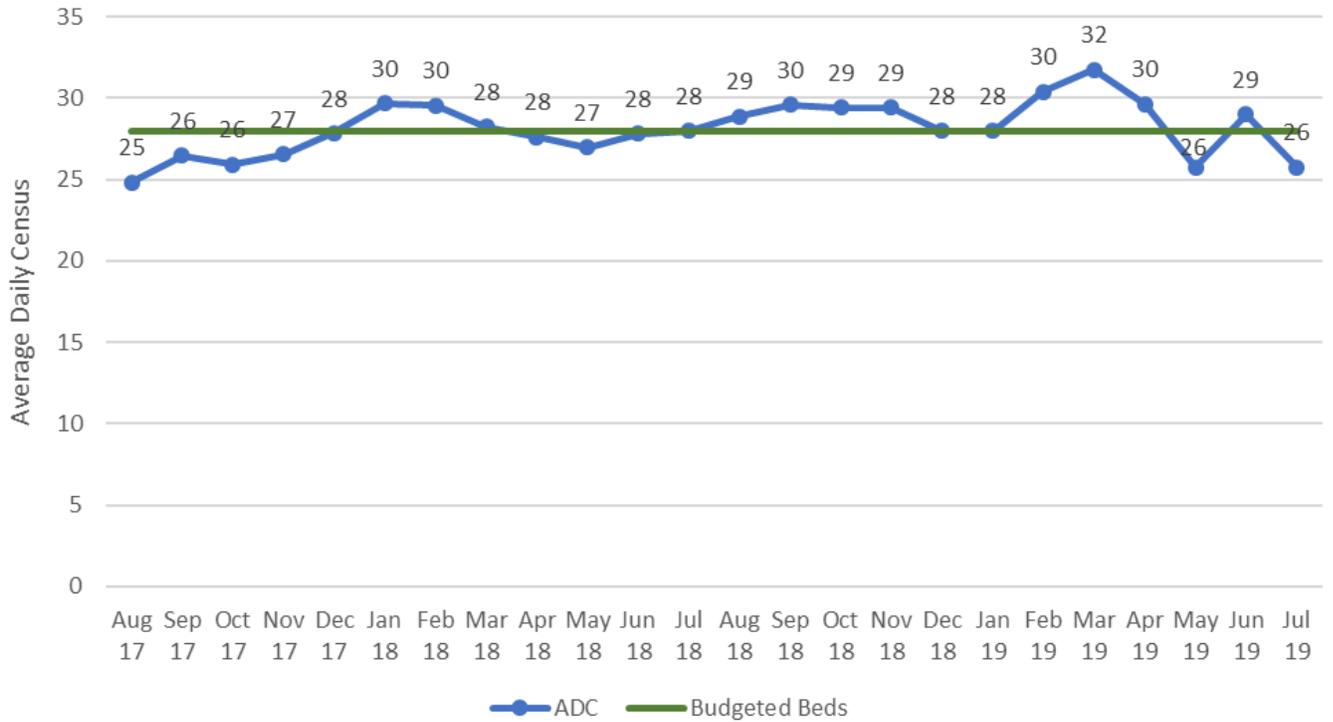
Average Daily Census for Psychiatry beds, excluding 7L, was 42.71, which is 97.07% of budgeted staffed beds and 63.75% of physical capacity (7A, 7B, 7C). Average Daily Census for 7L was 5.29, which is 75.58% of budgeted staffed beds (n=7) and 44.09% of physical capacity (n=12). Utilization Review data from the INVISION System shows 77.73% non-acute days (11.71% administrative and 66.03% non-reimbursed).

4A SKILLED NURSING UNIT

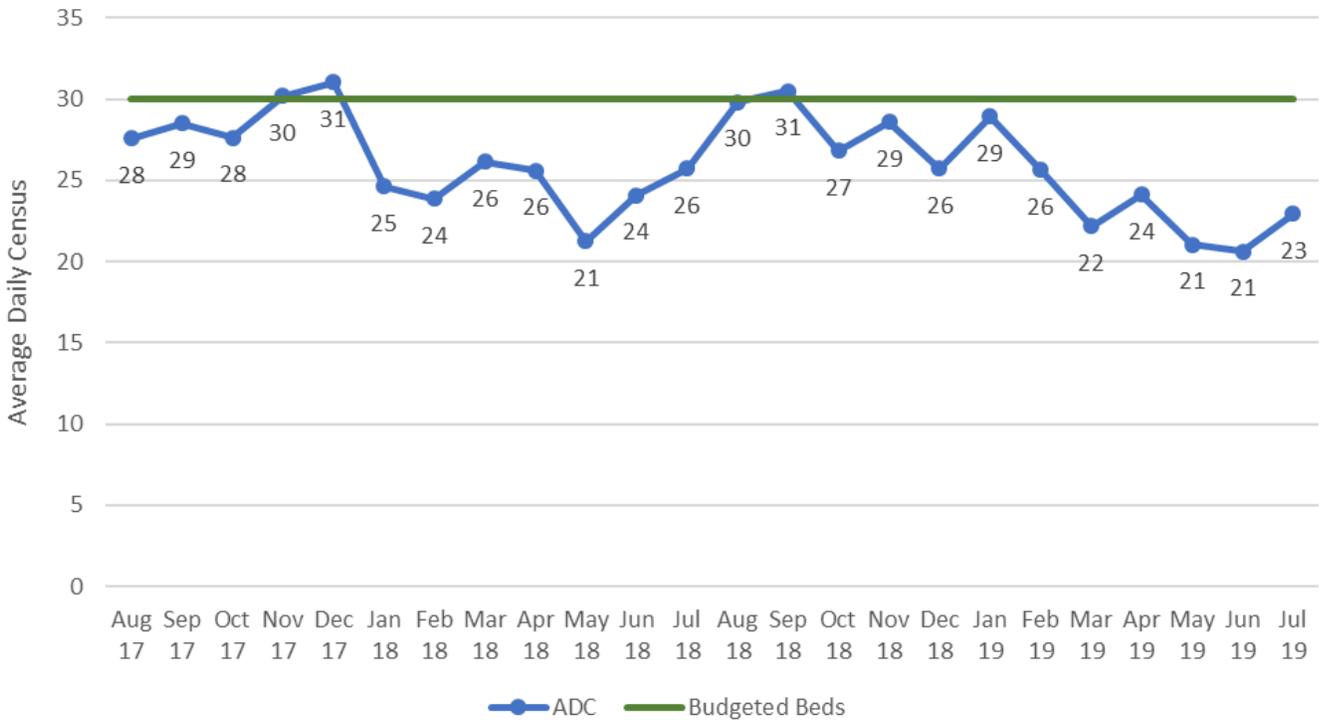
Average Daily Census for our skilled nursing unit was 29.35, which is 104.84% of our budgeted staffed beds and 97.85% of physical capacity.



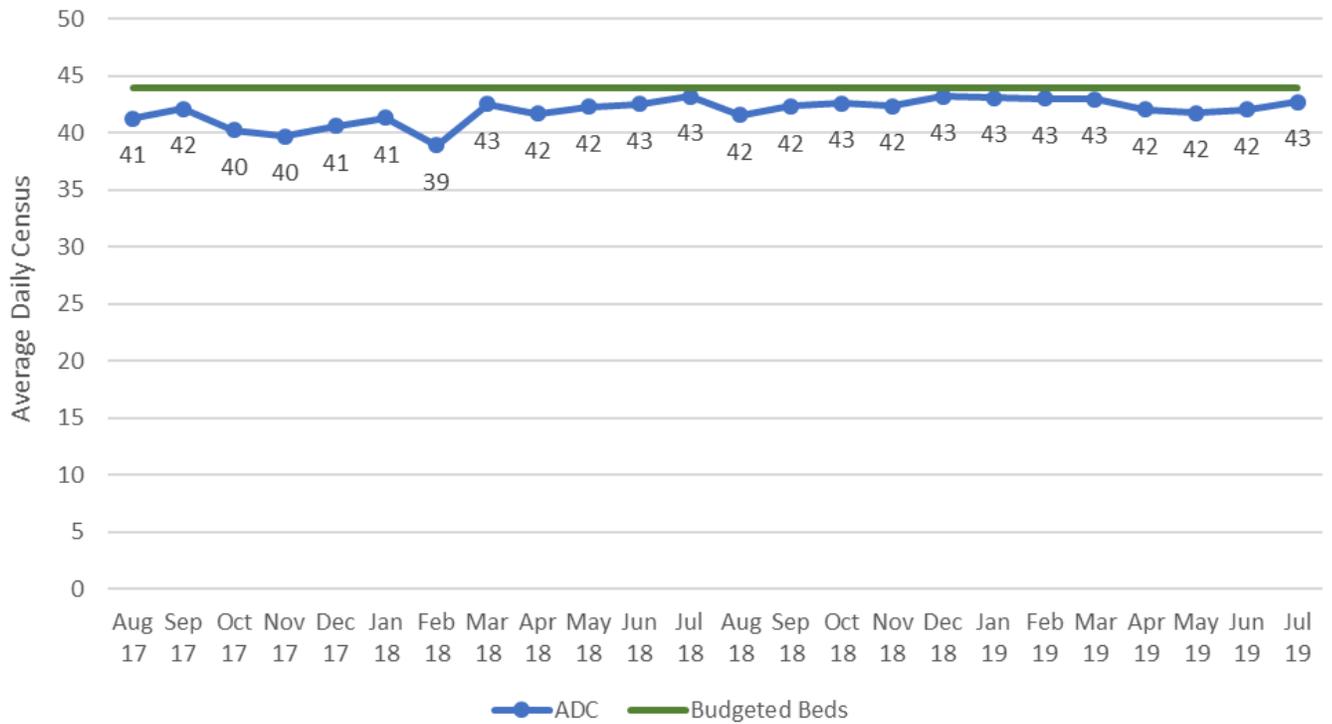
Intensive Care Unit Average Daily Census



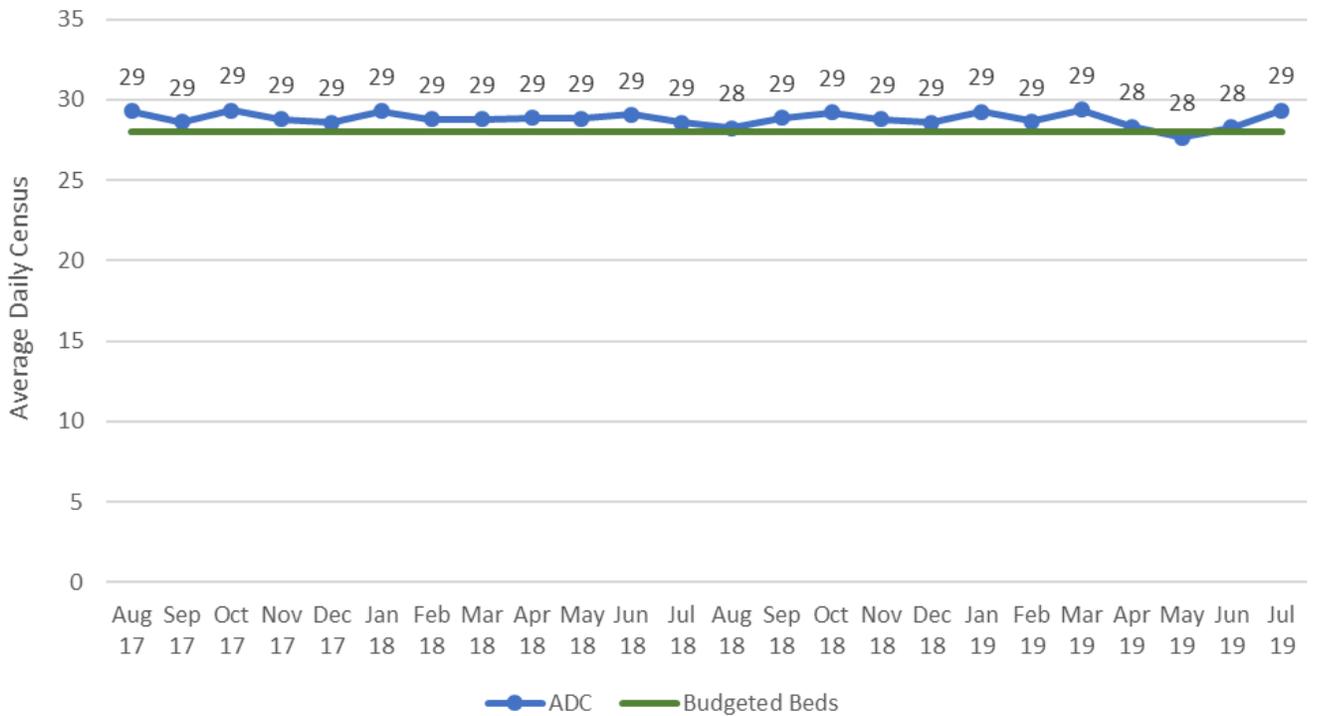
Maternal Child Health Average Daily Census



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

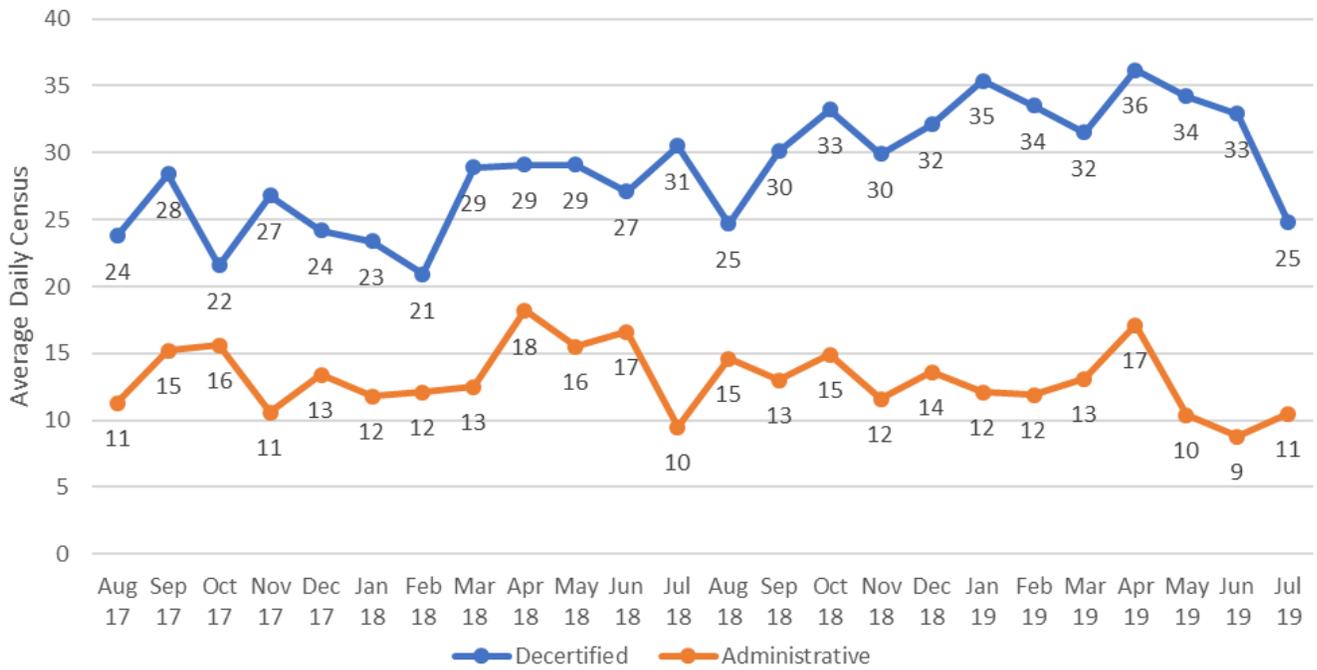


4A Skilled Nursing Facility Average Daily Census

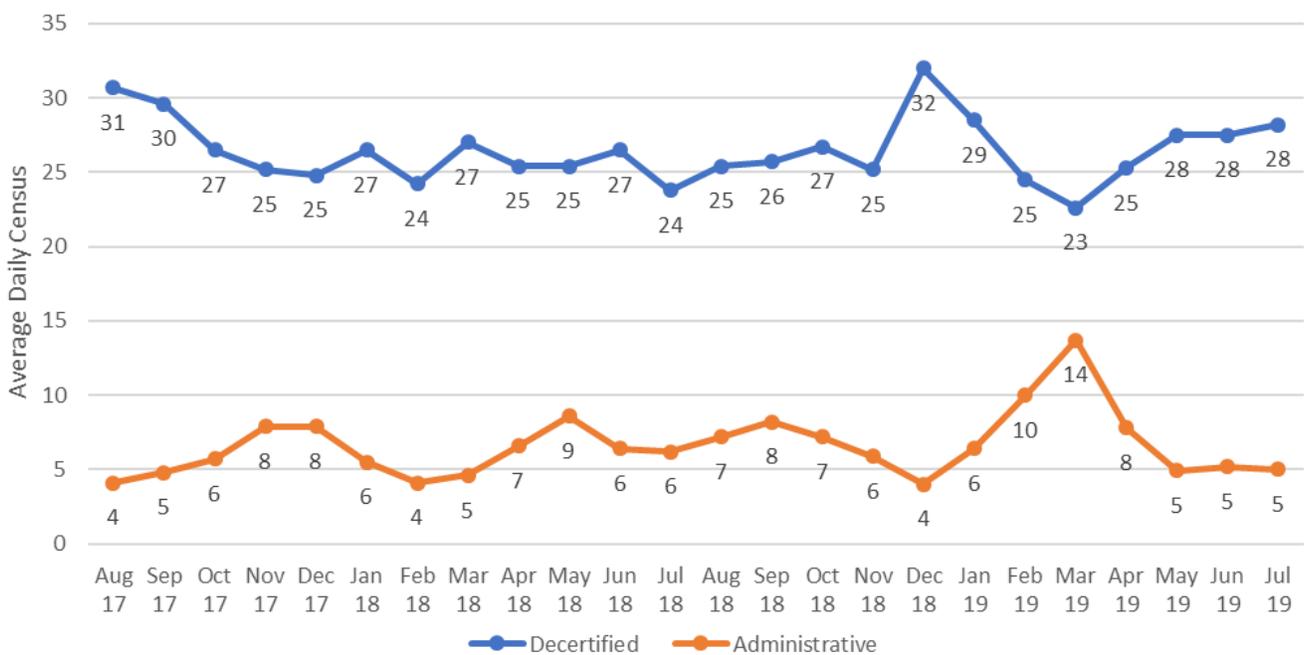


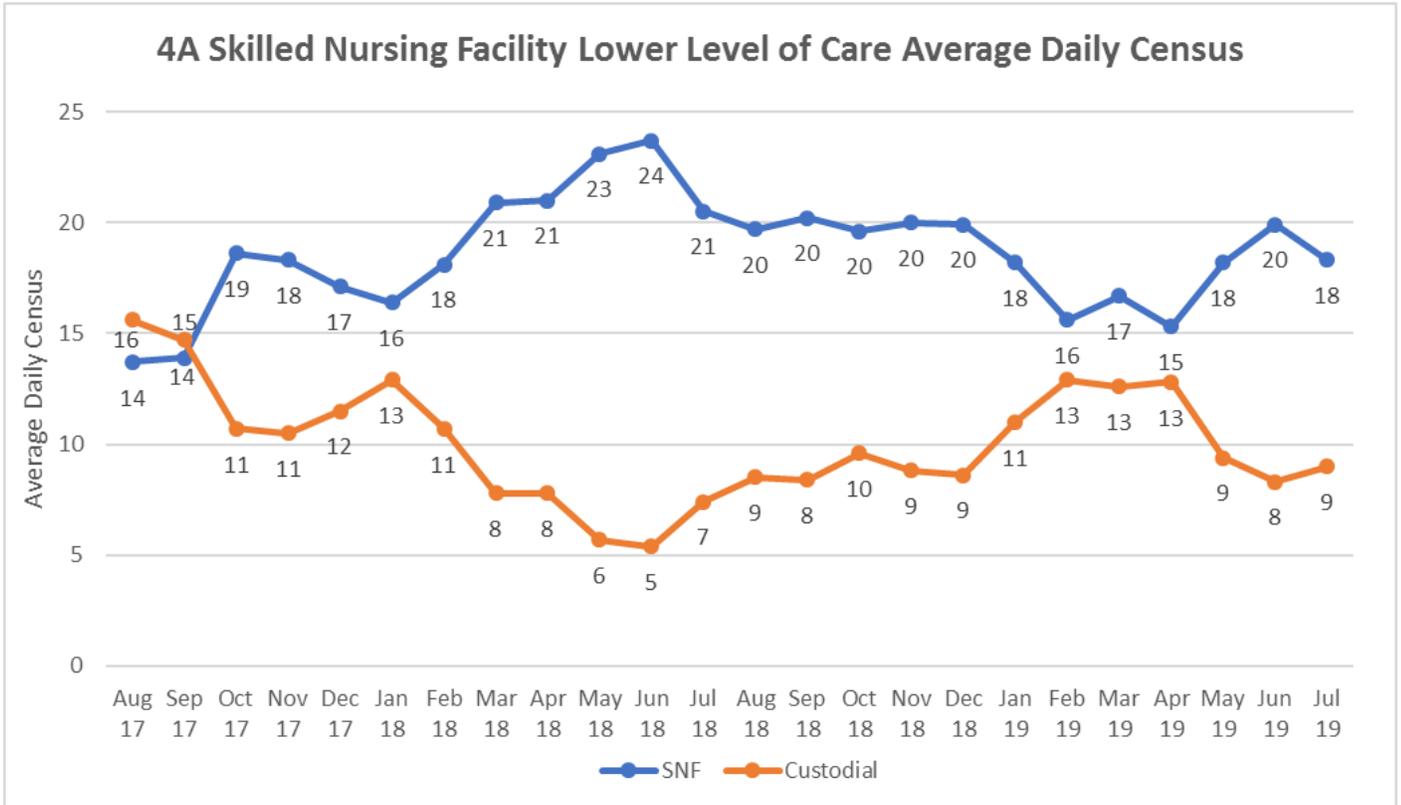
QUALITY Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census



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

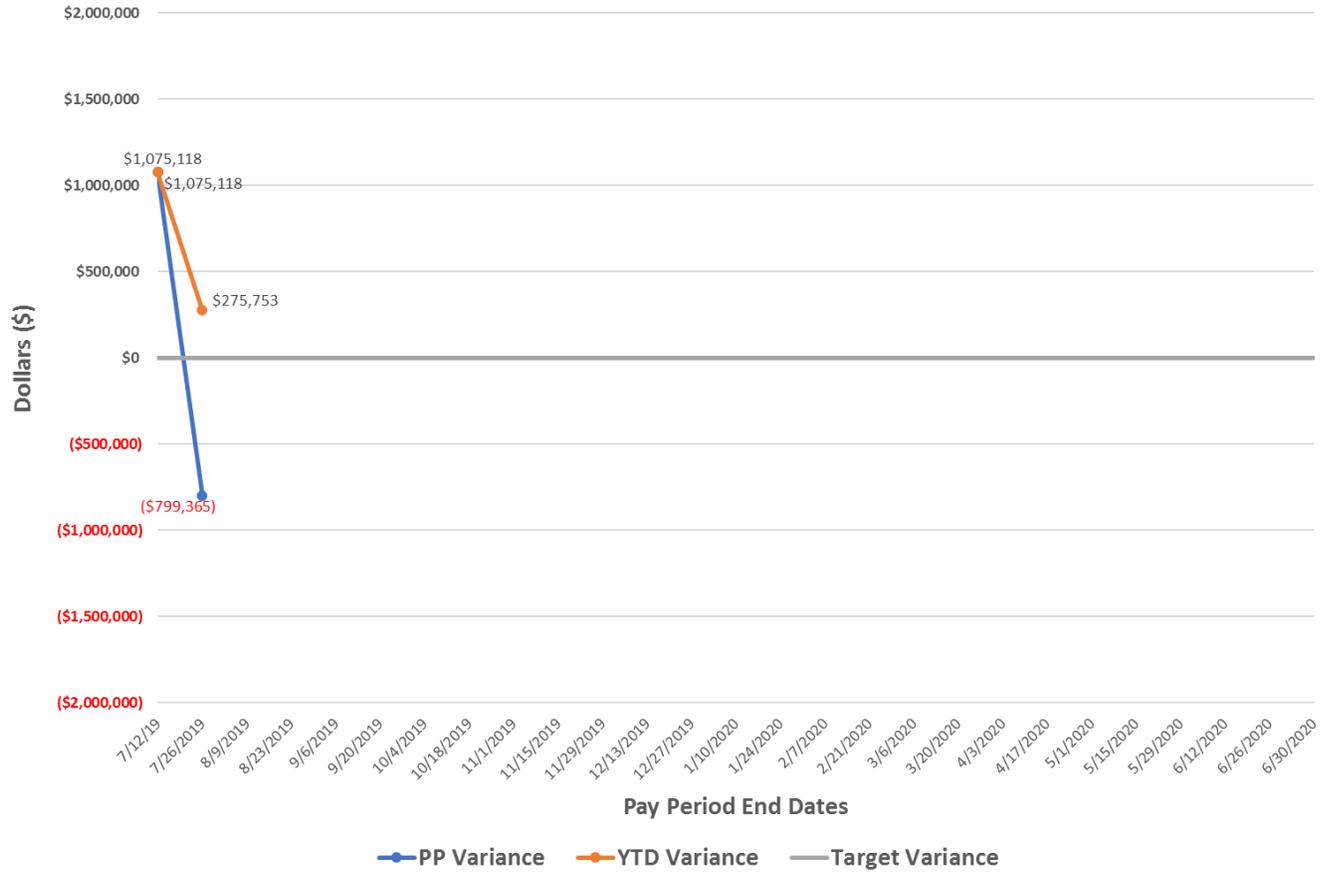




Financial Stewardship Salary Variance

For Pay Period Ending (PPE) July 26, 2019, Zuckerberg San Francisco General recorded an unfavorable 5.25% salary variance between Actuals and Budget – specifically, actuals were \$799,365 over budget. For Fiscal Year 2019-2020 year-to date variance through PPE July 26, 2019, ZSFG has a favorable variance of 0.88% / \$25,753 under budget.

Variance Between Salary Expenditure and Budget by
Pay Period End (PPE) and Year To Date (YTD)



Commissioner Comments:

Commissioner Chow stated that he recalls the long path to move forward with a centralized electronic health record system and he is pleased that the rollout was so successful. He expressed gratitude to the City and County of San Francisco for its financial support.

Commissioner Chow noted that the diversion rate decreased. Dr. Ehrlich stated that the rate will likely increase as productivity in the post-implementation period is impacted.

Commissioner Chow also noted that the rate of Psychiatric Emergency Service admissions has not decreased. Dr. Ehrlich commended this unit for their incredible job integrating EPIC into their workflow. She added that the unit has added physician staff to its morning shift to help discharge patients earlier in the day so new patients can be admitted. The daytime census has decreased but the night shift census has increased. Social workers and peer navigators and additional Hummingbird beds have been added to help patient flow and access.

6) ZSFG HIRING AND VACANCY REPORT

Karrie Johnson, Departmental Personnel Officer, DPH, presented the item.

1) Total hospital vacancies increased to 9.10% as of July 31, 2019, which is up from 8.97% in June 2019. We've hired a total of thirty (30) employees between July 1, 2019 and July 31, 2019 in various classifications including RNs and had thirteen (13) separations during the same period of which four (4) were retirements. In July, we were preparing for epic launch which slowed down hiring and we experienced a high number of retirements. We expect increased hiring with RN contract modifications in the upcoming months. In July, we invited all external P103 nurses and Travelers Nurses to apply to our permanent positions.

1) HR conducts monthly meetings with the hospital executive team to review the hiring status of ZSFG positions.

2) Current RN hiring status in critical areas:

➤ Emergency Care Unit-

- Overall eight (8) vacancies to fill (12% of RNs in this specialty)
- Experience Specialty—eight (8) vacancies to fill, with three (3) selections made with start work date of September 9, 2019
- Training Program – eight (8) candidate selections were made with tentative start work date October 7, 2019

➤ Critical Care Unit –

- Overall seven (7) vacancies to fill (13% of RNs in this specialty)
 - Experience Specialty—five (5) vacancies to fill, eleven (11) selections made this past month with start dates in October 2019
- Training Program— two (2) vacancies to fill. Six (6) selections were made from internal RN candidates with start date in December 2019

➤ Med/Surgical Unit-

- Overall ten (10) vacancies to fill (5% of RNs within this specialty)
 - Experience Specialty— ten (10) vacancies to fill, nine (9) candidate selections were made last month with August 10 & August 24 start work dates.
 - Training Program— none scheduled

➤ OR Unit-

- Overall six (6) vacancies to fill (15% of RNs within this specialty)
 - Experience Specialty- six (6) vacancies to fill, interviews planned in September 2019
 - Training Program –none scheduled

Commissioner Comments:

Commissioner Green asked for more information regarding recruitment efforts for permanent nursing staff. Ms. Johnson stated that ZSFG often recruits from training programs and job fairs; the hospital also attempts to convert individuals working as per diem and traveler's nurses to permanent employees.

Commissioner Chow noted that the number of retirements peaks in June. Ms. Johnson stated that some employees retired in advance of the EPIC implementation. She noted that many staff retired before the move into the new building; change often results in retirements.

Commissioner Green asked how ZSFG can predict retirements. Ms. Johnson stated that employees are not required to give notice of their retirement. However, ZSFG attempts to work with managers so that Human Resources can be best prepared.

Commissioner Chow requested a comparison of vacancy rates to last year's data.

7) MEDICAL STAFF REPORT

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

ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK/EPIC TRAINING:

Epic Updates –

Dr. Claire Horton reported that overall, the Epic Go Live went extremely well, albeit with some lingering workflow and system issues that are still worked on. Epic team and consultants have assessed that our institution is at being where most organizations our sized are at after three weeks. Dr. Horton thanked faculty and staff for their commitment and engagement. Overall status updates as of the Aug 12 meeting include:

- Went Live on time 7AM Aug 3
- Have resolved 75% of 8600 service tickets since Go Live date
- At Elbow Support have been celebrated as being outstanding by Staff
- SuperUsers celebrated by At Elbow Support for their knowledge and engagement
- Closed the ZSFG Operations Command Center at night at day 5 (Ahead of set schedule to keep it open for two weeks)

Members discussed top issues, resolutions/solutions, and things that can now be done with Epic that were not possible before. Other highlights include the following: decreasing number of call volumes to the Service Desk, increasing number of ambulatory sites offering patient MyChart (online Epic Patient Portal), and CPOE (Computerized Physician Order Entry) implementation at 96% in the hospital. Epic provides significant amount of real time data and key performance indicators. Closed monitoring of key performance indicators is ongoing to ensure that Epic usage is as intended.

CLINICAL SERVICE REPORT:

None

Commissioner Comments:

Commissioner Green asked how ZSFG will make sure PACU/RN requirements are fulfilled with the switch to EPIC. Dr. Horton stated that there is a slow rollout so ZSFG can look at legacy systems to learn along the way. The goal is to reduce work for the nurses in the next year.

Commissioner Chow asked if EPIC has restrictions built in regarding nurse prescriptions. Dr. Horton stated that she will look into this important detail. The protocol addresses medications that are being monitored. EPIC can audit a provider's prescriptions to see if protocol was monitored. Commissioner Chow noted that an audit is conducted after work has been completed; he encouraged a solution that would work as the work is being conducted.

Commissioner Green noted concern for staff red-flag fatigue. Dr. Horton and Dr. Chen stated that work is still being done on the back-end as the SFDPH learns from the EPIC implementation.

Commissioner Green suggested that non-hysteroscopic endometrial ablation techniques be taken out of the OB-GYN Privileges.

Action taken: The following items were unanimously approved:

- Licensed Genetic Counselor SP
- PACU Rn SP
- Ambulatory Pharmacist SP
- RN Med Refill Protocol
- OB-GYN Privileges (with the removal of hysteroscopy as noted above)
- Pediatrics Privileges

8) OTHER BUSINESS

This item was not discussed.

9) PUBLIC COMMENT

Sasha Cutler, encouraged the committee members to see the movie, "5B" and to consider that ZSFG can do better with its culture of silence. He stated that he was removed from the ZSFG Ethical Review Board and warned not to be political during work time. He reported an increase in serious injury falls and then was removed from the Falls Leadership committee.

Mary Magee, thanked the committee for moving public comment to beginning of the meeting. She has been a registered nurse since 1987 and had past experience working at ZSFG. She stated that it is heartbreaking that the ARF beds were frozen for a year when patients could have benefited from use of the beds. She is disturbed by proposed cuts to the ARF. She added that there are currently not enough board and care beds in San Francisco. She is also concerned that the EPIC rollout is taxing providers, who already work 60-70 hours a week.

Julie Molitor stated that the ZSFG emergency department was short-staffed for the rollout of EPIC. She is concerned about patients being boarded in hallways because there is a real fall risk, especially for patients with aggressive behavior. She noted that Nurse leadership leaving ZSFG is impacting patient care; traveling nurses do not know the complex patient population.

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

11) ADJOURNMENT

The meeting was adjourned at 5:42pm.