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MINUTES
JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, July 28, 2020 3:00 p.m.
REMOTE MEETING VIA WEBEX EVENT

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner Laurie Green, M.D.

Staff: Susan Ehrlich MD, Lisa Winston MD, Claire Horton, MD, Dan Schwager, Terry Dentoni, Kim Nguyen, Karrie Johnson, Leslie Safier, Sue Carlise MD, Ahn Thang Dao-Shah, Karen Hill, Basil Price, Jocelyn Romero-Toloafa, Leslie Safier, Adrian Smith, Jennifer Boffi, Glenn Levy, Matthew Sur

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

**2) APPROVAL OF THE MINUTES OF THE JULY 10, 2020 ZUCKERBERG FRANCISCO GENERAL
JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the July 10, 2020 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, Director of Regulatory, presented the item.

Commissioner Comments:

Regarding the PES California Department of Public Health (CDPH) Plan of Correction, Commissioner Chow asked for information regarding the timeframe by which the initial complaints were made to CDPH. Mr. Smith stated that the original complaints were made in December 2019 regarding PES

staffing ratios. He added that ZSFG will continue to monitor this data until it has three months of compliance. Commissioner Chow requested that future reports list the date of the initial complaint.

4) ZSFG FINANCE UPDATE

Jennifer Boffi, Chief Financial Officer & Matt Sur, Reimbursement Manager & SBO Revenue Manager, presented the item.

Commissioner Comments:

Commissioner Chow asked if revenue sources would offset expected revenue losses. Mr. Sur stated that ZSFG is attempting to maximize funding from federal sources to make up revenue losses.

Commissioner Green asked if the lower volume of patient care results in lower costs. Ms. Boffi stated that costs remain the same or have possibly increased. This is due to redeploying staff to areas in high need such as providing supportive work in individuals temporarily housed in hotels.

Commissioner Green noted that there is a \$40 million gap in the revenue plan and expenditures. Ms. Boffi stated that the ZSFG budget will be added to the DPH budget which must go through the City budget process. The City is hoping to recoup additional funds through FEMA to close the gap.

Commissioner Green asked if the federal government accepts expenditure documents as submitted or is there a different payment ratio for public hospitals. Mr. Sur stated that he is unsure if there is a disparity in public and private hospital reimbursement levels. He added that there are three distributions: 1) The general distribution was based on net patient revenue; 2) The second distribution was for skilled nursing care for all licensed beds; and 3) The third distribution was intended to make safety net hospitals whole. Dr. Ehrlich added that the federal distribution process does not have transparency to enable the public to know how much various hospitals have been reimbursed.

5) ZSFG EQUITY UPDATE

Susan Ehrlich, Chief Executive Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked who will be taking on leadership for ZSFG equity work while Tosan Boyo is deployed to the Unified Command Center. Dr. Ehrlich stated that Anh Thang Dao-Shah is leading many champions in the ZSFG equity work.

Commissioner Chow asked how ZSFG equity goals will be tracked and reported. Dr. Ehrlich stated that during the COVID-19 pandemic, ZSFG leadership is reviewing the 17 True North measures to ascertain what is realistic and most important to capture. She added that regular reports will be given to the ZSFG JCC.

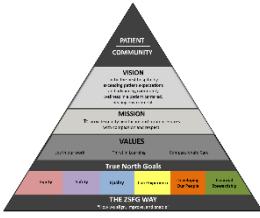
Commissioner Green stated that ZSFG conducts incredible equity work and asked about the development of uniform equity measures. She also asked about the process for ZSFG/DPH to decide how to proceed in its relationship with the Sheriff's Department. Dr. Ehrlich stated that UCSF has convened a group to look at how racism is prevalent in medicine so appropriate changes can be recommended and made. She noted that Dr. Colfax will be the person making final decisions regarding the relationship between the DPH and Sheriff's Department. Dr. Carlisle stated that UCSF has been making progress in equity issues related to staff, students, and residents. She noted that

progress on medical staff issues is slow and steady. She also stated that UCSF also convened a task force to review security and policing on all UC campuses. Ms. Dao-Shah stated that the majority of use of force is directed towards Black/African Americans. She noted that it is important to better understand why ZSFG staff call security more often for issues with this population and reiterated that issues of systemic racism need ongoing work and attention. Mr. Price stated that the DPH is using data to review the root causes related to frequency of ZSFG staff calls to security requesting assistance with Black/African American patients. He noted that he is working closely with Dr. Colfax on assessing security services throughout the DPH.

6) **ZSFG CHIEF EXECUTIVE OFFICER'S REPORT & EMERGENCY DEPARTMENT NEWSLETTER**

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

Report Updates



SAFETY Page 2

- 1. COVID Preparedness/Response
 - COVID Preparedness
 - Visit from Mayor Breed
 - Supporting COVID Surges in Other Counties
 - Addressing Workforce COVID Infections
 - Continued Care for our Patients and Community
- 2. Philanthropy Update: San Francisco General Hospital Foundation Funds \$2 million grant for Telehealth

Data Updates



QUALITY Page 5

- Emergency Department Activities
- Urgent Care Clinic Activities
- Psychiatric Emergency Services Activities
- Average Daily Census
- Lower Level of Care

SAFETY Page 16

- Occupational Health COVID Testing
- Workplace Violence Activity

COVID Preparedness

For the past five months, ZSFG has been fully engaged with the SFDPH and the city to plan to manage the COVID-19 pandemic, including planning for a potential surge in patients, as well as a demobilization. In doing so, we have been working closely with all other hospitals in the city to plan for as much capacity as possible, as well as using state and federal regulatory flexibility to use all spaces as efficiently as possible. ZSFG is part of the city's incident command team that identifies and operationalizes spaces that can be used as field clinics, field hospitals and medical shelters. The entire city structure is poised with us to meet the pandemic head on.

As of July 21, ZSFG has seen the following:

- 294 total COVID+ patient hospitalizations
- 69 COVID+ patients were admitted directly or transferred to the ICU – 23.47% of total COVID+ hospitalizations
- 10 Deaths – 3.4% of total COVID+ hospitalizations

The entire city structure is poised with us to meet the pandemic head on.

Visit from Mayor Breed

On Friday, June 25th, Mayor London Breed visited ZSFG and to celebrate our Essential Workers. She shared an emotional and inspirational speech about our essential staff caring for the SF community during the COVID pandemic, often at great personal sacrifice. She emphasized that health and life come first, and with that the understanding that hospitals and health care institutions must be protected from overwhelming numbers of people sick with COVID and other illnesses. We are grateful to the essential workers and for all they do for this organization.

Supporting COVID Surges in Other Counties

As surrounding counties have experienced major surges in COVID cases and exceeded capacity, ZSFG has opened its doors to out-of-county transfers to support them. Since mid-June, we have received one transfer from Imperial County. Additionally, our organization has collaborated with other hospitals to ensure our communities and patients are safe.

Addressing Workforce COVID Infections

Since June 27, ZSFG and the Behavioral Health Clinic (BHC) has seen an additional 20 cases, which brings our total to 50 cases (an increase of about 66%). Based on information to date, it is suspected that many recent cases at work may have been acquired in the community. However, ZSFG has been taking many precautions such as following SFDPH's recommendations for universal masking and the CDC's recent addition of universal eye protection, hand hygiene, cleaning and disinfecting and CDC's personal protective equipment PPE guidelines. Additionally, our Infection Control and Food and Nutrition Services team created and implemented instructions on breakroom best practices, which include not sitting directly across from a co-worker, not sharing serving utensils, drinks, or food, and avoiding family style meals.

Furthermore, on Wednesday, July 8, ZSFG opened an alternative break site for staff. The cafeteria has been transformed to better allow for social distancing with the requirement of only two staff per table and the addition of partitions to protect staff while they are eating and drinking. Also, for

further safety precautions, cleaning supplies are available for staff to clean their spaces before and after use.



Alternative Break Site

Continued Care for our Patients and Community

Our Spiritual Care department has remained committed to supporting patients, families and staff at ZSFG during the pandemic. Chaplains now facilitate video calls for patients to speak with their families and provide services over the phone for patients who are COVID+. They have also expanded their care to provide tele-chaplaincy services for patients and families within the hospital, as well as family members who are unable to visit loved ones. This care is especially important for ZSFG patients who have family in other countries and are unable to visit during this time.

In addition to the expansion of chaplaincy services, ZSFG has continued to care for our patients and community in other ways such as distributing donated cloth masks to patients. Dissemination is based on a tiered system. The first tier consists of units with the most vulnerable patient population, including: Women's Health, Labor and Delivery, Infusion, Dialysis, Psych Emergency, Long Team Care, Chronic Disease Management, and Cancer Awareness, Resources and Education. The second tier includes: Urgent Care, Family Health Center, Castro Mission, and the 3M/4M Surgical Clinics. To date over 2,700 masks have been distributed to our patients and families thanks to the contributions from our generous local donors!

Many thanks to our staff and their dedication to one another. Our staff is our greatest asset and we would not be the remarkable institution we are today without the amazing work they do each day.

SAFETY

2. Philanthropy Update: San Francisco General Hospital Foundation Funds \$2 million grant for Telehealth

With the pandemic comes the overwhelming need for digital access and skills in order to complete many basic life functions during this time of shelter-in-place. More than that, our patients' needs for remote access to healthcare via telehealth are paramount. Even when shelter-in-place orders are completely lifted, there will be more widespread use of telehealth in the US given its rapid expansion over the past few months. ZSFG now has an opportunity to design and execute specific programs to include low-income and diverse patients in this telehealth revolution. Many thanks to SFGH Foundation for approving \$2 million to support this Telehealth Program at ZSFG that will improve care to our patients!

This telehealth program will be measured by several metrics over a 5-year period that can be collected via program staff and directly from our Epic data at ZSFG. Specifically, the following will be measured:

1. Total number of trainees in intensive training sessions.
2. Total number of referrals to technology consultation services.
3. Brief evaluations/ratings of the intensive trainings and technology consultation services (such as satisfaction scores, usefulness of training topics, and patients' self-reported confidence in digital literacy skills), completed via surveys at the end of sessions.
4. MyChart adoption rate, with a goal of 30% overall. This metric will also be stratified by race/ethnicity and language data with goals of 0% disparities between English and Spanish speakers and 10% proxy enrollment for patients speaking other languages.
5. Telehealth video visit encounters at ZSFG ambulatory settings, stratified by race/ethnicity and language data. The goal for this metric is 20% for all patient race/ethnicity and language subgroups.

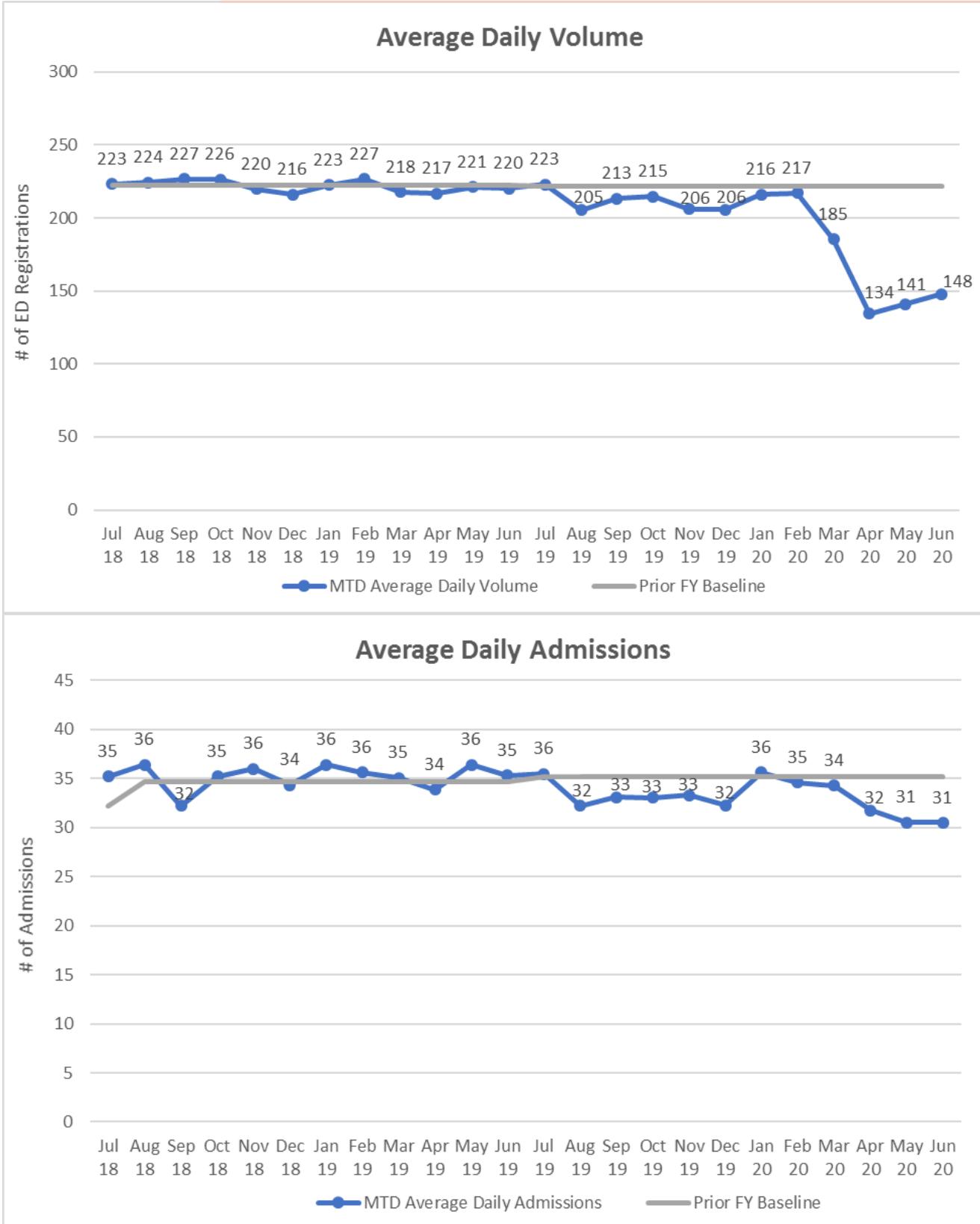
Many thanks to the Department of Public Health Information Technology (IT) team for leading this work to help ensure digital equity in our patient engagement efforts.

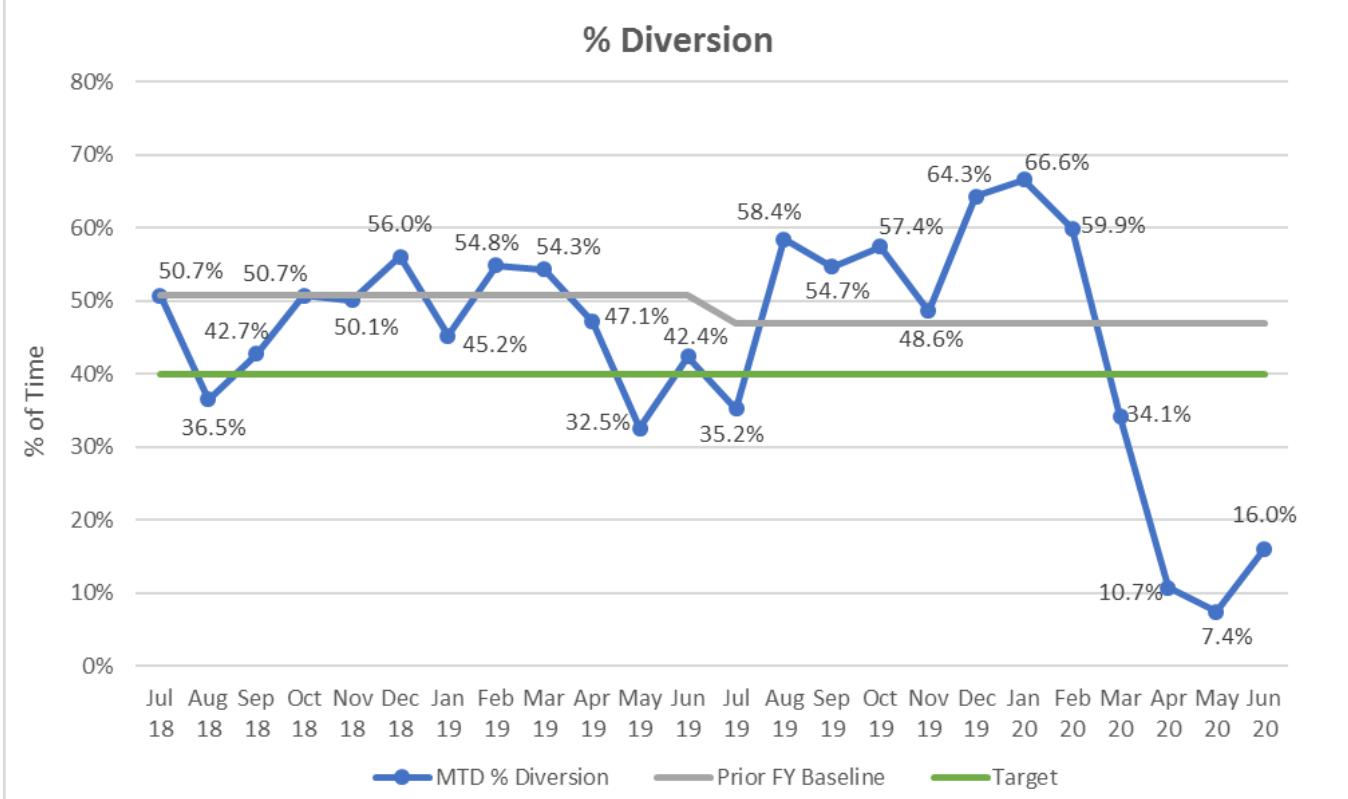
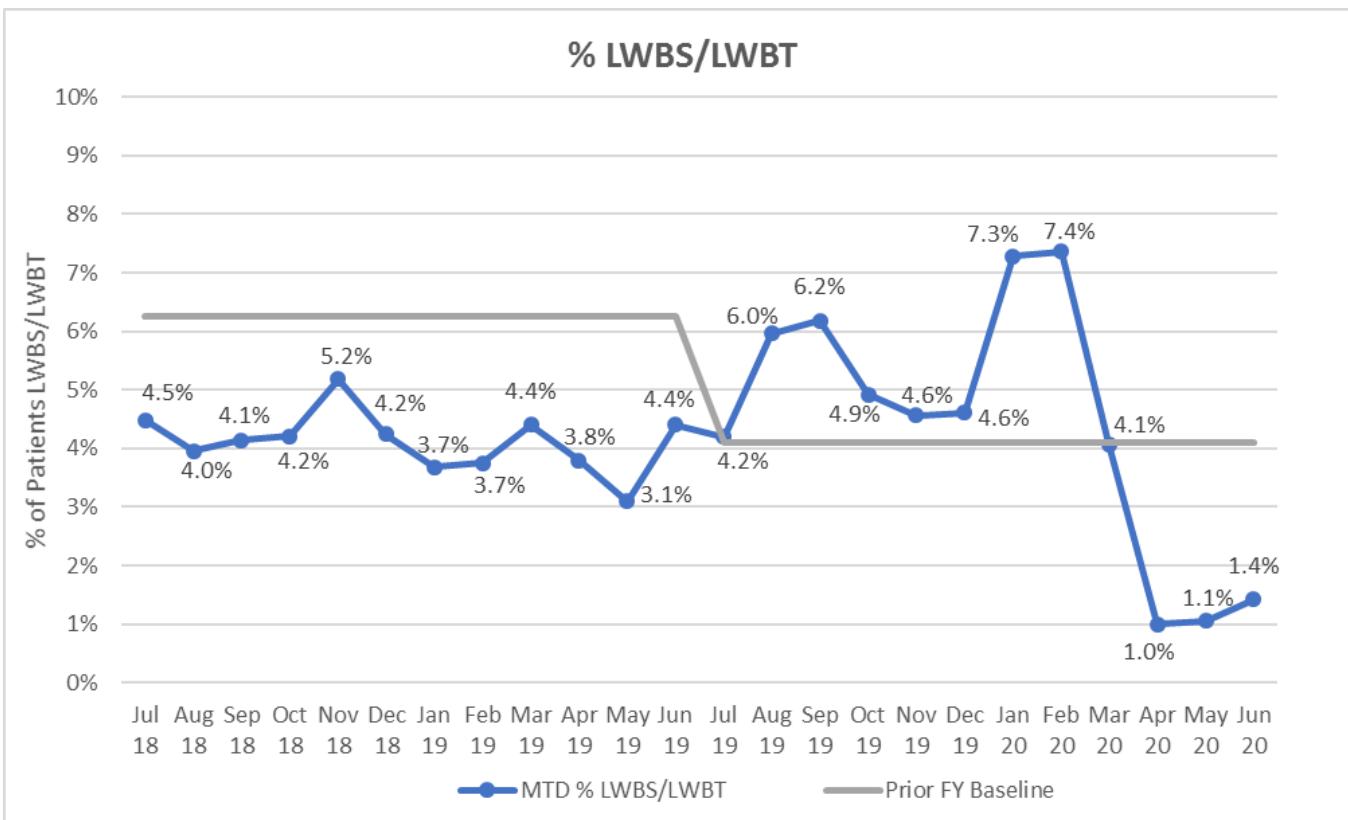
SAFETY

3. Cal/OSHA Update

In late 2019 Cal/OSHA received complaints regarding the safety and security of staff at ZSFG related to workplace violence events. The allegations were related to the process of reporting incidents, the investigative process and actions taken in response to incidents. Cal/OSHA inspectors then visited the Emergency Department, Psychiatric Emergency Services and Inpatient Psychiatry, to interview leadership, providers and frontline staff. The investigation determined that some allegations were substantiated by Cal/OSHA. In March of 2020, ZSFG received the two citations, both with a requirement to submit abatement plans and pay monetary penalties. The abatement plan for Citation 1 was submitted, accepted and the penalty was paid. An appeal was lodged for citation 2, requesting further information regarding the citation. Through an informal resolution process with the district manager at Cal/OSHA, an abatement plan for citation 2 was formulated and submitted, and the citation paid. The Regulatory Affairs Team has now withdrawn the appeal.

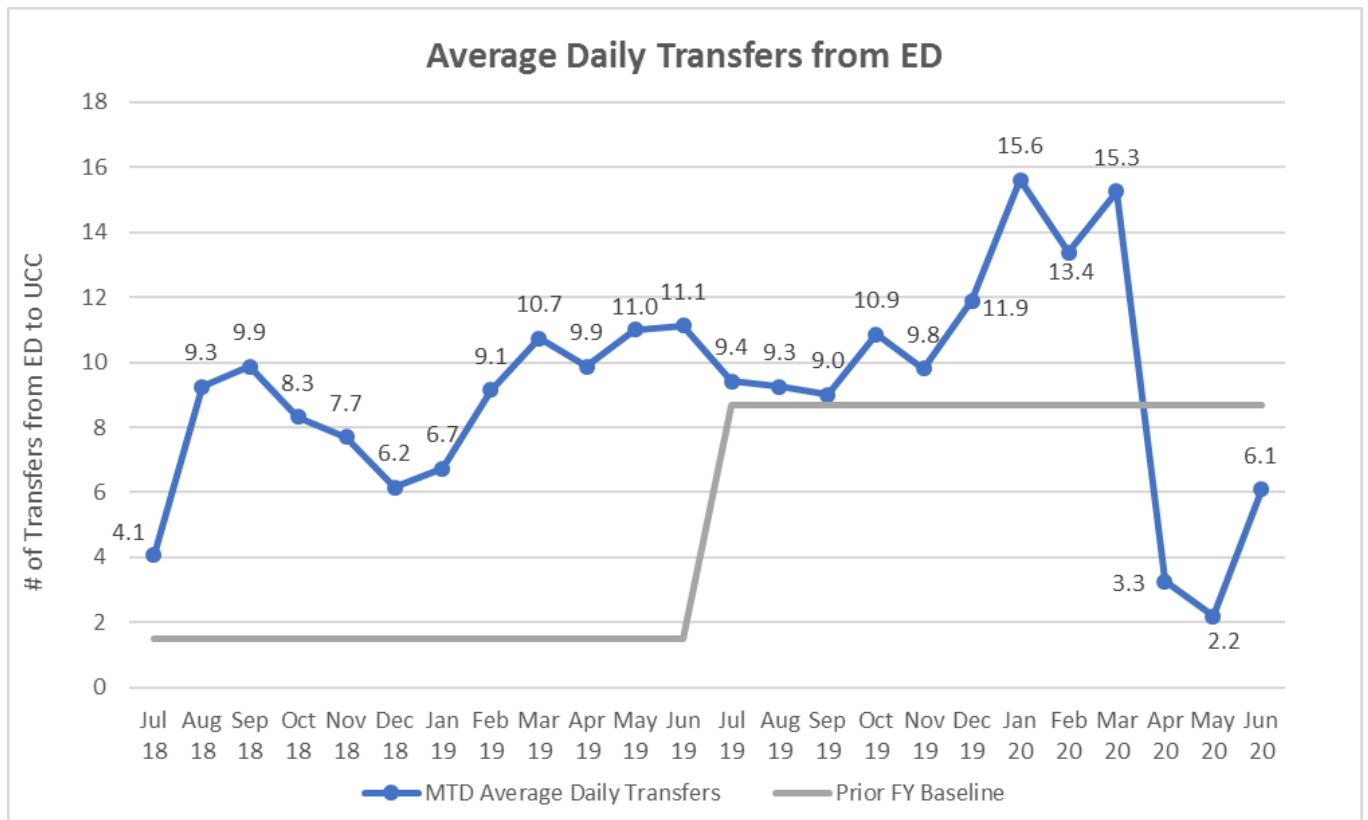
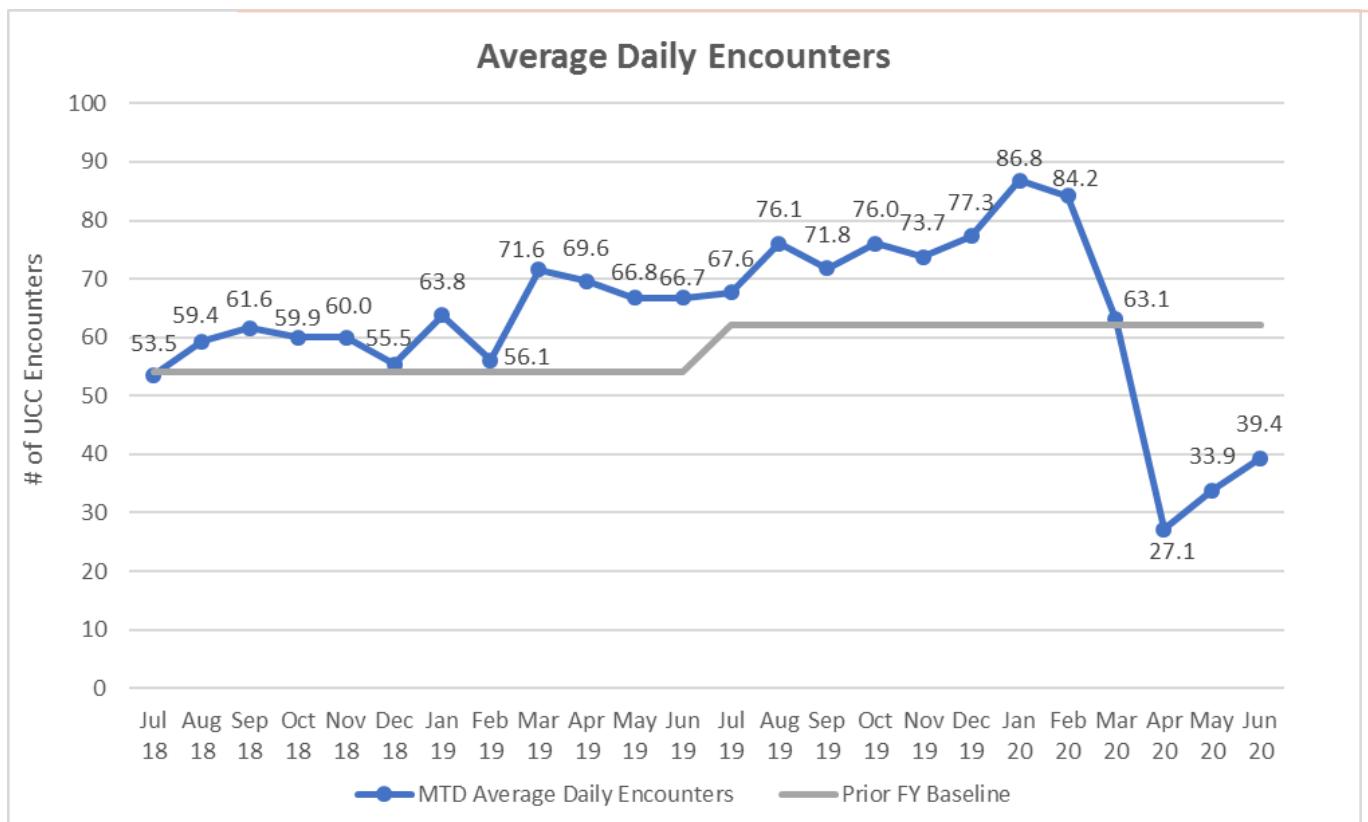
QUALITY Emergency Department Activities



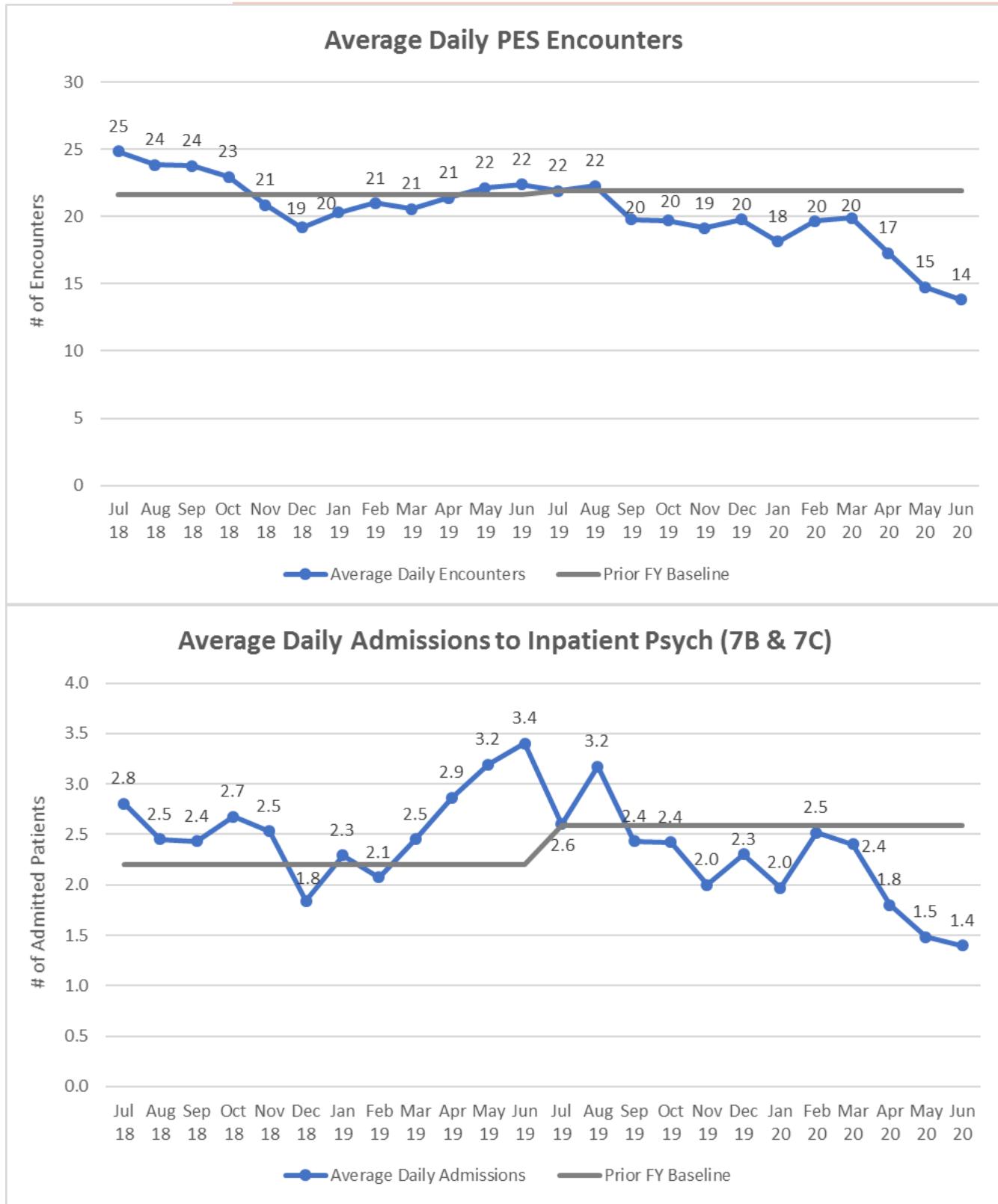


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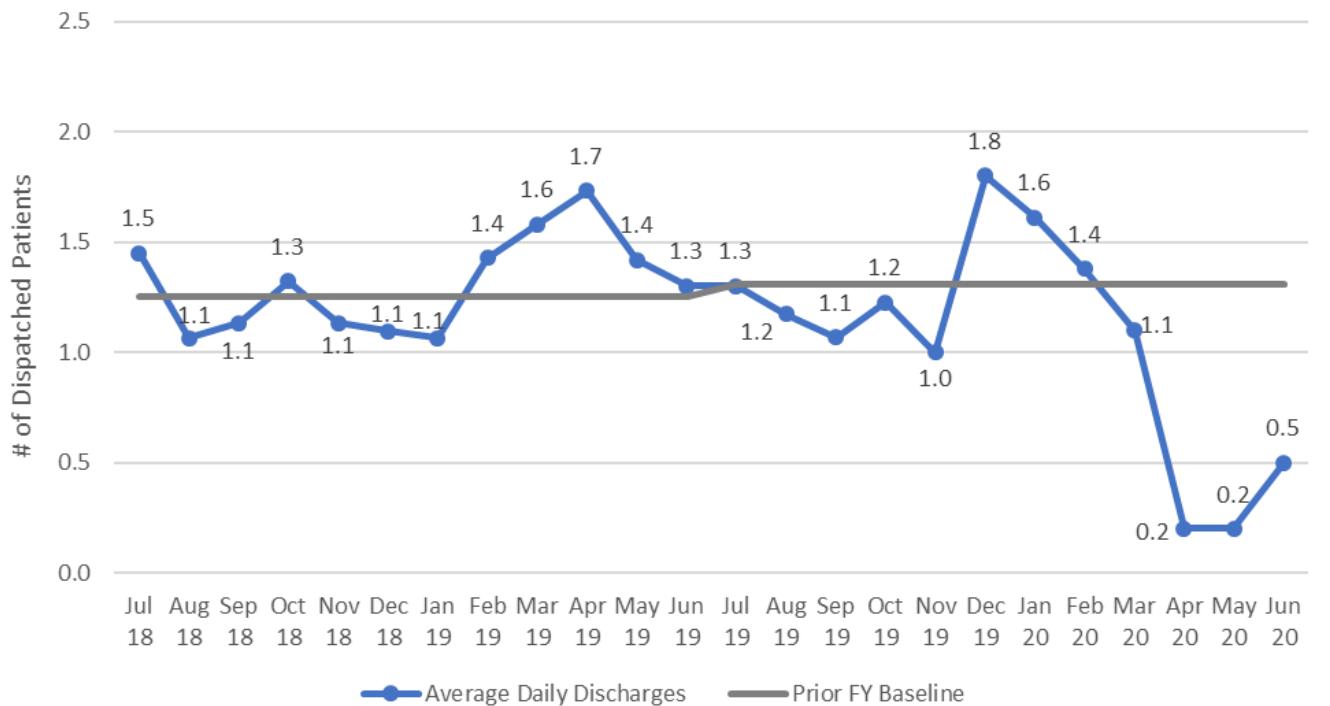
Urgent Care Clinic Activities



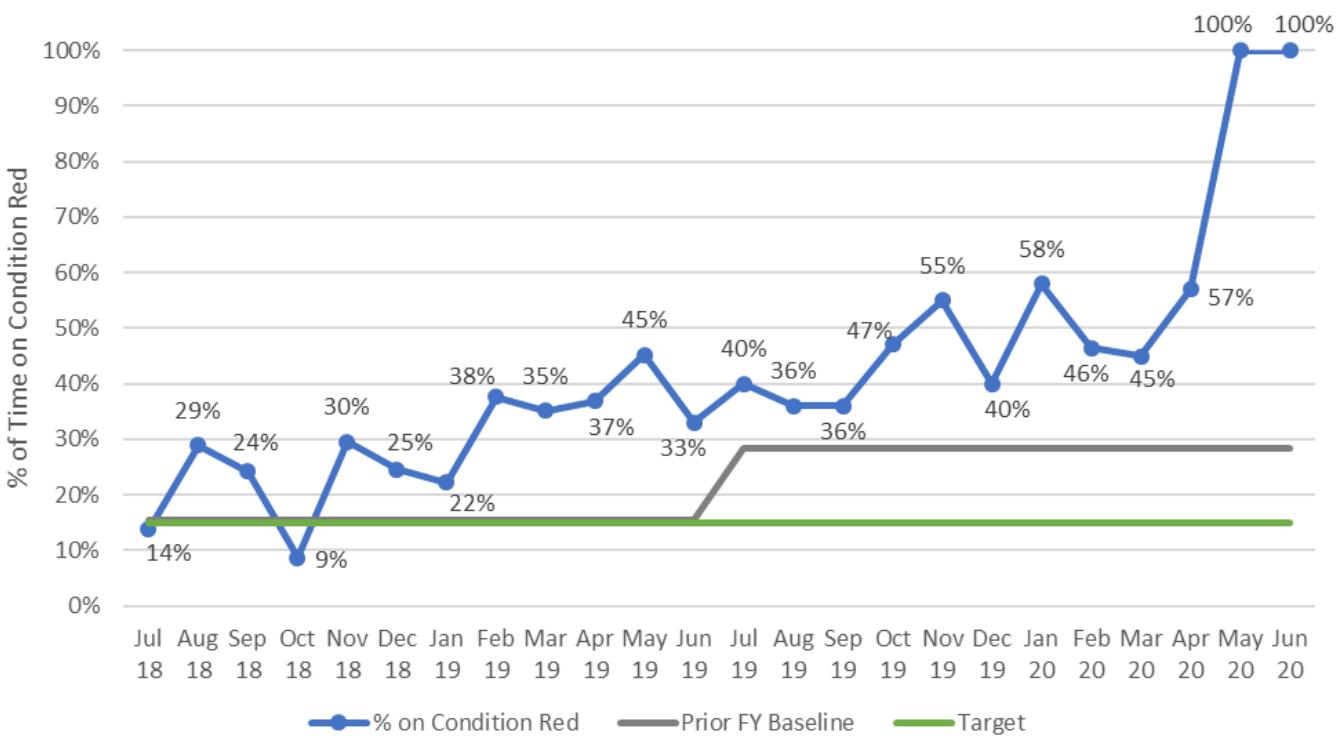
QUALITY Psychiatric Emergency Services Activities



Average Daily Discharges to Dore Urgent Care Clinic (DUCC)



PES Condition Red*



*We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 164.80 which is 105.64% of budgeted staffed beds and 92.07% of physical capacity. 22.31% of the Medical/Surgical days were lower level of care days: 8.68% administrative and 13.63% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 24.30 which is 86.79% of budgeted staffed beds and 41.90% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 19.50 which is 65.00% of budgeted staffed beds and 46.43% of physical capacity of the hospital.

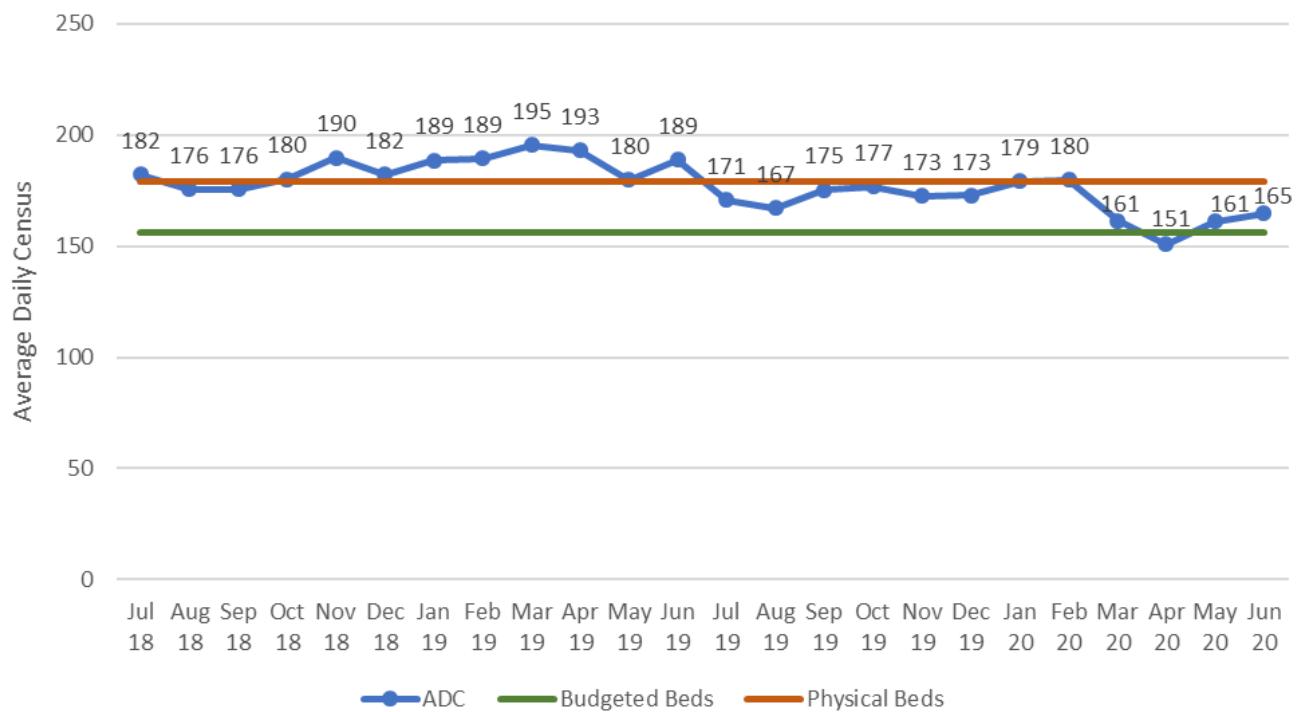
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.03, which is 90.96% of budgeted staffed beds and 59.75% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.03, which is 71.90% of budgeted staffed beds (n=7) and 41.94% of physical capacity (n=12). Utilization Review data shows 82.51% non-acute days (33.47% administrative and 49.04% non-reimbursed).

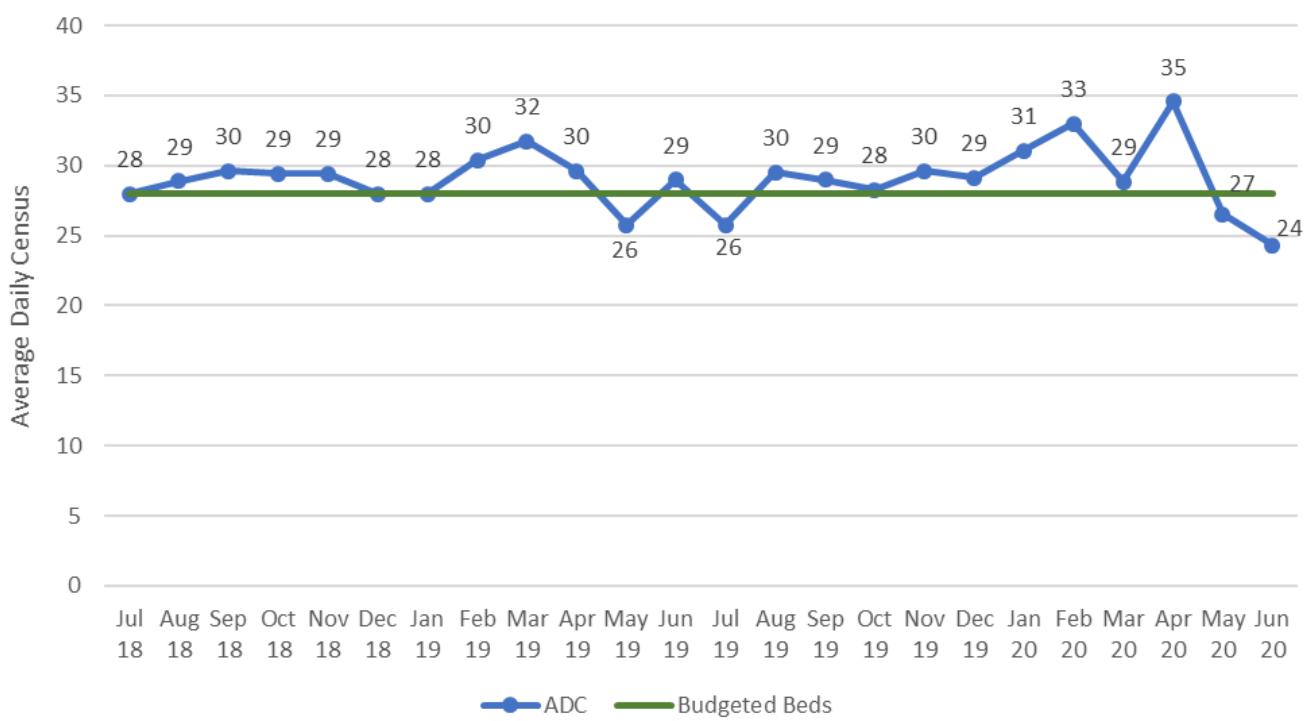
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 24.93, which is 89.05% of our budgeted staffed beds and 83.11% of physical capacity.

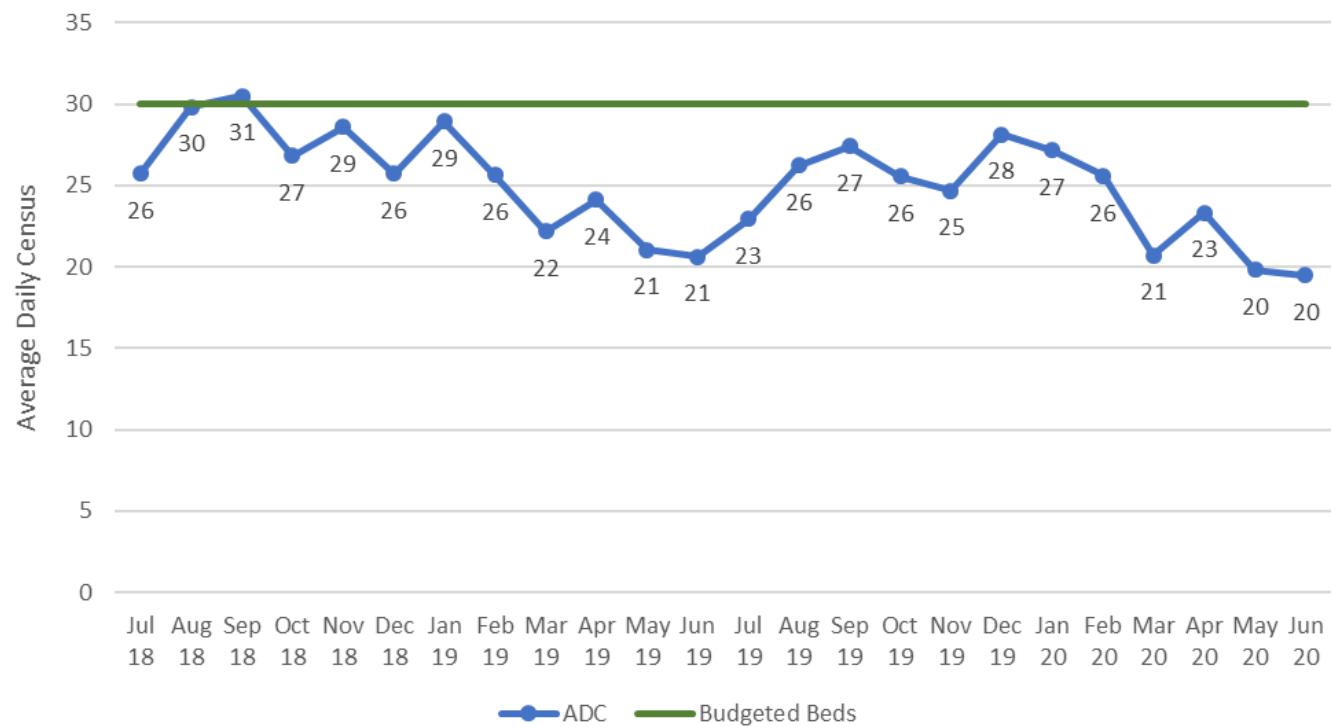
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



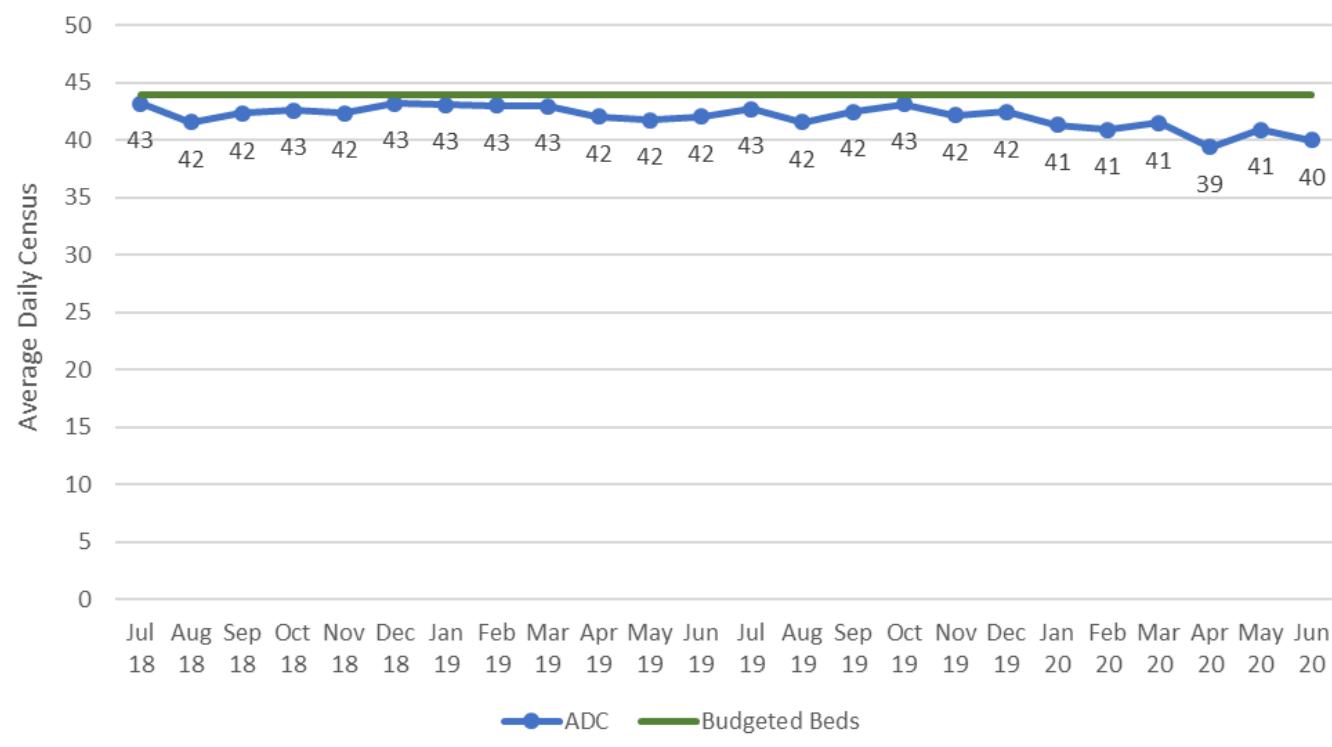
Intensive Care Unit Average Daily Census



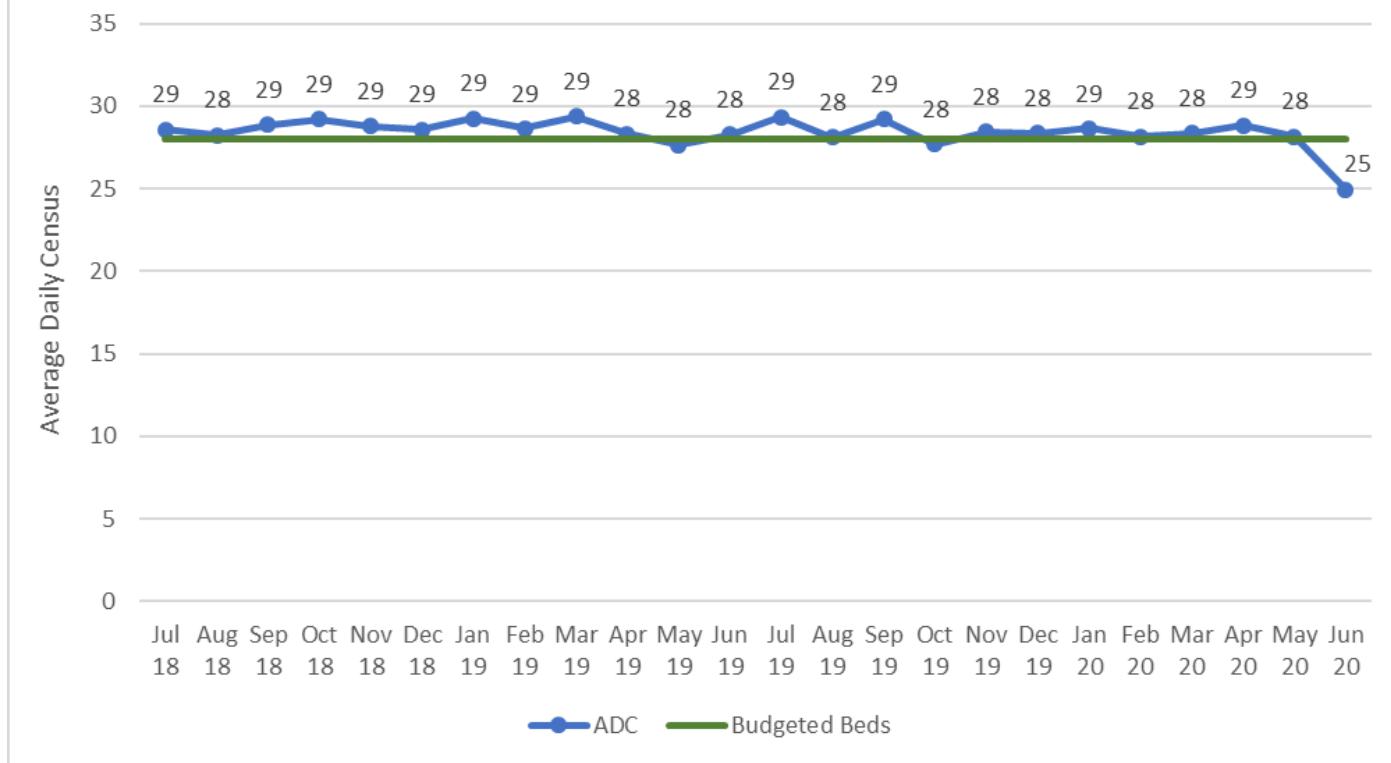
Maternal Child Health Average Daily Census



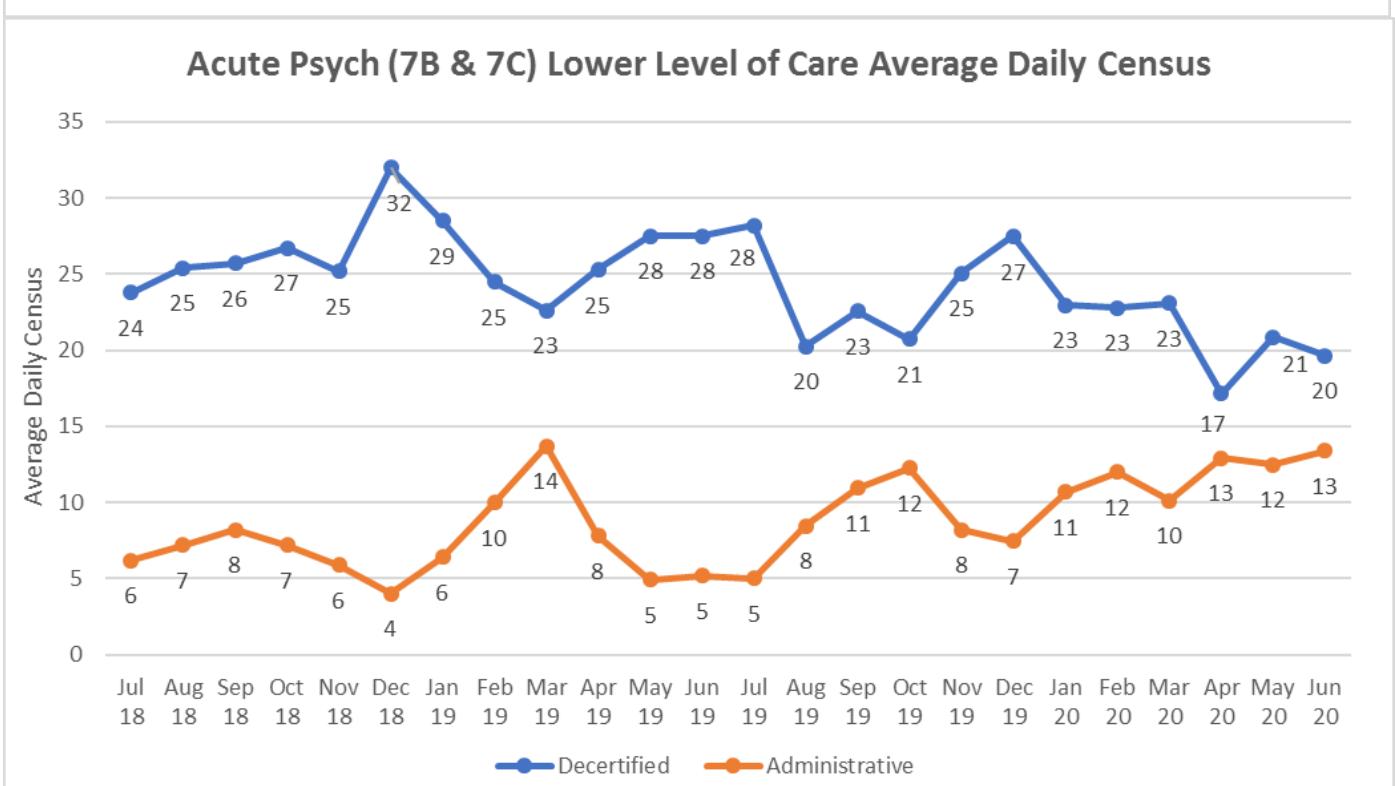
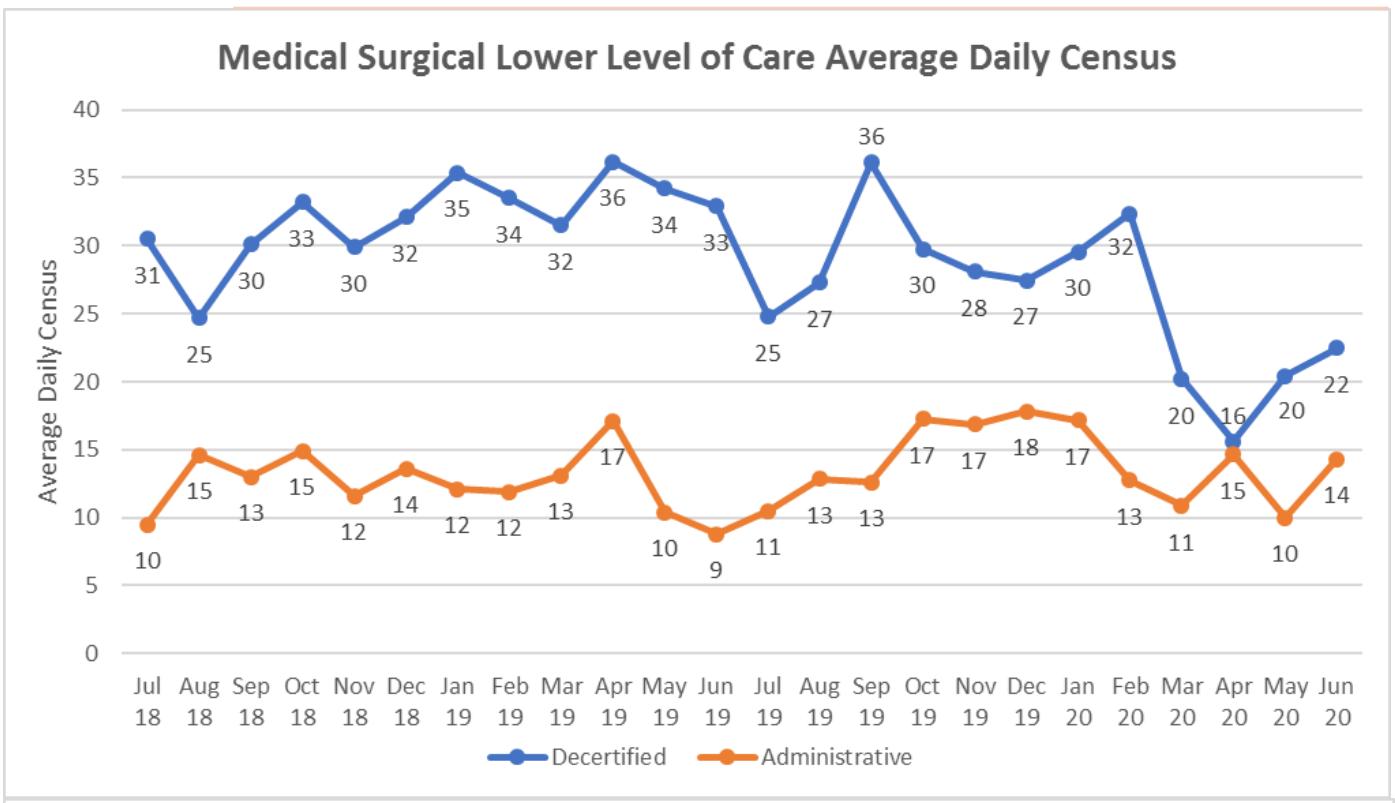
Acute Psychiatry (7B & 7C) Average Daily Census

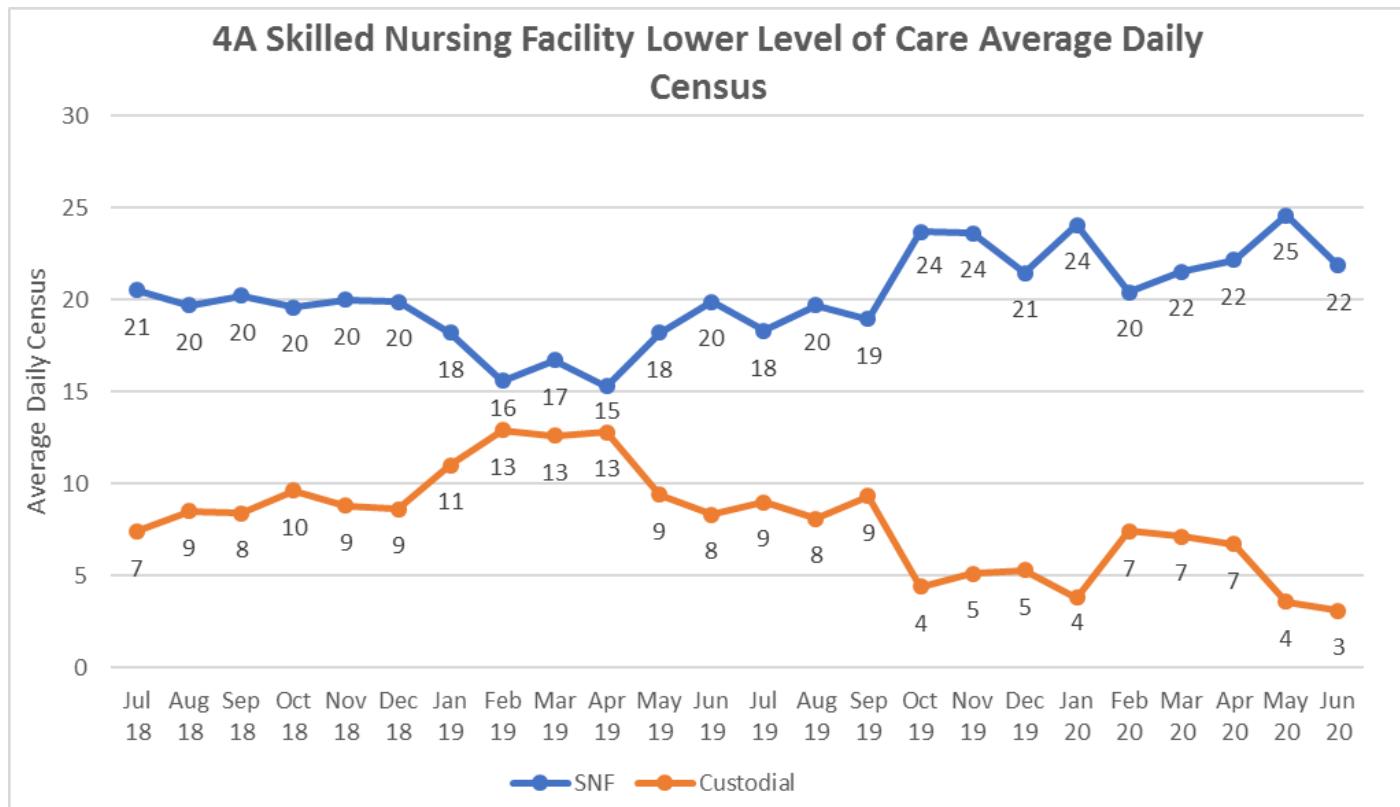


4A Skilled Nursing Facility Average Daily Census



QUALITY Lower Level of Care Average Daily Census

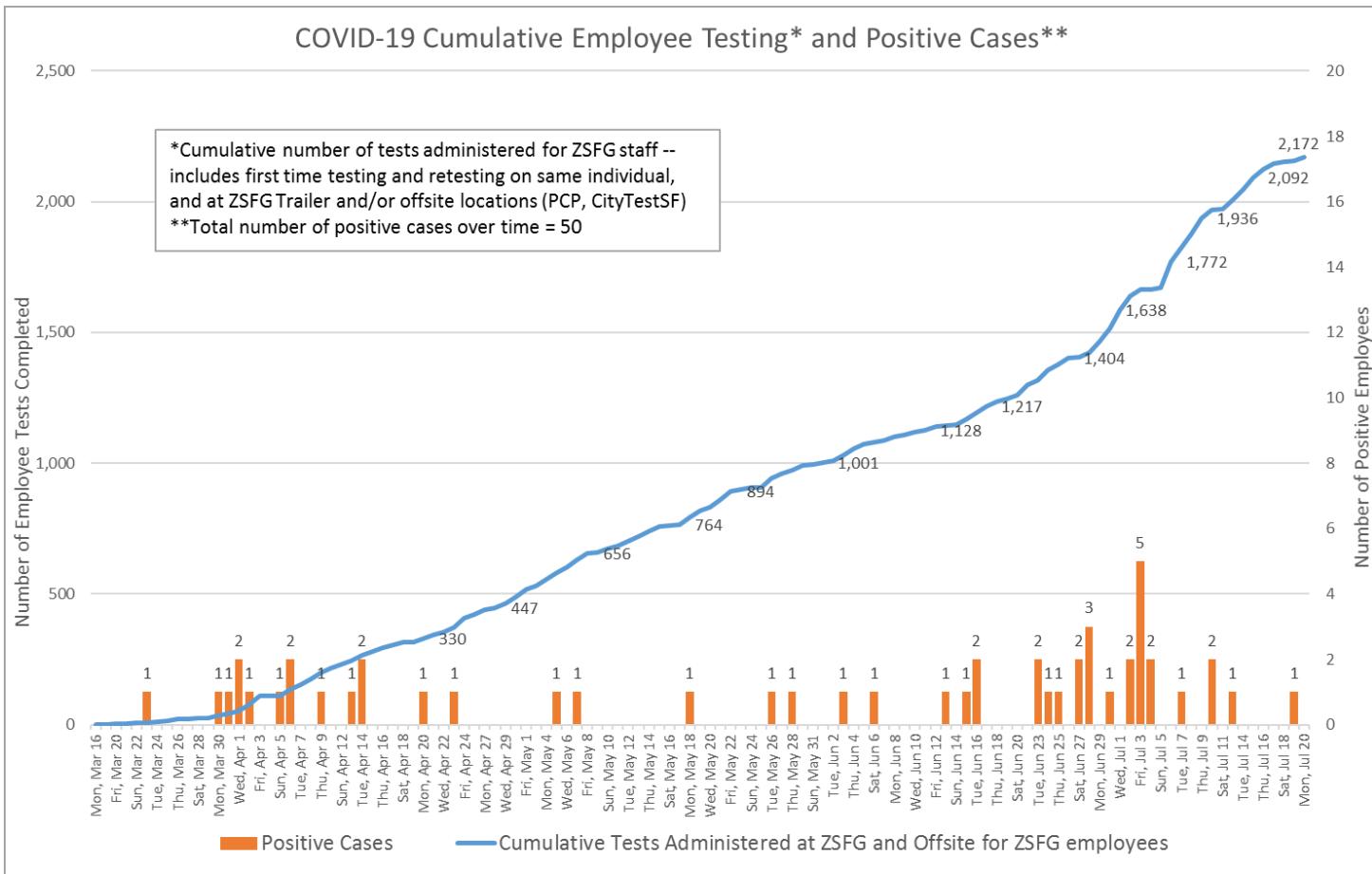




SAFETY Occupational Health COVID Testing

The following data is reported as of July 21, 2020:

- 1,467 total ZSFG employees have been tested (at ZSFG Trailer and offsite testing locations).
- 1,158 employees have been tested at the ZSFG trailer.
- 50 ZSFG employees on campus have tested positive for COVID-19. Of the 50 cases, 21 employees are off work and 29 employees have now returned to work.
- ZSFG has a 3.541 positive test rate (50 positive cases/1,467 employees who have been tested).



SAFETY Workplace Violence Activity

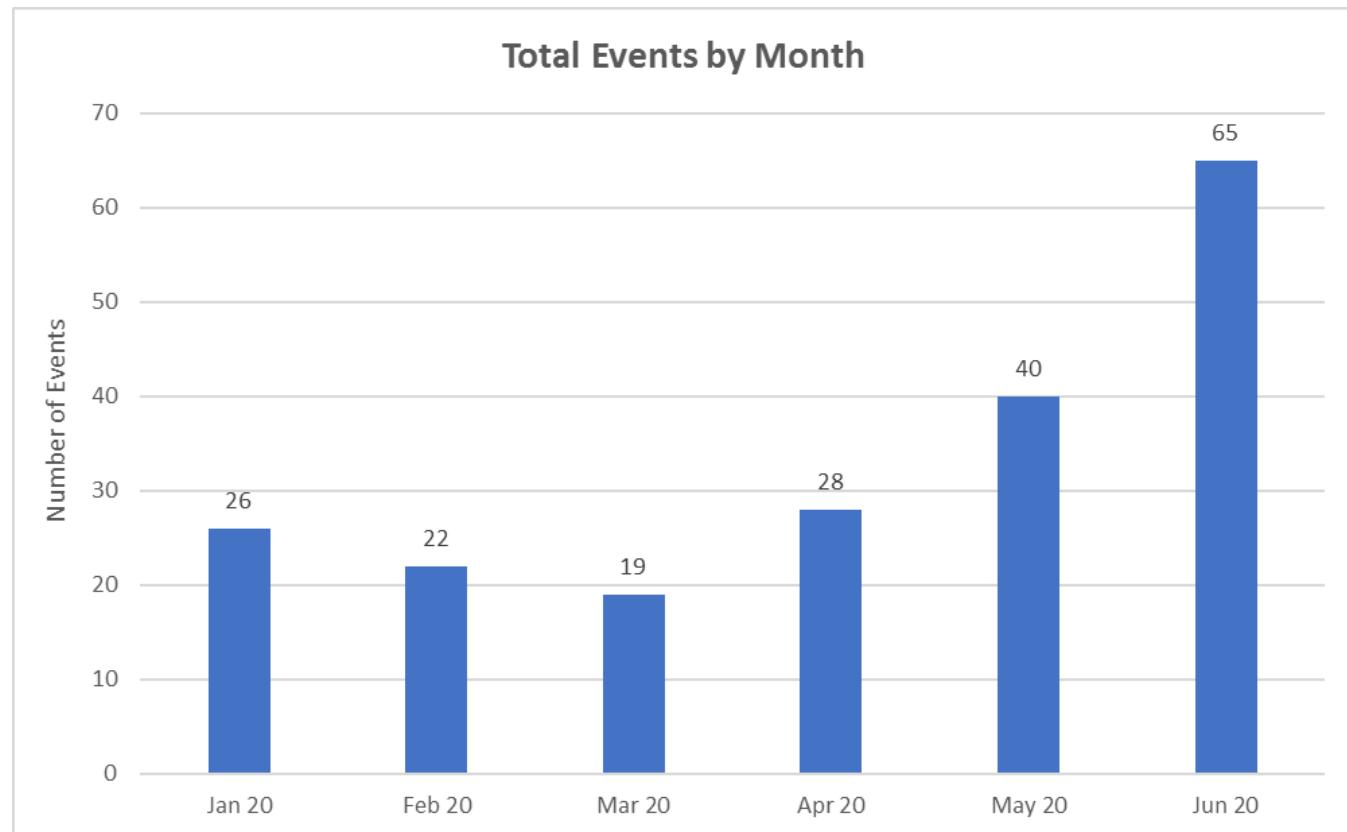
Since the last report out on Workplace Violence Prevention, some items on the original plan were postponed due to the COVID-19 pandemic.

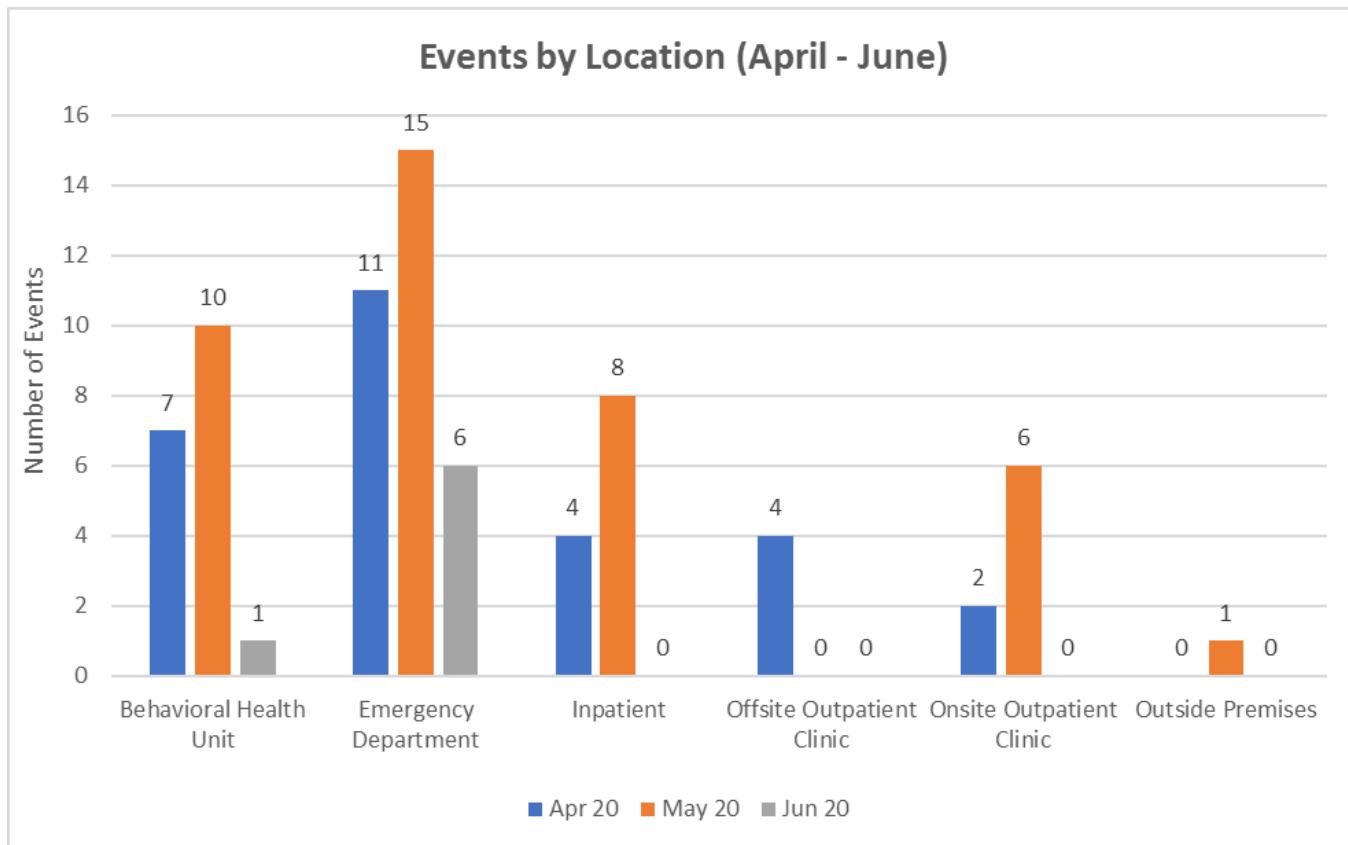
Nevertheless, our Workplace Violence Prevention Team has completed the following items which increase access and encourage staff to report workplace violence:

- Workplace violence prevention signage has been added to the Emergency Department (ED), Urgent Care Center, B80/90, Adult Medical Health Center (1M) and the main entrances to the hospital.
 - On June 15th, the abatement plan for four workplace violence citations from Cal/OSHA was submitted and accepted as complete.
 - Workplace violence prevention data has been collected, investigated and reported to Risk Management.
 - A paper Unusual Occurrence (UO) form has been implemented to capture required data by Cal/OSHA and training for ED staff has been completed.

Next steps include training staff and rolling out the new UO form in Psychiatry, 1M and the rest of the hospital. Additionally, Code 50 in the ED, which provides a standardized response for behavioral patients and ensures that the required data is collected, is being tested.

Finally, the team is working to increase staff capacity to de-escalate potential violent situations through standardized and unit specific trainings. A workplace violence prevention training guided by the Crisis Prevention Institute (CPI) framework, has been assigned for all DPH and UCSF staff, including residents, medical students and fellows through the annual training which must be completed by December 2020. The team is also recruiting for principal and lead CPI trainers that are unit-based. By the end of September 2020, we will have 40 CPI certified trainers. Departments that are higher risk such as ED and PES have the highest number of trainers.





Commissioner Comments:

Regarding the Cal/OSHA update, Commissioner Chow asked for more information regarding staff reaction to the ZSFG abatement plans. Dr. Ehrlich stated that the COVID-19 pandemic has provided an opportunity to improve relations with many ZSFG staff members. The preliminary analysis of the recent staff survey indicates that improvements have been successfully made. The basic tenets are that leaders are listening and working with line staff.

Commissioner Chow noted that there is more reporting of workplace violence and asked whether there has been an increase in incidents or an increase in reporting. Dr. Ehrlich stated that she believes there is an increase in awareness and therefore a higher level of reporting; however, data will indicate over time whether trends have changed.

Commissioner Green asked for information regarding the percentage of ZSFG Emergency Department patients that are admitted. Dr. Ehrlich stated that prior to the COVID-19 epidemic, the rate was around 15%, but it is now 20-25% because individuals coming to the Emergency Department are sicker when they arrive.

7) ZSFG HIRING AND VACANCY REPORT

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

Commissioner Comments:

Commissioner Chow asked whether progress made in the hiring process can be continued after the COVID-19 pandemic. Ms. Johnson stated that efforts are being made to retain improvements in the hiring process throughout the DPH and CCSF systems.

Commissioner Green asked if the COVID-19 pandemic has impacted the rates of retirements. Ms. Johnson stated that she has not observed increased projections for retirements during this time.

8) MEDICAL STAFF REPORT

Lisa Winston, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Regarding the ZSFG Medical Staff Bylaws, Commissioner Green asked if the proposed language for "Discharge and Transfer of Patients," is specific enough. Dr. Winston stated that EPIC has been very helpful in ensuring discharge summaries are properly documented in a timely manner.

Commissioner Green asked if there is more specificity needed regarding the frequency by which skilled nursing patients are seen. Dr. Winston stated that this language reflects the regulatory guidance for skilled nursing patients.

Commissioner Chow asked for information regarding the projected timeline for reviewing and revising the Bylaws again. Dr. Winston stated that the committee will reconvene in approximately 6 months to revise the documents.

Commissioner Chow suggested that the committee review language on page 81 regarding the City Attorney's role. He added that the intention should be that the City Attorney can provide counsel regarding the entire document, instead of just the amendments. Mr. Levy stated that the City Attorney's office will review this language.

Commissioner Chow stated that he is concerned that the Bylaws specify that medical practitioners should personally report issues to the City Attorney's Office. He recommended that the process be changed to enable individual medical practitioners to report issues to the Medical Staff Committee which then can communicate with the City Attorney's Office.

Action taken: The following items were unanimously approved:

- Medical Staff Bylaws
- Medical Staff Rules and Regulations
- Emergency Medicine Clinical Pharmacist SP
- Furnishing Medications/Drug Orders Template

9) OTHER BUSINESS

This item was not discussed.

10) PUBLIC COMMENT

There was no public comment.

11) CLOSED SESSION

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

12) ADJOURNMENT

The meeting was adjourned at 5:19pm.