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**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Tuesday January 20, 2020 3:00 p.m.  
1001 Potrero Avenue, CARR Auditorium  
San Francisco, CA 94110**

**1) CALL TO ORDER**

Present: Commissioner Laurie Green, M.D.  
Commissioner Dan Bernal

Excused: Commissioner Edward A. Chow, M.D., Chair

Staff Present: Susan Ehrlich MD, Naveena Bobba MD, Karrie Johnson, Leslie Safier,  
Basil Price, Jennifer Boffi, Tosan Boyo, LukeJohn Day MD,  
Virginia Dario Elizondo, Troy Williams, Dan Schwager, Terry Dentoni,  
Kim Nguyen, Casie Aniya, Claire Horton MD, Mike Gerchow

The meeting was called to order at 3:09pm.

**2) APPROVAL OF THE MINUTES OF THE DECEMBER 10, 2019 ZUCKERBERG  
FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The Committee unanimously approved the December 10, 2019 meeting minutes.

**3) REGULATORY AFFAIRS REPORT**

Troy Williams, Chief Quality Officer, presented the item.

Commissioner Comments:

Regarding the Joint Commission Resources Consultative Survey, Commissioner Green noted that it is commendable that the surveyor commented that ZSFG would have received only half of the number of citations in comparison to similar facilities.

#### **4) HOSHIN STRATEGIC PLAN UPDATE**

Jim Marks, MD, Chief of Performance Excellence, Jenna Bilinski, Kaizen Promotion Office Director, presented the item.

##### Commissioner Comments:

Commissioner Green asked for clarification on which are stretch goals. Dr. Marks stated that items 9 and 10 were included from last year and are EPIC-implementation related. Therefore, these are achievable. He added that reaching 40% diversion is a stretch, partially due to EPIC implementation in 2019. He added that all the goals should be achievable-even if they are a stretch.

Commissioner Bernal asked for more information regarding the impact of current staffing levels on achieving goals. Dr. Ehrlich stated that all of ZSFG is impacted by the length of time it takes to hire staff. The direct impact of not having enough staff is the closure of beds. This leads to increased diversion, operational complexities, and staff satisfaction issues. She added that these issues are more pronounced in PES and the ED. She also thanked Ms. Dentoni for working diligently with Human Resources to make progress in this area.

Commissioner Bernal asked for information regarding the impact of the current average hiring wait of 246 days for new staff. Dr. Ehrlich stated that many candidates take other jobs because the wait is too long. She added that ZSFG is working with DPH Human Resources to shorten this timeline.

#### **5) ZUCKERBERG PATIENT CARE QUALITY IMPROVEMENT FUND**

Susan Ehrlich, MD, Chief Executive Officer, Jenna Bilinski, Kaizen Promotion Office Director, LukeJohn Day MD, Chief Medical Officer, presented the item.

##### Commissioner Comments:

Commissioner Bernal acknowledged the impact of the generous contribution from Priscilla Chan and Mark Zuckerberg.

Commissioner Green asked how data analytics feed into these projects and whether any of these projects are linked to the KPI. Dr. Ehrlich stated that ZSFG works with the SFGH Foundation to develop projects grounded by the ZSFG True North and strategic priorities. She added that ZSFG built upon successes from the last projects in designing the current initiatives.

#### **6) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT**

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

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## **EQUITY**

### **1. Equity Pop-Up Lounge**

On Saturday, December 18, ZSFG held its first ever Equity Pop-up Lounge, with over 20 night-shift staff in attendance. The Pop-Up Lounge Series aims to provide ZSFG's night staff with the opportunity to learn about and participate in facilitated conversations around Health Equity, defined as an outcome where everyone has a fair and just opportunity to be as healthy as possible. During this first meeting, Dr. Jeff Critchfield, Chief Medical Experience Officer, presented the overall results of the Staff Engagement Survey and Dr. Ayanna Bennet, Director of the DPH Office of Health Equity, presented the results of the equity questions from the survey. Participants discussed the results and suggested other equity topics they would be interested in learning at upcoming Pop-Up Lounges.

Feedback from the event was positive, with much excitement around a dedicated resource for night-shift staff. The next lounge will take place on January 29<sup>th</sup> and will focus on workplace violence prevention. ZSFG would like to express its deepest gratitude to the San Francisco General Hospital Foundation's Hearts Grants for funding this series and to the Equity Team for putting on such an incredible, informative, and important event!



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## DEVELOPING OUR PEOPLE

### 2. Charge Nurse Development Series

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In December 2019, the ZSFG Nursing Workforce Development Program completed its fourth cohort of the Charge Nurse Development Series, training a total of 54 charge nurses from inpatient and outpatient ZSFG units and clinics. These 2-day training sessions offer ZSFG's charge nurses the opportunity to develop their competencies in communication, delegation, mentoring, and feedback through a varied curriculum which includes didactic, teach back style, team building activities and personal reflection. The course evaluations highlighted that these sessions were helpful in "identifying real life scenarios from work and tools to deal with them." Another nurse wrote, "I will incorporate into my practice the steps I learned on handling and resolving conflicts".

After participating in the course, charge nurses can become facilitators, thus utilizing the skills they learned in class and broadening their experience as leaders. Many thanks to the San Francisco General Hospital Foundation's Hearts Grant for funding this development series and investing in ZSFG's future leaders.

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## DEVELOPING OUR PEOPLE

### 3. Expanded Executive Committee Retreat

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On Friday, November 22nd, ZSFG's Expanded Executive team met offsite to participate in a day long retreat. Over the course of the day, the team reflected on the previous year, celebrated successes, acknowledged challenges, heard from ZSFG's patient advisors, and developed individual, personal goals for the upcoming year.

The retreat incorporated two major themes: learning from our patients and staff; and putting one's own strengths into action. This past year, all DPH staff participated in a staff engagement survey. One of ZSFG's strategic initiatives, directly related to the outcome of the survey, "A Better Place to Work", was shared with

the entire expanded team who were able to ask questions and provide feedback. This conversation then continued into our patient advisory panel. Our patient advisors were candid in their feedback and shared their experiences at ZSFG in a way that invigorated our expanded members. This energy carried into the afternoon where each participant received their individual and group aggregate 360 survey results. Much of the afternoon was focused on individual reflection and learning from their peers. With all this feedback from our staff engagement survey, patient panel, 360 survey, and StrengthsFinders results, the team was tasked with updating their own personal development plans (PDP) to leverage these strengths, identify personal areas of opportunity, and determine how they can contribute to driving our strategic initiatives.

The team's feedback to this retreat was overwhelmingly positive. The conversations were timely and honest, the patient panel reminded the team of our dedication to True North, everyone was able to work together in a way that was a refreshing change from day to day interactions, and each member had dedicated time to reflect and work on their individual plan for the next year. Following this event, each expanded member will submit their individual goals, catchball them with their executive, and begin tracking their progress.

This retreat was a great opportunity for our Expanded Executive Leaders to strengthen their commitment to making ZSFG not only the best place to care for its patients, but also the best place to work for its staff. Many thanks to the Kaizen Promotion Office for putting on such an incredible event and to our patient advisors who took the time out of their day to participate in this important retreat.

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## **CARE EXPERIENCE**

### **4. 2019 ZSFG Holiday Celebrations**

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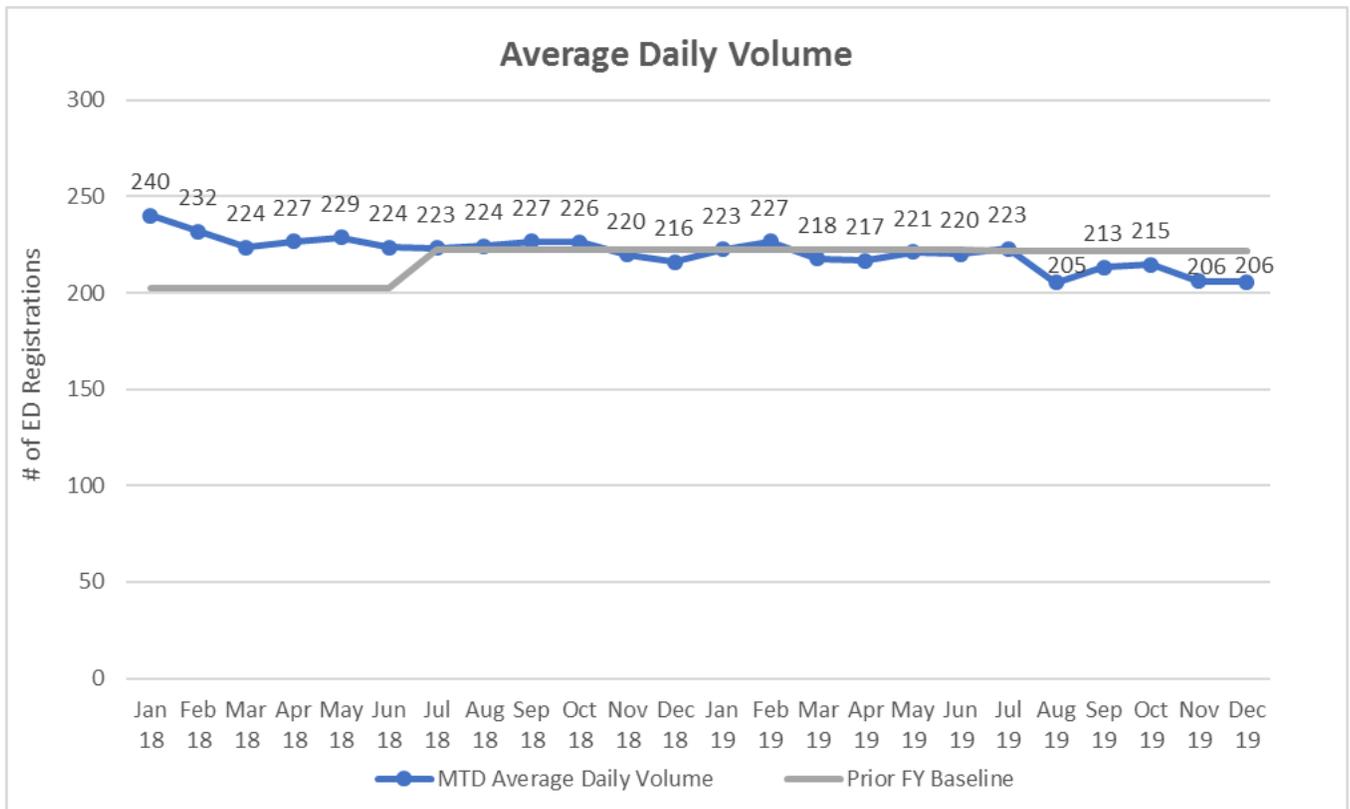
For 36 years, the Annual San Francisco Harley-Davidson Toy Run has provided toys to pediatric patients and their families at ZSFG. Two years ago, the Perkins family sold the dealership to Rich Gargano. Being a rider his entire life and someone who genuinely cares for this community, Mr. Gargano has made it a priority to keep this holiday tradition alive. On Sunday December 8th, 2019, Rich Gargano and San Francisco Harley-Davidson continued this custom with Santa Claus and members of the motorcycle clubs of San Francisco (and surrounding counties) by riding to ZSFG with donated gifts in tow. Following the toy donation, riders celebrated the holiday season by enjoying carols in the lobby of the main hospital.

On Thursday, December 12, 2019, ZSFG's Annual Children's Holiday Party took place in the Cafeteria. This event gives our pediatric patients and their families the opportunity to enjoy holiday music, free food, face painting, cookie decorating, balloon making, and caricature drawing. Each family also received a free gift bag and participated in a raffle, winning prizes such as a Visa gift card. Another favorite activity of the event was meeting and taking pictures with Santa Claus and his elves.

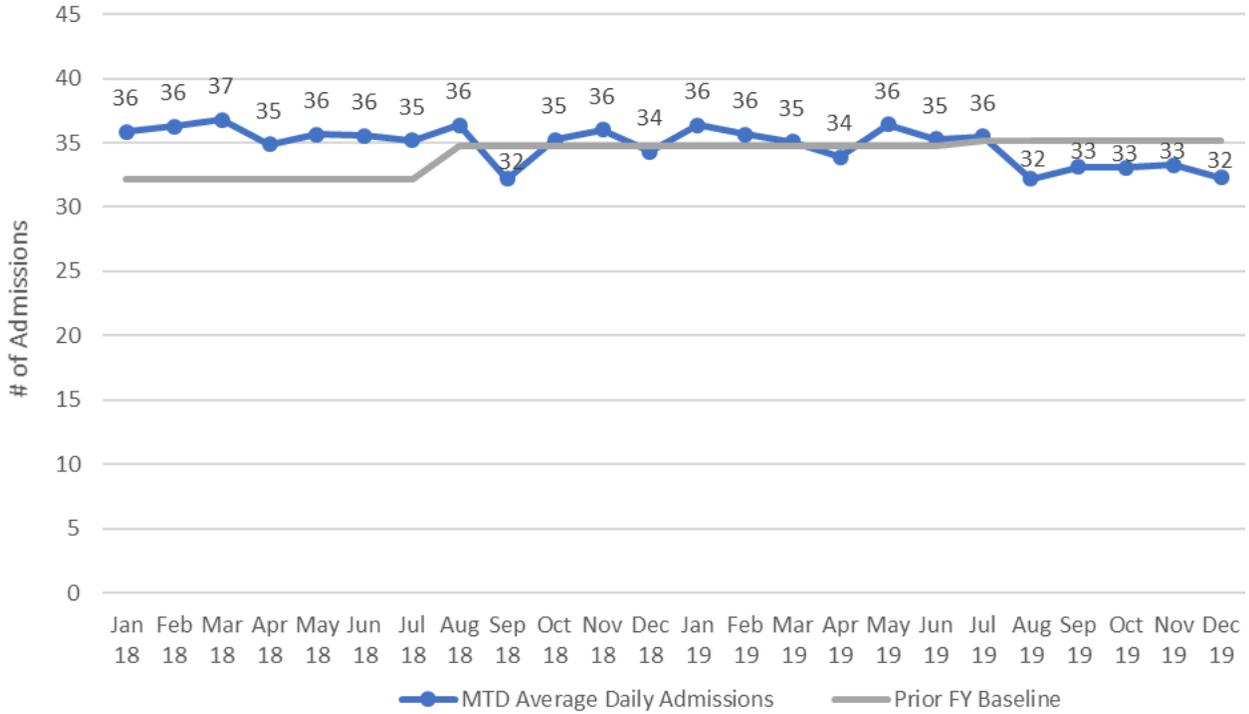
ZSFG would like to thank Chef Mike, Food and Nutrition Services, Environmental Services, Facilities, Care Experience, and all the volunteers for putting on two fantastic and well-planned events!



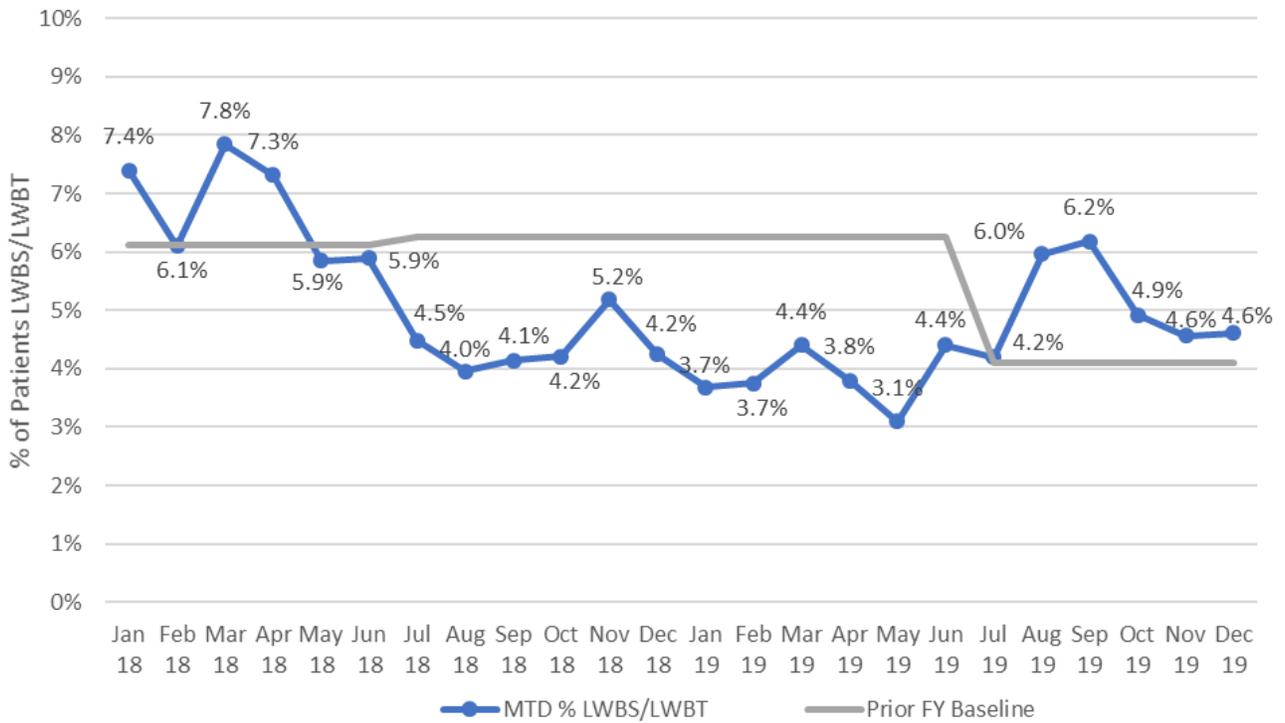
## QUALITY Emergency Department Activities

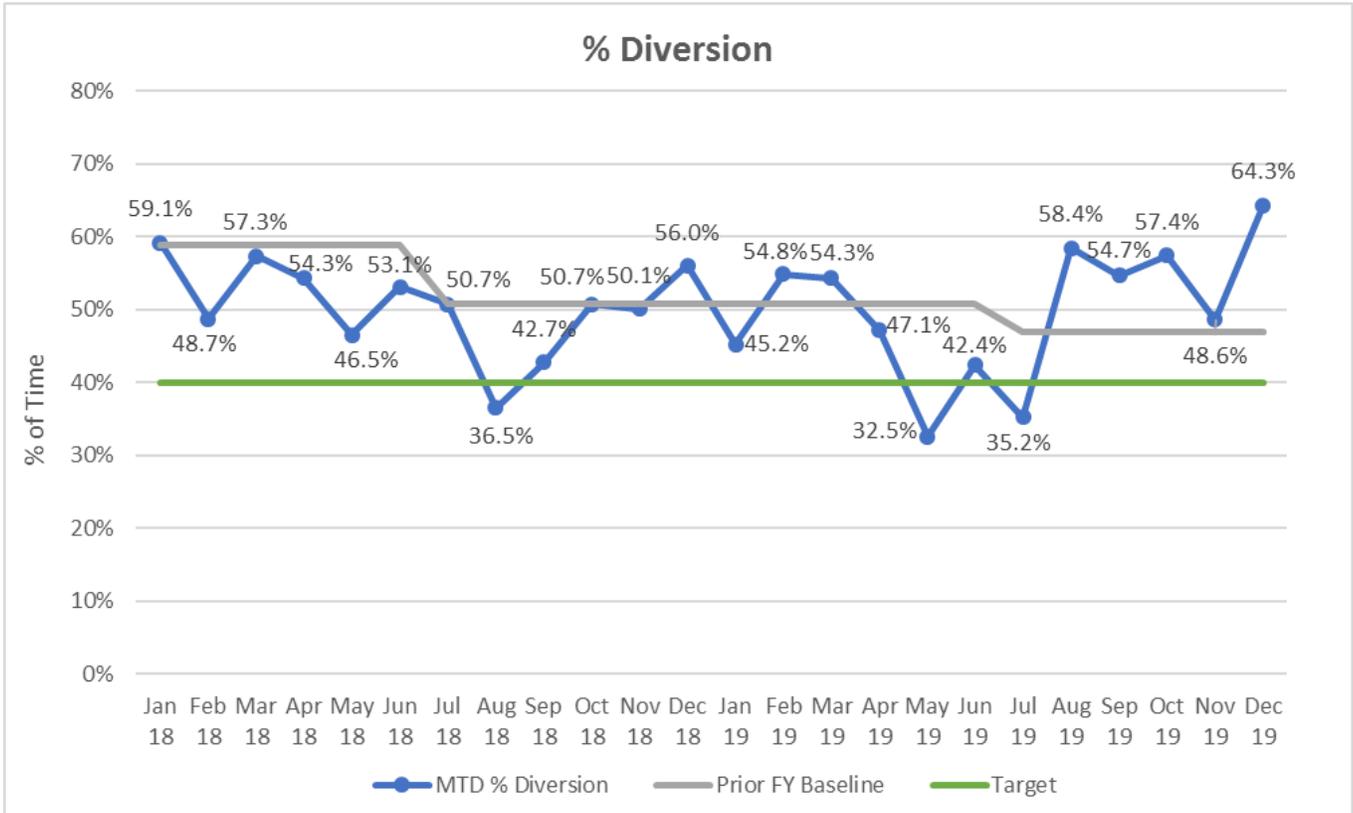


### Average Daily Admissions

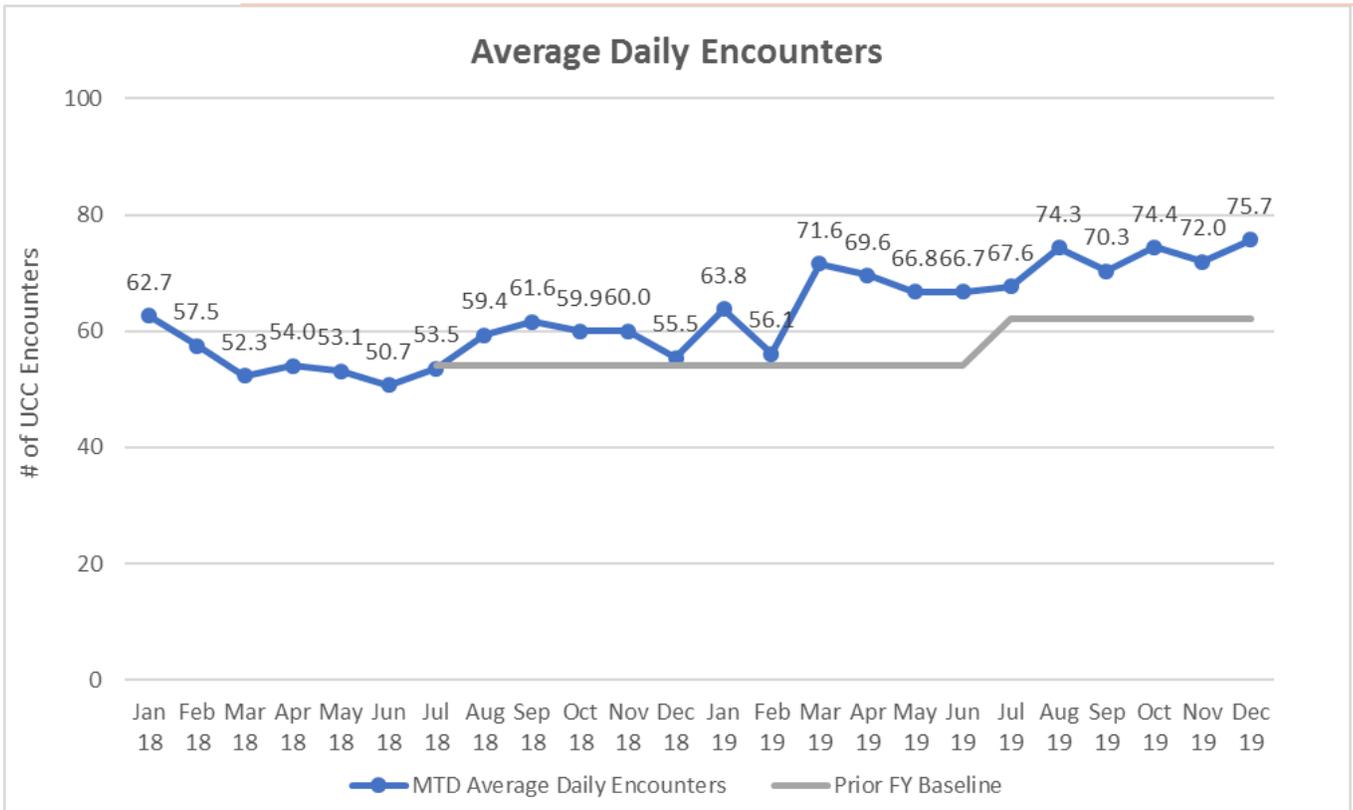


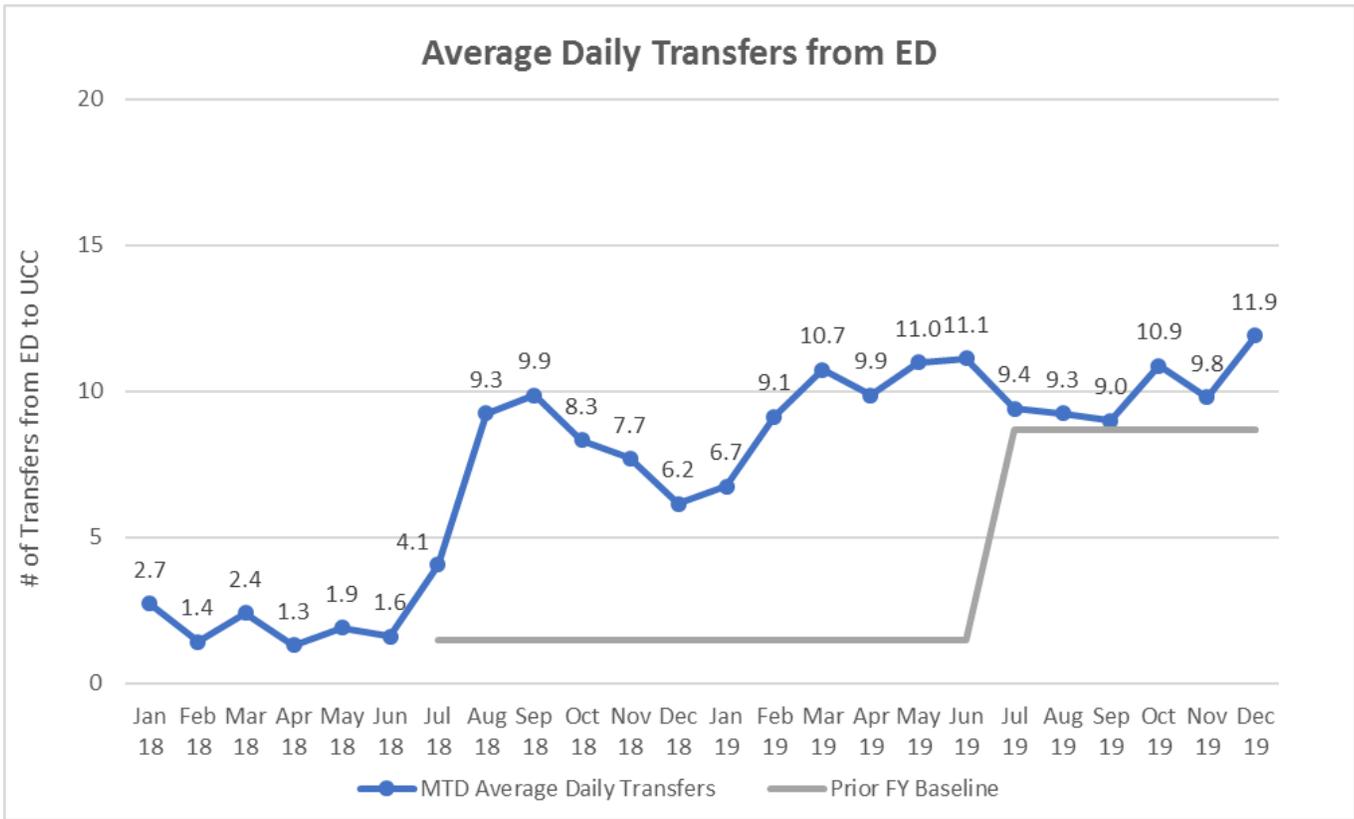
### % LWBS/LWBT



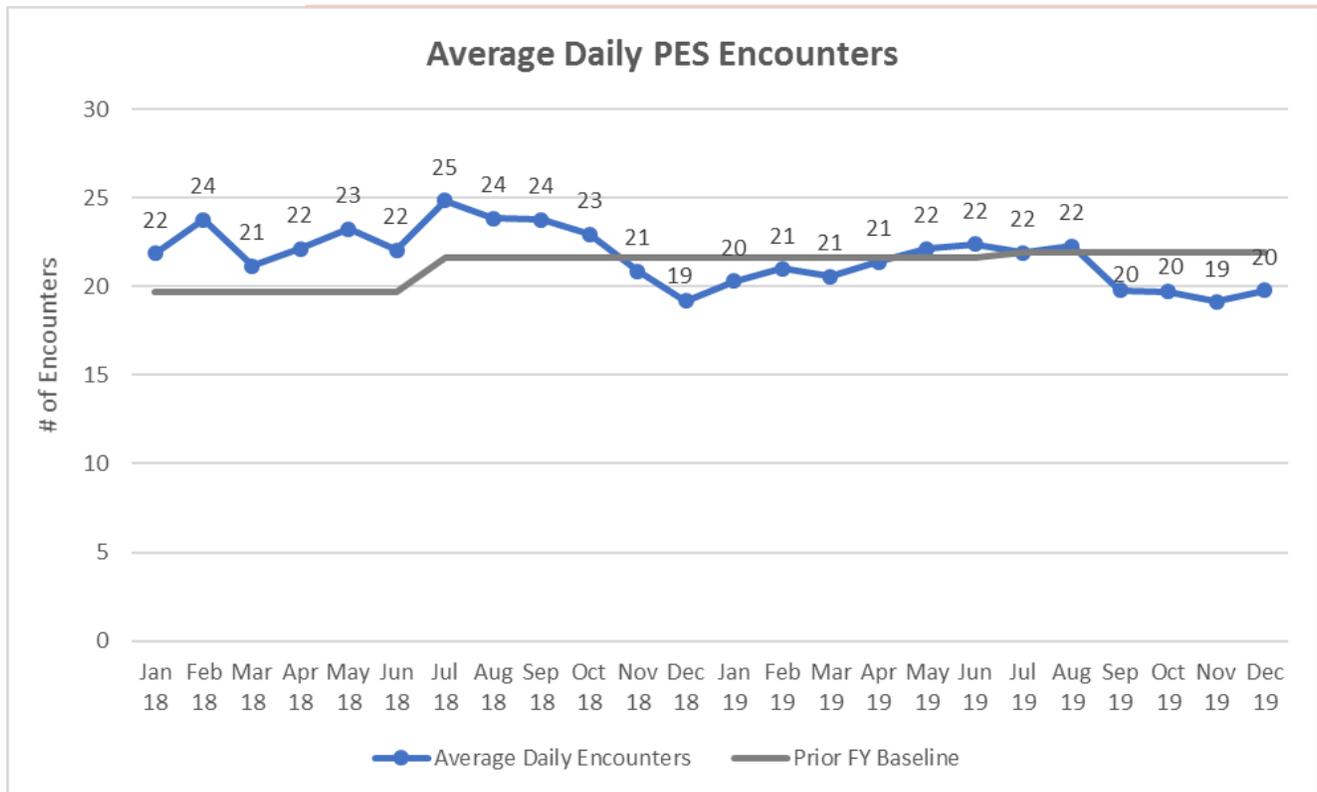


## QUALITY Urgent Care Clinic Activities

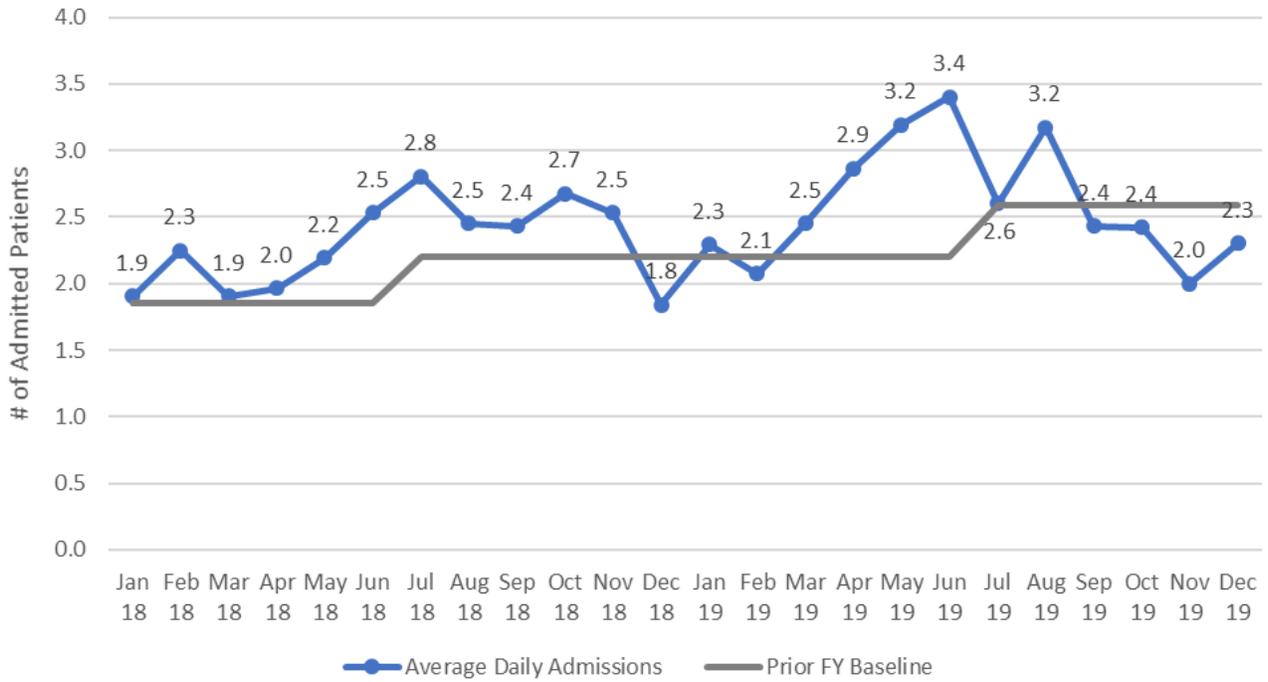




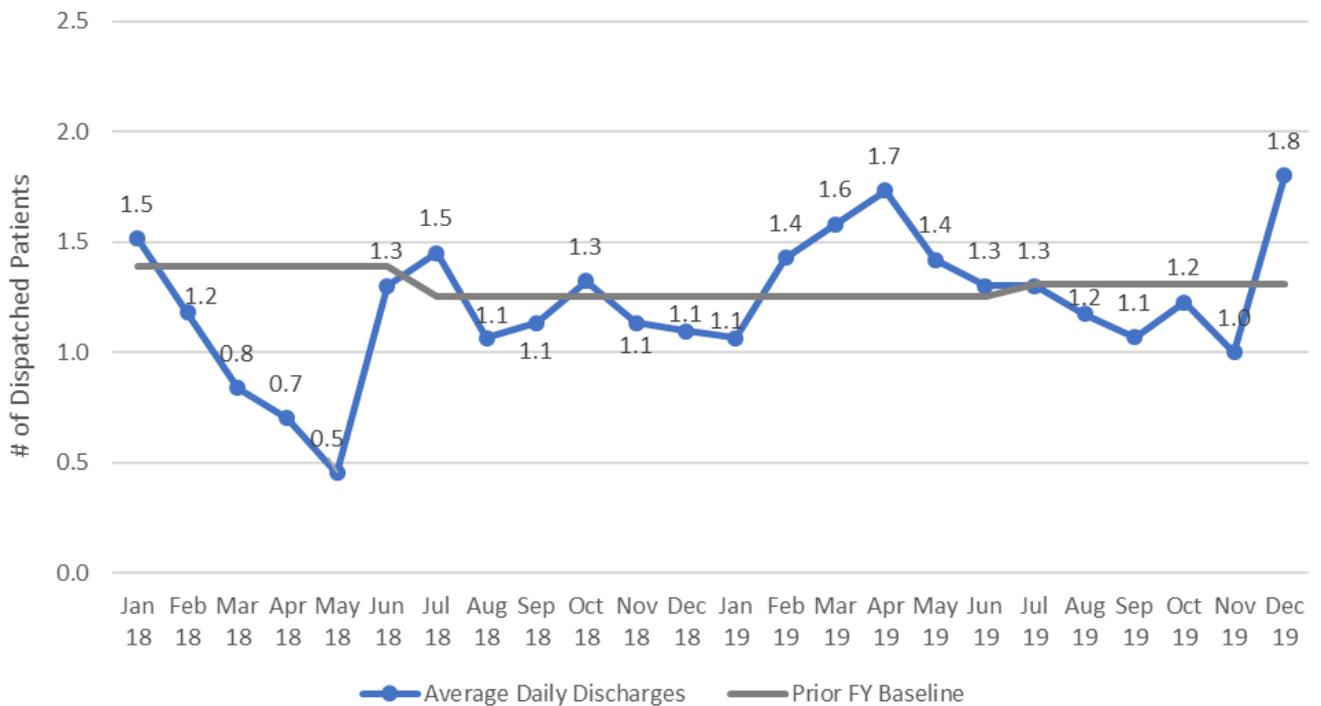
## QUALITY Psychiatric Emergency Services Activities

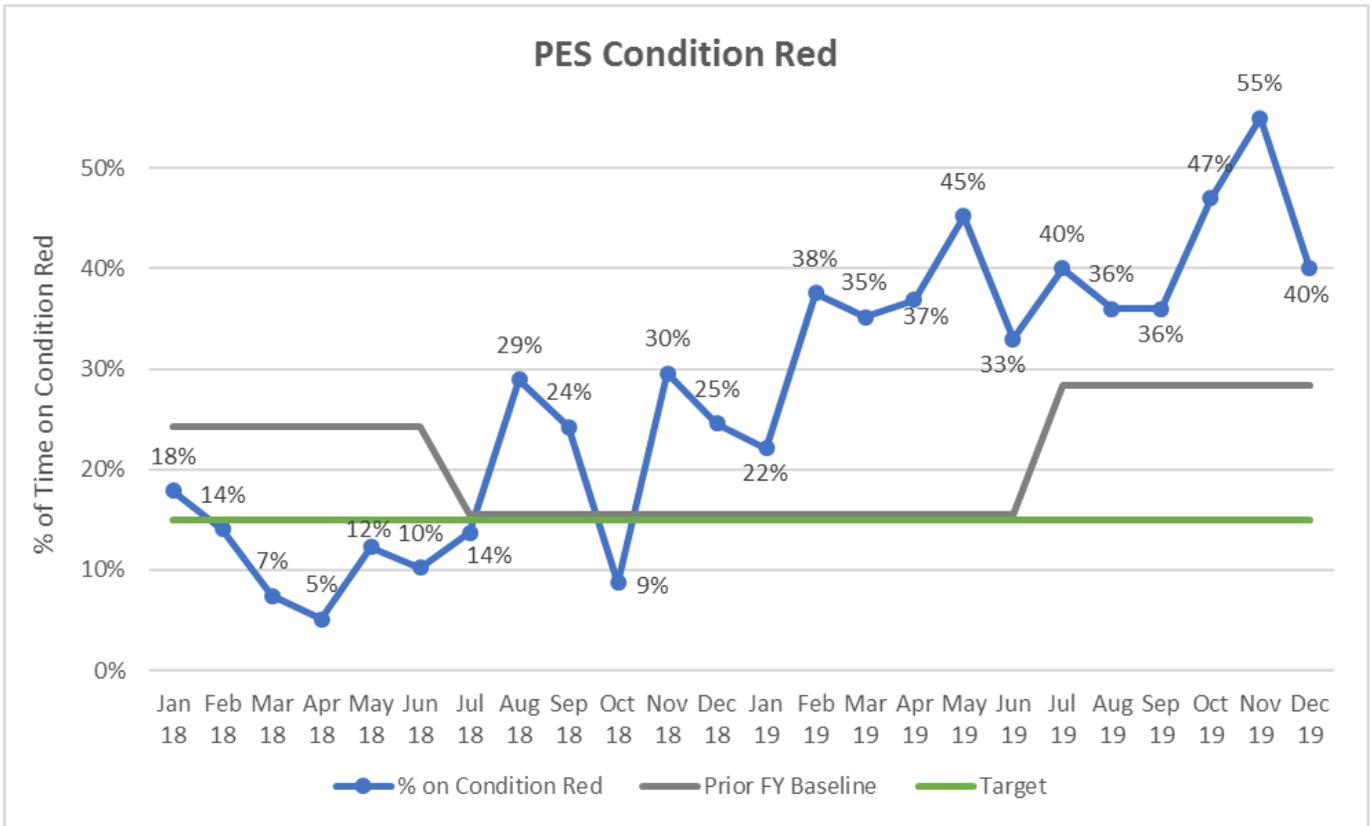


### Average Daily Admissions to Inpatient Psych (7B & 7C)



### Average Daily Discharges to Dore Urgent Care Clinic (DUCC)





## QUALITY Average Daily Census

### MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 174.06 which is 111.58% of budgeted staffed beds and 97.24% of physical capacity. 24.63% of the Medical/Surgical days were lower level of care days: 9.62% administrative and 15.01% decertified/non-reimbursed days.

### INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29.13 which is 104.03% of budgeted staffed beds and 50.22% of physical capacity of the hospital.

### MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 28.13 which is 93.76% of budgeted staffed beds and 66.97% of physical capacity of the hospital.

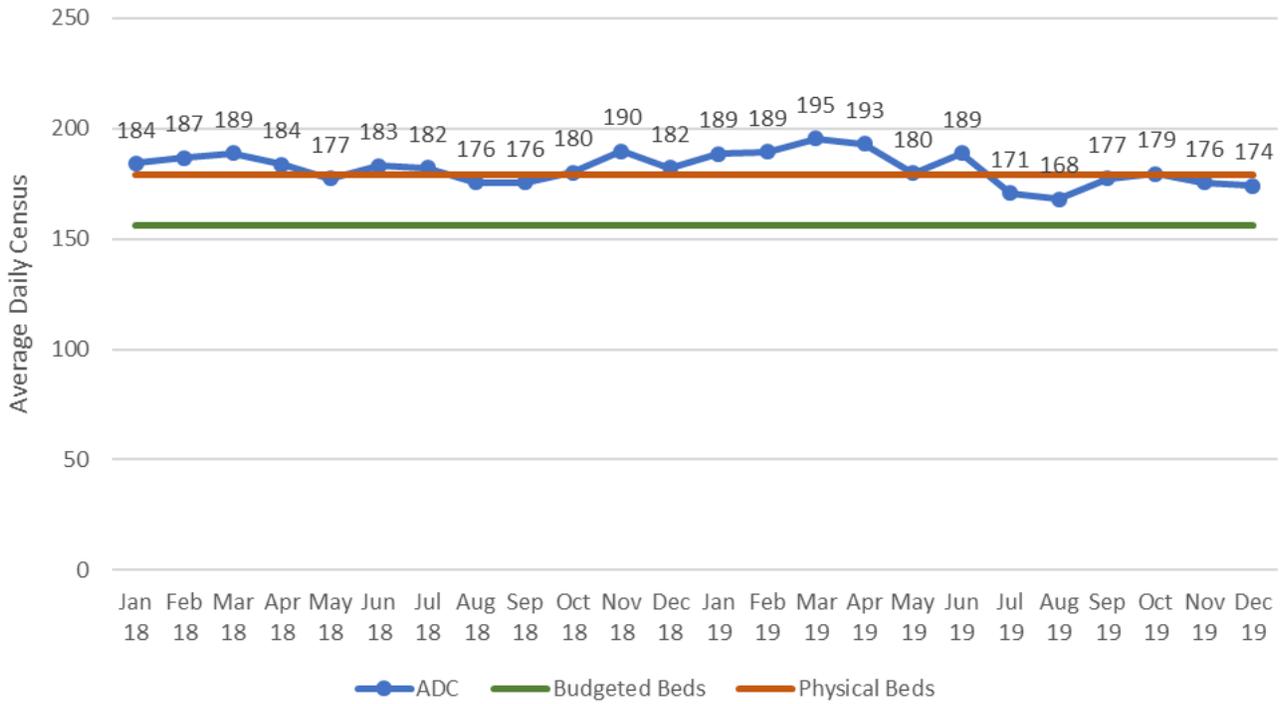
### ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 41.65, which is 94.65% of budgeted staffed beds and 62.16% of physical capacity (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 shows 81.10% non-acute days (17.27% administrative and 63.83% non-reimbursed).

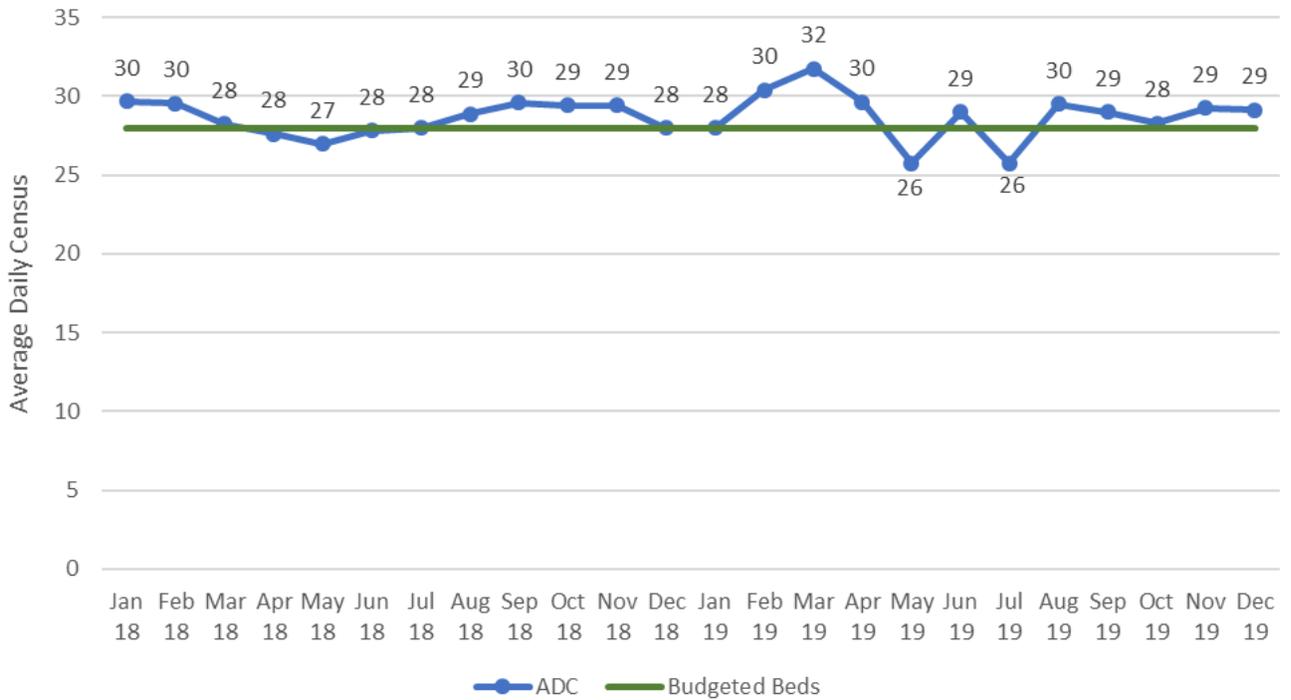
### 4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 28.35, which is 101.27% of our budgeted staffed beds and 94.52% of physical capacity.

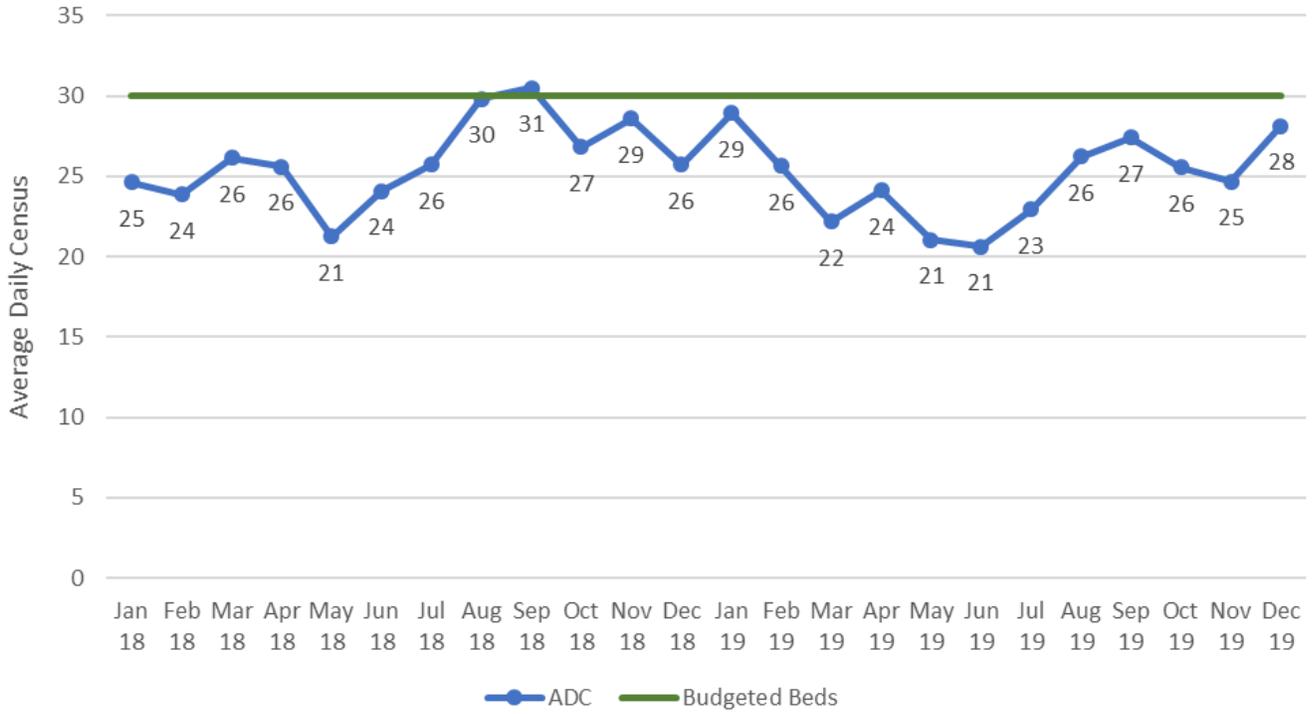
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



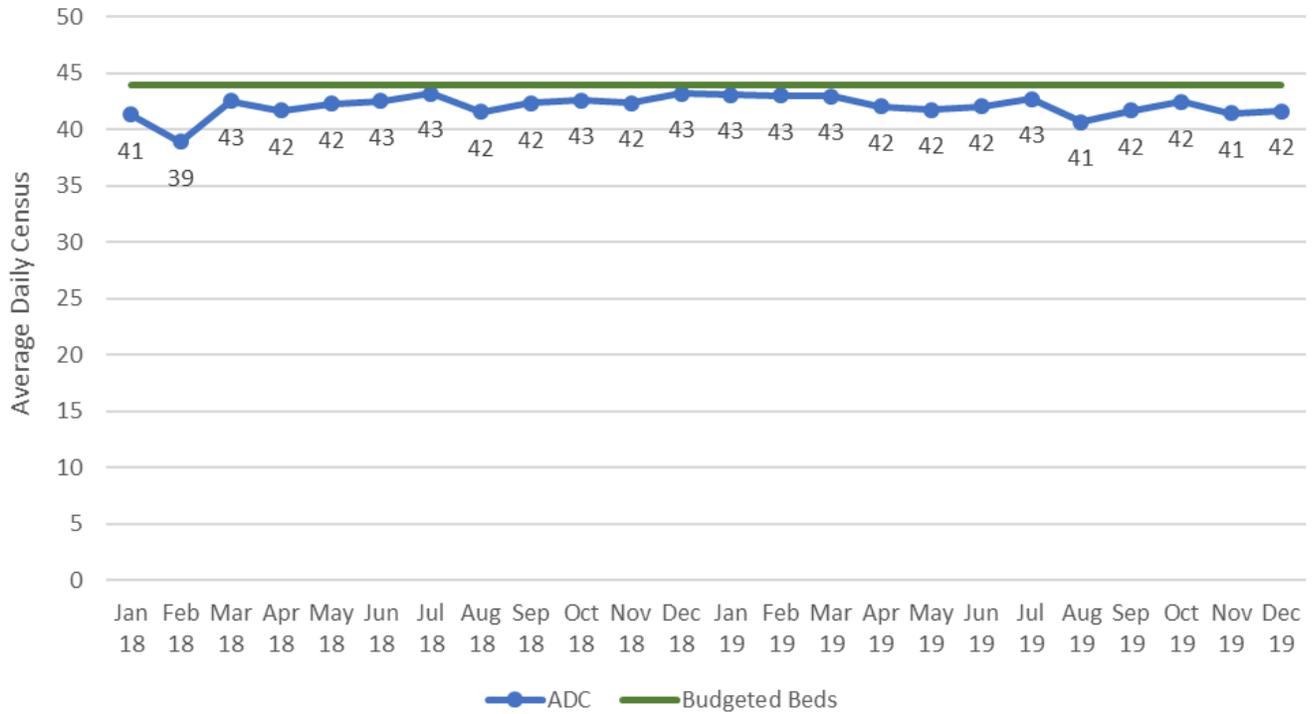
### Intensive Care Unit Average Daily Census



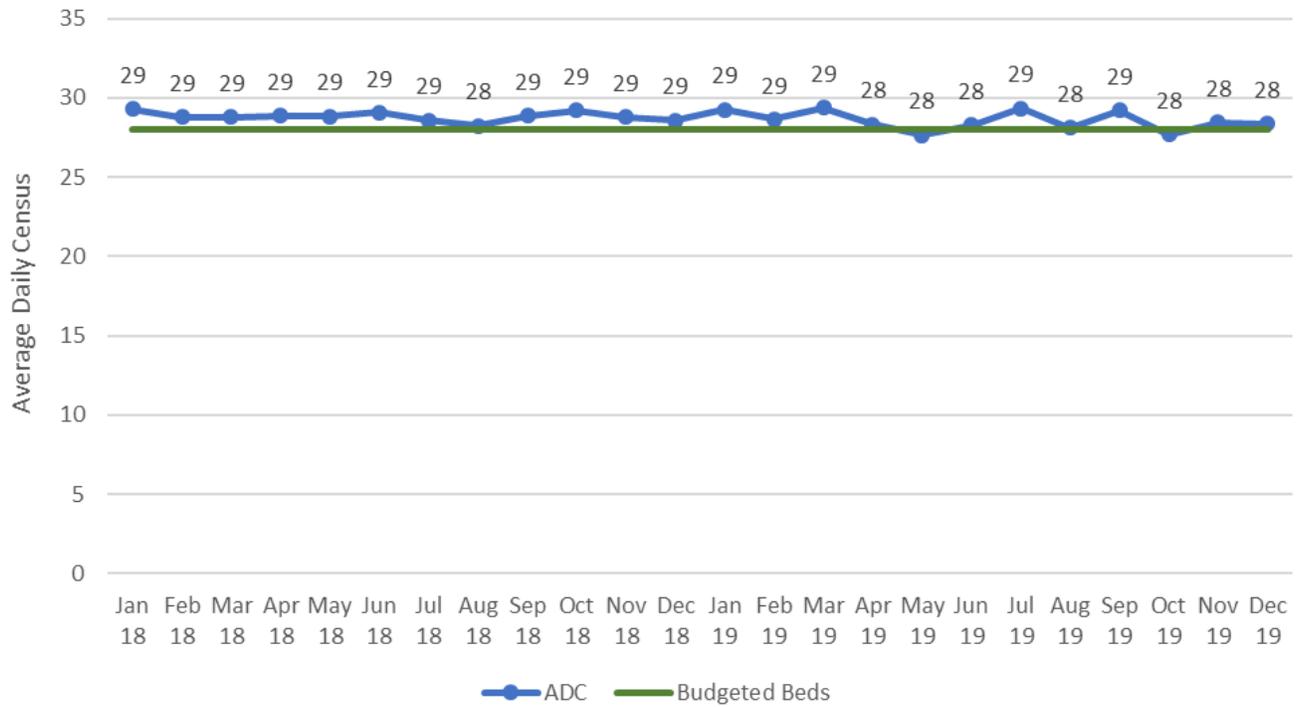
### Maternal Child Health Average Daily Census



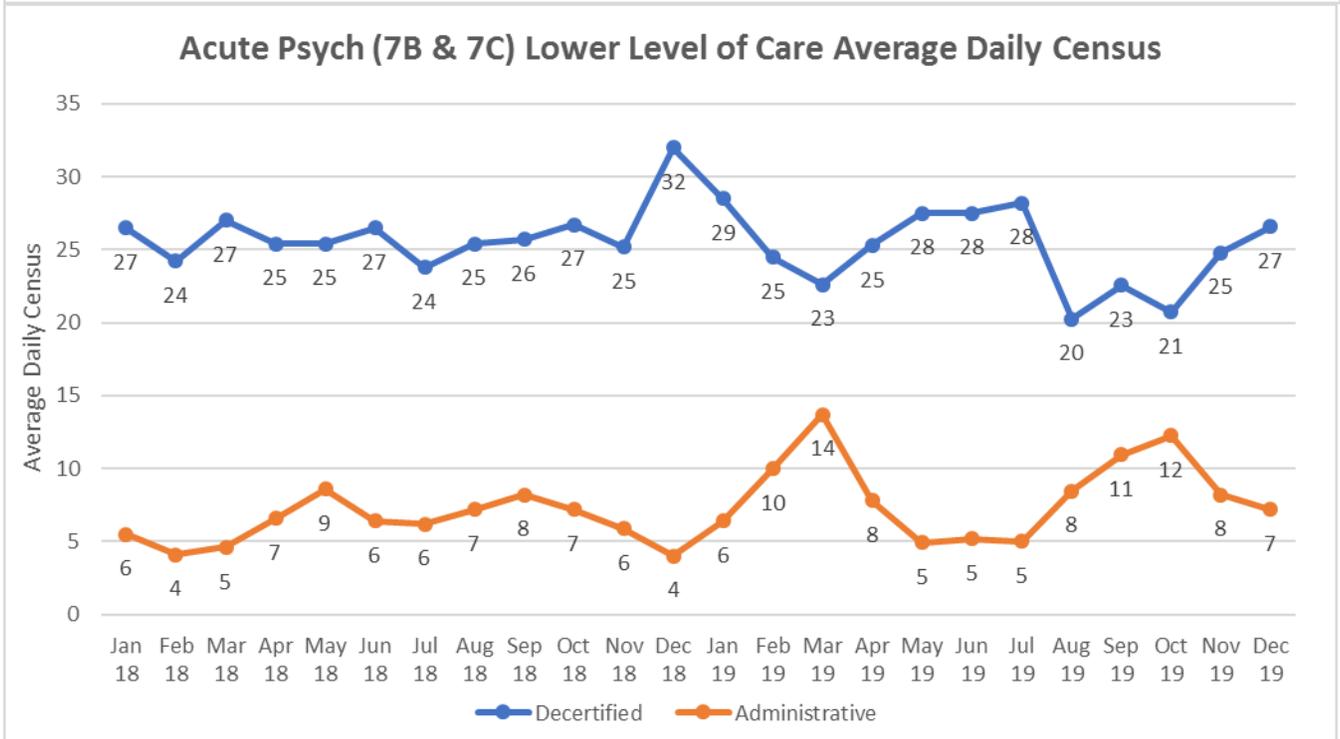
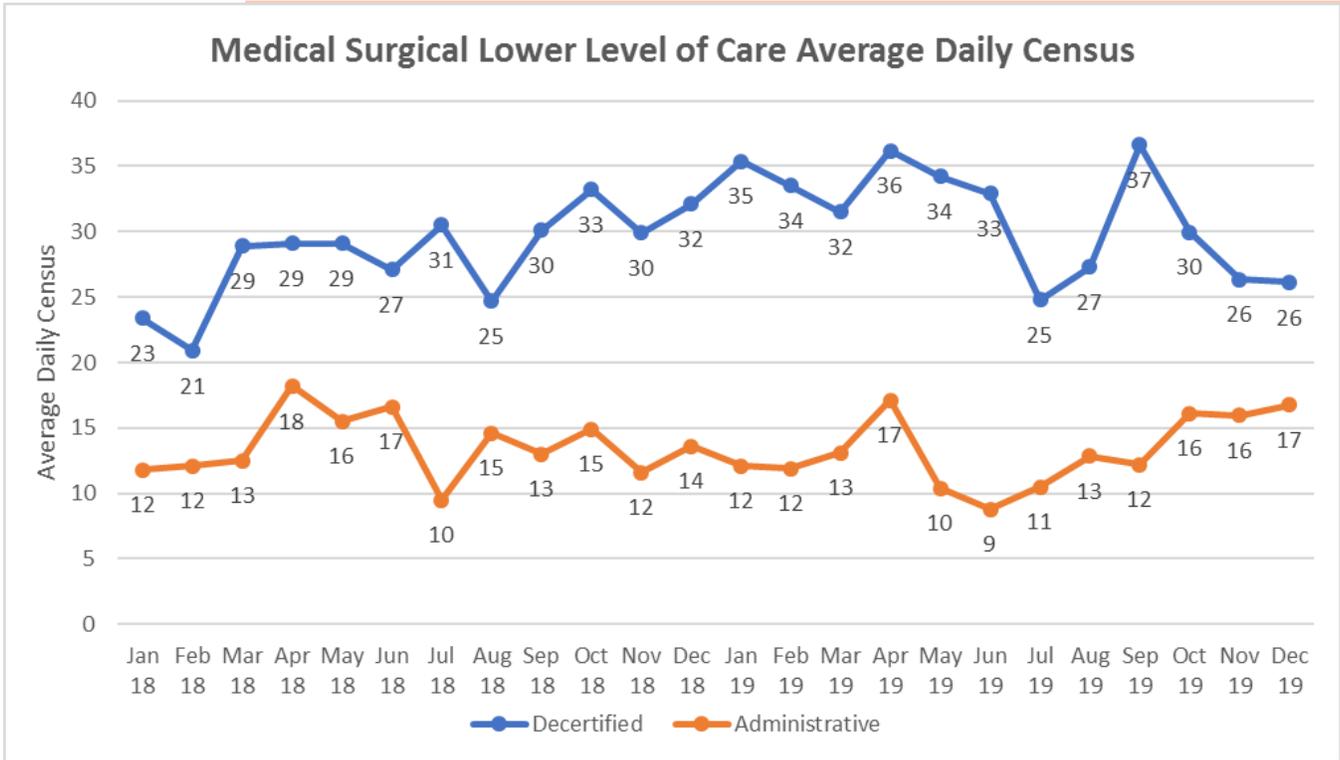
### Acute Psychiatry (7B & 7C) Average Daily Census

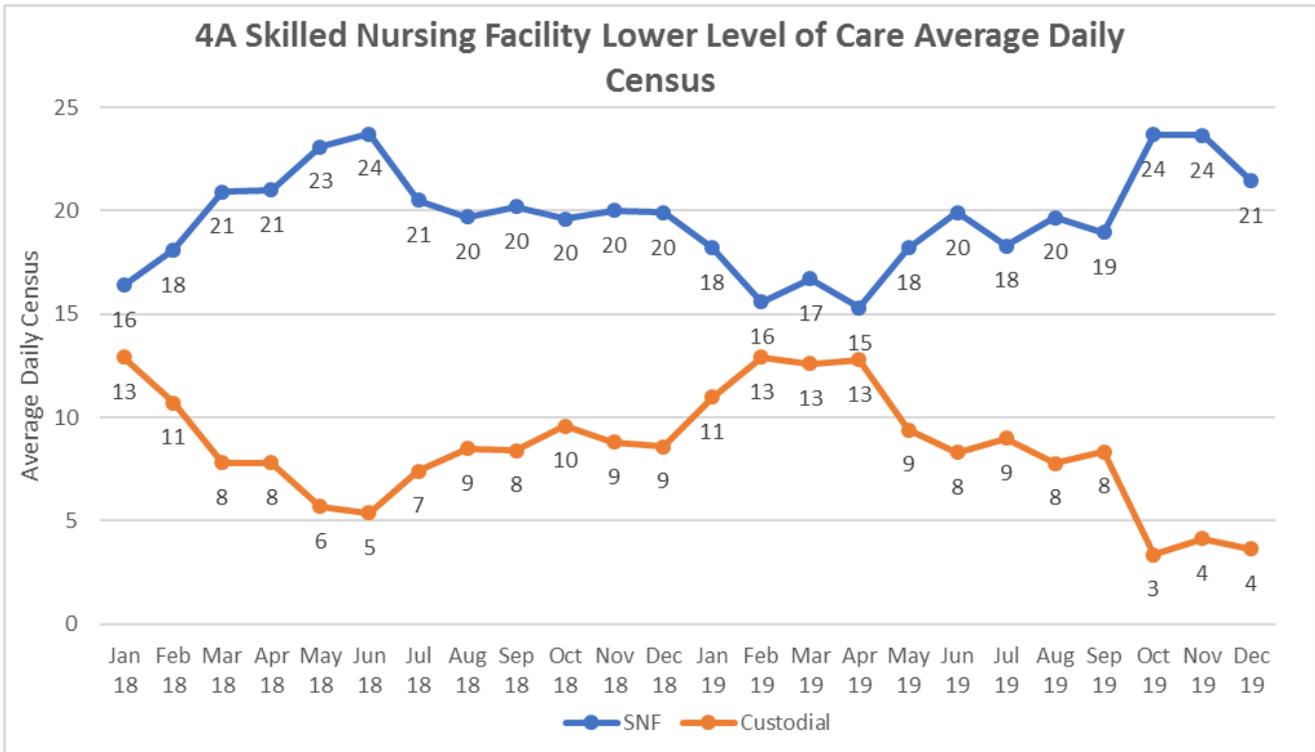


### 4A Skilled Nursing Facility Average Daily Census



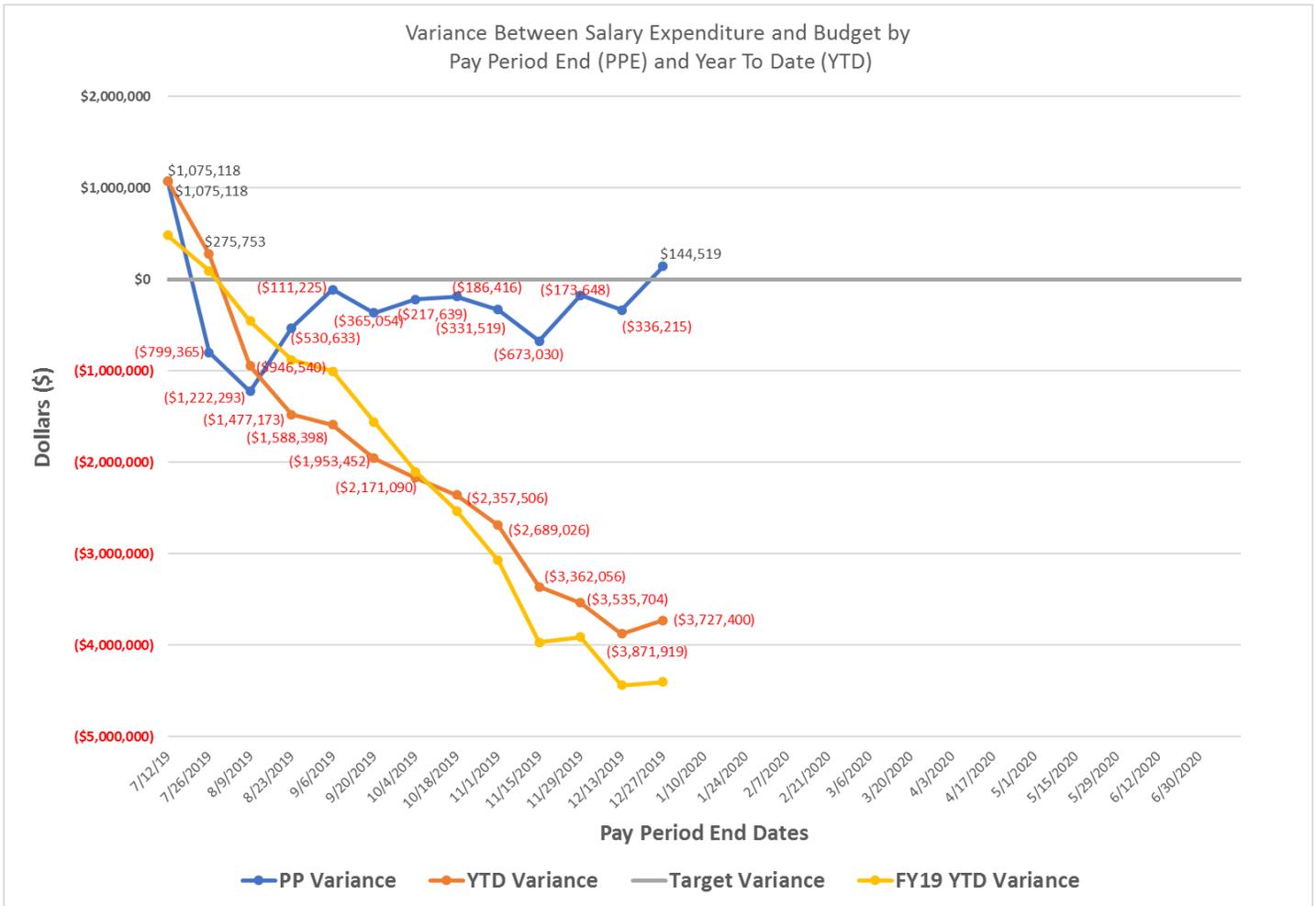
# QUALITY Lower Level of Care Average Daily Census





## Financial Stewardship Salary Variance

For Pay Period Ending (PPE) December 27, 2019, Zuckerberg San Francisco General recorded a favorable 0.90% salary variance between Actuals and Budget – specifically, actuals were \$144,519 under budget. For Fiscal Year 2019-2020 year-to date variance through PPE December 27, 2019, ZSFG has an unfavorable variance of 1.82% / \$3,727,400 over budget.



**Commissioner Comments:**

Commissioner Green asked how the ZPCQI Fund relates to the pop-up equity lounge. Dr. Ehrlich stated that the pop-up lounge was funded through the SFGH Foundation Heart grants, which is distinct from the ZPCQI funded projects. She added that staff engagement activities will be supported by the ZPCQI Fund.

**7) ZSFG HIRING AND VACANCY REPORT**

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

**Commissioner Comments:**

Commissioner Bernal asked for more information regarding the increase in the current number of staff vacancies. Ms. Johnston stated that EPIC implementation generally slowed the hiring process for several months. She added that changes to MOUs with unions and the implementation of deidentification of candidates have also impacted the length of time it takes to hire staff.

Commissioner Green asked for information regarding the percentage of training program participants that become ZSFG staff. Ms. Johnson stated that most of training program participants are current ZSFG staff, hoping to be trained in a new area.

## 8) MEDICAL STAFF REPORT

### ADMINISTRATIVE/LEAN MANAGEMENT/IMPROVEMENT WORK/EPIC STATUS:

#### EPIC Updates:

**Thrive trainings:** The network is launching enhanced/ followup training for Epic, starting with Providers and then quickly expanding to all staff. Flyers for 'Thrive trainings' were distributed to MEC leaders. It will be a mix of topics that came to the forefront of the training team's attention and will be offered as a series of drop in sessions by the Epic Training team. Also, trainers are available upon request to be scheduled to meet with departments for training on identified issues.

**Update on Epic training for new members of the medical staff:** DET manages a training schedule for onboarding of new members; most specialties have trainings 2x a month, although some trainings (with low numbers needing training) are only arranged on an ad-hoc basis. Another option: occasionally training can be done on a provider-to-provider basis on a pre-determined schedule – if the department has a "P2P" trainer who is available and willing to do this training.

#### Annual Learning:

**Annual learning completion rates remain low for UCSF faculty and staff (50%).** Because the platform has presented multiple challenges, we have not enacted suspensions as a mechanism to improve training rates; however, this is concerning given the importance of compliance to this requirement. Roger Mohamed from the Dean's office reported on the current issues. Regarding the problems with glitches in the modules that may have prevented timely completion in 2019, it was explained that some of the modules were produced by outside vendors and DPH is looking at the compatibility with DPH's system once it is produced. DPH and the Office of the Dean plans to send the new Privacy and Compliance module to some test users before it is launched. Work to boost 2019 module completion will be ongoing over the next 1-2 months.

The new annual learning period for 2020 will be launched in March, and the due date will be the end of September. The launch was pushed to March because one of the stakeholders that DPH-HR has to work with, the Controller's Office, is upgrading their system in mid-February. Also, there has been a separation between the annual learning piece from the Compliance and Privacy training piece, and the Dean's Office communicates in bulk to the UCSF users as one set of annual training that needs to be completed throughout the year. There is not a definitive date for the launch on Privacy training modules, but it should be around the same time as the annual training.

#### Federally Qualified Health Centers (FQHC) Overview:

The goal of the presentation was to update the members on ZSFG's ambulatory billing practices. An "FQHC" is a health center that serves a special medically underserved population; many of our clinics (both on campus and off) have this designation under the Homeless HRSA grant and in affiliation with the San Francisco Clinic Consortium. This system is regulated by the Bureau of PHC and the Centers for Medicare and Medicaid Service of the US DHHS and includes an enhanced payment rate for Medicaid services provided by ZSFG or CPC. The billing is provider dependent, meaning the billing under FQHC is tied to the providers who rendered the services. This includes physicians as well as many members of the affiliated staff (physician, PA, NP, CNM, clinical psychologist, licensed clinical social worker, or visiting nurse - licensed residents can bill with the FQHC program). Of note, it was explained that if a patient has two separate diagnoses/conditions, the hospital may bill for two visits in one day (otherwise, the FQHC rate is supposed to be comprehensive and cover all services rendered on that day.). When a patient has Medicare as their primary insurance, or when they are dual eligible (aka "medi-medi") the billing issues are more complex; evaluation and management (E&M) codes play a role in billing, unlike for MediCal-only patients. In the past, when Medicare patients had ambulatory visits, we billed the facility fee only and not the professional fee ("profee"). When we launched

Epic, the decision was made to move ahead with profee billing in addition. Several clinical leaders at MEC had questions about continuing with this practice without appropriate training and oversight of our providers in E&M coding and (for the hospital clinics) for trainee oversight and attestation, and expressed interest in scheduling these trainings and better understanding current practice and current billing data. Susan Ehrlich suggested that an offline discussion among the Billing and Compliance departments and clinical/operational leaders, to assure we are adhering to all necessary standards. MEC members expressed appreciation for the billing department's very useful presentation and willingness to partner on these issues.

### Workplace violence

The workplace violence A3 was 'catchballed' in November and one of the commitments made was to create a forum to listen to staff and acknowledge profound issues. On January 29, staff will be leading a Townhall meeting at Noon, 5PM (Carr Aud), and 10 PM (Bld 25, 7<sup>th</sup> floor) for addressing exclusively 'workplace violence'. The theme will be trying to manage the issue system wide and, what it means to have zero tolerance at ZSFG, noting that 'compassionate care does not mean accepting abuse'. Also, identifying what some of the mistakes have been, how to be more proactive about the problem, and how to respond to them are included among the panel discussions. All were invited to attend one of the sessions.

### **CLINICAL SERVICE REPORT: None**

#### Commissioner Comments:

Regarding the Interventional Radiology Standard Procedure, Commissioner Green asked for information regarding the number of each procedure that must be completed in order to be credentialed. Dr. Horton stated that she would follow-up with this information through Mr. Morewitz.

Action taken: The following item were unanimously approved:

- Interventional Radiology Nurse Practitioner/Physician Assistant (renewal)
- Clinical Pharmacy Hematology/Oncology (renewal)
- RN syphilis screening protocol (new)

### 9) **OTHER BUSINESS**

This item was not discussed.

### 10) **PUBLIC COMMENT**

There was no general 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).)*

Action Taken: The Committee approved January 2020 Credentialing Report and Performance Improvement and Patient Safety Report. The Committee voted not to disclose other discussions held in closed session.

## **12) ADJOURNMENT**

The meeting was adjourned at 5:26pm.