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### MINUTES

#### JOINT CONFERENCE COMMITTEE FOR SAN FRANCISCO GENERAL HOSPITAL

Tuesday, January 13, 2009  
3:00 p.m.

1001 Potrero Avenue, Conference Room 2A6  
San Francisco, CA 94110

#### 1) CALL TO ORDER

Commissioner Illig called the meeting to order at 3:10 p.m.

Present: Commissioner James Illig, Member  
Commissioner Catherine Waters, RN, PhD, Member

Excused: Commissioner Edward Chow, MD, Chair

Staff: Andre Campbell, M.D., Sue Carlisle, M.D., Jeff Critchfield, M.D., Sue Currin, Kathy Eng, Myra Garcia, Valerie Inouye, Kathy Jung, Sharon Kotabe, Pharm. D., John Luce, M.D., Todd May, M.D., Kathy Murphy, Iman Nazeeri-Simmons, Gene O'Connell, Marti Paschal, Roland Pickens, Sue Schwartz, Troy Williams.

The agenda was amended to reflect corrections in the items for discussion and presenters.

#### 2) APPROVAL OF THE MINUTES OF THE DECEMBER 9, 2008 SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee approved the minutes of the December 9, 2008 San Francisco General Hospital Joint Conference Committee.

### 3) HOSPITAL ADMINISTRATOR'S REPORT

Gene O'Connell, Chief Executive Officer, presented her report.

#### Budget Update

A budget update with the SFGH Mid Year Budget Reductions and UCSF Affiliation Agreement FY 09-10 Budget Reductions was presented during the Finance report at the meeting (Item 6).

#### SFGH Rebuild Update

Approval of the rebuild Environmental Impact Report required that the hospital commit to completing a number of mitigation measures, including an annual travel survey. The travel survey of campus staff commuting habits and needs was completed last month; results should be released shortly.

The trailers located behind Building 9 have been relocated off campus and the area has been re-stripped to increase available parking spaces. These spaces will be available for staff parking until major excavation work begins next spring (target date April 2009). Next month the Volunteer Building will be removed to make way for more parking and to create a new drop off area for patients. Other signs of rebuild activity on the campus include the exploratory work being conducted to locate underground utilities; additional soils analysis and investigative work to locate any remaining foundations from the previous hospitals that have been on site; and work to reconfigure existing parking lots to provide parking to offset future losses once the major shoring and excavation work begins next summer.

The Design Development drawings by Fong and Chan Architects are being revised to incorporate a kitchen in the new hospital per a new State requirement. Users are continuing to work on refining equipment requirements now that the floor plans are in the final phases of development.

#### Breast Cancer Prevention Community Education Forum

On Saturday, February 7, the SFGH Avon Breast Care Program and Zero Breast Cancer will host the Breast Cancer Prevention Community Education Forum for Young Women at Carr Auditorium. The forum will bring together women's health leaders, clinical experts, breast cancer educators, advocates and young women in a unique dialogue on breast cancer prevention issues specific to women under the age of 40.

#### Patient Flow Report for December 2008

##### *Medical/Surgical*

Average Daily Census was 217.6, which is 3% over budgeted beds and 89% of physical capacity of the hospital. 14% of the Medical/Surgical days were lower level of care and 2% were decertified/non-reimbursed days.

##### *Acute Psychiatry*

ADC for Psychiatry beds, excluding 7L, was 57.6, which is 91% of budget and 90% of physical capacity (7A, 7B, 7C). ADC for 7L was 4.5, which is 10% under budget (n=5) and 38% of physical capacity (n=12). Latest Utilization Review data from the Mental Health billing system, month of November, shows 67% non-acute days (29% lower level of care and 38% non-reimbursed). This data is based on discharges, do not include our 7L Forensic patients or days where the patients have not been discharged.

#### *4A Skilled Nursing Unit*

ADC for our skilled nursing unit was 29.6, which is 6% over our budgeted beds and 99% of physical capacity.

#### *San Francisco Behavior Health Center*

ADC for the San Francisco Behavior Health Center was 101.9, which is 4% below both our budgeted beds and our physical capacity.

#### Quality Council Minutes

The Quality Council minutes for November 2008 were attached to the report.

#### Commissioners' Comments/Follow-Up Action

- Commissioner Illig asked for the percentage of SFGH employees, including UC doctors, who live in San Francisco.

#### **4) PATIENT CARE SERVICES REPORT**

Sue Currin, R.N., Chief Operating Officer/Chief Nursing Officer, presented the Patient Care Services Report.

#### December 2008 2320 RN Vacancy Report

Overall 2320 RN vacancy rate for areas reported is 4.53 %

#### SFGH Ratio Staffing Data, By Number of Shifts – 12/01/08 to 12/31/08

SFGH was able to meet staffing ratios in all areas except in Psychiatry where there were four shifts when the area was unable to cover breaks.

#### Recruitment/Retention/Training/Professional Development

**RN Internship Program/New Graduate Training:** The clinical educator group has begun meeting to develop consistent standards for house-wide nursing orientation and nursing specialty area training programs and to examine the role of the unit based preceptors in strengthening the clinical competencies of all staff.

**Recruitment:** Thirteen RNs who began at SFGH after transferring from LHH in November are currently participating in a medical-surgical training program. The ED and critical care areas are both currently interviewing for February training programs.

**Retention/Professional Development:** SFGH has partnered with SFSU, City College of SF and College of San Mateo on a grant proposal to develop a seamless ADN to BSN program. SFGH RNs pursuing baccalaureate degrees will benefit from newly developed on-line courses and a streamlined curriculum in this new program. The proposal was submitted to the Kaiser Permanente/East Bay Community Foundation on December 31. Accepted proposals will be funded beginning in April 2009.

#### Nursing Excellence

On December 17, SFGH kicked off its journey to nursing excellence with an event in Carr Auditorium which was attended by more than 120 SFGH nursing staff. The goal of the day was to introduce staff to the concept of nursing excellence and Magnet designation. Guest speakers from John Muir Health shared their experiences in focusing their organization on nursing professionalism

and excellence in patient care delivery. John Muir was certified as a Magnet facility in February 2008. The eight speakers from John Muir, including Beverly Jones, CNO, provided a compelling and motivating presentation. Participants were educated on the components of the Magnet model and the definition and direction for shared governance at SFGH. First steps in the journey include the convening of a hospital-wide Nursing Practice Council on January 20, 2009.

#### ED Diversion Report - December 2008

The Emergency Department had a Diversion rate total of 29% (214 hours) for the month of December 2008. The ED encounters for the month of December were 3,975.

During Diversion the ED held 375 admitted patients waiting for inpatient bed assignment (ICU-23, 4B/5D-169 Med/Surgical-183). Condition yellow hours for December are pending.

#### PES – December 2008

PES had 470 patient encounters during November and 458 in December. PES admitted a total of 137 patients to SFGH inpatient psychiatric units in December 2008, which was down from 150 in November 2008. In December, a total of 321 patients were discharged from PES, with 33 to ADUs, 18 to other psychiatric hospitals and 270 to community/home.

In December, PES was on Condition Yellow for a total of 0.0 hours, which was down from 31.2 hours in November.

There was an increase in Condition Red from November to December. PES was on Condition Red for 120.5 hours during 11 episodes in December. The average length of Condition Red was 10.95 hours. In November, PES was on condition Red for 109.4 hours, during 17 episodes, averaging 6.44 hours. The average length of stay in PES for the month of December was 24.45 hours, which was an increase from 23.23 hours in November.

### **5) MEDICAL STAFF REPORT**

Jeff Critchfield, M.D., Chief of Staff, presented the Medical Staff Report.

#### Welcome the Chief of Staff Elect

Dr. Todd May is a Professor in the Department of Family and Community Medicine. He is the Director of the Family Medicine Inpatient Service. A graduate of UCSF School of Medicine, he completed his Family Practice residency at Natividad Medical Center Residency in Salinas, California. Todd has been effective implementing quality improvement programs and been a leader in developing and optimizing treatment approaches for the care of patients in alcohol withdrawal.

#### Gratitude for Dr. Andre Campbell

As of January 13, 2009, Dr. Campbell completed his formal responsibilities as Past Chief of Staff. Dr. Campbell provided superb leadership and advocacy for SFGH, playing an influential role raising the level of understanding about trauma care for San Franciscans, advocating for Proposition A and guiding the hospital through several significant regulatory reviews. He has been a generous, effective mentor for me.

#### Service Chief Search Update

- Pediatrics - Top candidate in negotiations with Department Chair.

- Emergency Medicine - In second round of interviews with top five candidates.
- Obstetrics & Gynecology - Initiating a search committee to find a successor for Dr. Phil Darney.

Proposal for Treatment Guidelines Review and Referral Guideline Development for Ambulatory Care Services

The Ambulatory Care Committee has been closely involved in the creation and review of many treatment and referral guidelines used throughout the DPH ambulatory care services; the guidelines are currently posted on the CHN Intranet. These guidelines are also used in the e-referral system. The Ambulatory Care Committee presented to MEC a proposal for Treatment Guidelines Review and Referral Development for Ambulatory Care Services to ensure that guidelines remain current, useful and accurate. MEC recommended further discussions with the E-Referral Task Force regarding the proposed Referral Guideline Development for Ambulatory Care Services.

Commissioners' Comments/Follow Up Actions

- Kathy Murphy, Deputy City Attorney, informed the Commissioners that, in accordance with its by-laws, the Joint Conference Committee is supposed to formally approve the selection of new chiefs. This is an action item taken during consideration of credentialing matters.

**6) FINANCE REPORT**

Gene O'Connell, Chief Executive Officer, presented the SFGH Mid Year Budget Reductions and UCSF Affiliation Agreement FY 09-10 Budget Reductions. The UC budget reductions are \$1 million short of the 5% target; service cuts are needed to reach the target. The amount of cuts needed for the SFGH FY 09-10 year will not be determined before the current year's cuts are finalized.

Using Prop C funds, the Controller's Office has retained a consultant to review the hospital's chargemaster. The consultant visited the Emergency Department, Gastroenterology Lab, Catheterization Lab, Operating Room, and 4C units in December. The preliminary analysis found opportunities to capture missed charges, especially in the Emergency Department. As a result of the consultant's analysis, baseline revenues are expected to increase.

**7) CORE MEASURES QUARTERLY REPORT**

Sue Schwartz, Performance Improvement Manager, Quality Management, presented the Core Measures Quarterly Report with data collected through Q2 2008.

**8) PUBLIC COMMENT**

None.

**9) CLOSED SESSION:**

- A) Public comments on all matters pertaining to the closed session

None.

- B) Vote on whether to hold a closed session (San Francisco Administrative Code Section 67.11)

Action Taken: The Committee voted to hold a closed session.

The Committee went into closed session at 4:35 p.m. Present in the closed session were Commissioner Illig, Commissioner Waters, Andre Campbell, M.D., Sue Carlisle, M.D., Jeff Critchfield, M.D., Sue Currin, Kathy Eng, Myra Garcia, Sharon Kotabe, Pharm. D., John Luce, M.D., Todd May, M.D., Kathy Murphy, Iman Nazeeri-Simmons, Gene O'Connell, Marti Paschal, Roland Pickens, Sue Schwartz, Troy Williams.

- C) Closed session pursuant to Evidence Code Sections 1157(a) and (b); 1157.7; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1

**APPROVAL OF CLOSED SESSION MINUTES OF DECEMBER 9, 2008**

Action Taken: The Committee approved the December 9, 2008 closed session minutes.

**CONSIDERATION OF CREDENTIALING MATTERS**

Action Taken: The Committee approved the Credentials Report.

**CONSIDERATION OF PEER REVIEW, QUALITY OF CARE AND PERFORMANCE IMPROVEMENT**

- D) Reconvene in Open Session

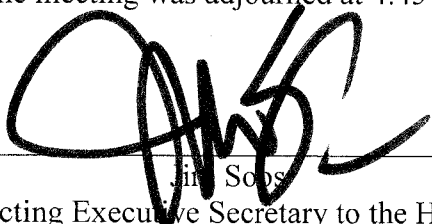
The committee reconvened in open session at 4:45 p.m.

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 voted not to disclose discussions held in closed session.

10) **ADJOURNMENT**

The meeting was adjourned at 4:45 p.m.



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Acting Executive Secretary to the Health Commission