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MINUTES

JOINT CONFERENCE COMMITTEE FOR SAN FRANCISCO GENERAL HOSPITAL

Tuesday, September 8, 2009
3:00 p.m.
1001 Potrero Avenue, Conference Room 2A6
San Francisco, CA 94110

1) CALL TO ORDER

Commissioner Chow called the meeting to order at 3:05 p.m.

Present: Commissioner Edward Chow, M.D., Chair
Commissioner Catherine Waters, R.N., Ph.D., Member

Excused: Commissioner David J. Sanchez, Jr., Ph.D., Member

Staff: Ron Alameida, Alicia Boccellari, Kathy Eng, Hali Hammer, M.D., Fred Hom, Kathy Jung, Rachael Kagan, Todd May, M.D., Kathy Murphy, Iman Nazeeri-Simmons, David Ofman, Marti Paschal, Roland Pickens, Terry Saltz, Susan Scheidt, Dan Schwager, Cathryn Thurow, Adam Ungson, Sharon McCole Wicher, Hal Yee, M.D.

2) APPROVAL OF THE MINUTES OF THE JULY 14, 2009 SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee approved the minutes of the July 14, 2009 San Francisco General Hospital Joint Conference Committee.

3) **INTEGRATION OF MENTAL HEALTH SERVICES INTO PRIMARY CARE**

David Ofman, M.D., Susan Scheidt, Psy.D., and Hali Hammer, M.D., provided an update regarding the integration of mental health services into primary care, one of six chronic care redesign projects.

Commissioners' Comments/Follow-Up Action

- Commissioner Chow requested that this item be reported to the full Health Commission.

4) **HOSPITAL ADMINISTRATOR'S REPORT**

Roland Pickens, Senior Associate Administrator, Diagnostics, Specialty Care, Primary Care and Telemedicine, presented the report.

SFGH Rebuild Update

An update presentation on the SFGH Rebuild was provided as Item 8.

Speaker Nancy Pelosi visit

Nancy Pelosi, Speaker of the House of Representatives, came to SFGH in August to strengthen national health reform efforts. CEO Sue Currin hosted Pelosi who spoke passionately about SFGH as a model for care today, and for the future under a reformed health care system. Her visit consisted of a morning health care roundtable and press conference. Along with Currin, SFGH physicians Kevin Grumbach and Neil Powe participated in the roundtable, at which the impact of the current system and the need for reform was discussed by representatives of clinics, small businesses, advocates, seniors and un- and underinsured patients.

Improving Diabetes Efforts across Language and Literacy (IDEALL) Project

A study in the April issue of *Diabetes Care* comparing alternate forms of diabetes support for vulnerable populations with limited literacy and English proficiency determined that a patient-centered approach using health information technology is more effective than traditional diabetes management approaches. The study is one of several conducted by the Center for Vulnerable Populations (CVP) at San Francisco General Hospital as part of the Improving Diabetes Efforts across Language and Literacy (IDEALL) Project at the Community Health Network of San Francisco. Researchers found that using an automated telephone self-management support system (ATSM) for diabetes management is cost effective, reduces the burden of disease on both patient and family caregivers, and improves the quality of care in public safety-net settings. The positive results of the study have led to efforts at implementing and evaluating scaled up versions of the ATSM system.

Pharmacist Review to Increase Cost Effectiveness Clinic

The Pharmacist Review to Increase Cost Effectiveness (PRICE) clinic at San Francisco General Hospital will soon bring advanced level student pharmacists and their faculty supervisors together with Medicare Part D patients. The clinic helps these patients more effectively access and manage their medications, while better using their Part D drug plan benefits. The program's goal is to later expand beyond Medicare patients, using enhanced pharmacist counseling services for SFGH patients of any age and payer source.

Staff at SFGH provide services in more than 20 languages to patients whose ethnic backgrounds are primarily Hispanic (30%), Caucasian (25%), African American (20%), and Asian/Pacific Islander (20%). The Medicare patients in the SFGH outpatient clinics working with PRICE are almost all low income; 95% of them are also covered by Medicaid.

PRICE clinic evolved from successful Partners in D outreach events held during 2008 at SFGH. Alice Chen, Medical Director of the SFGH Adult Medical Center, participated in these outreach events along with other health professionals. “The complexity of Medicare Part D can be overwhelming for our patients, most of whom have low health literacy, and many of whom have limited English proficiency. It has been wonderful for both our patients and our providers to have access to UCSF pharmacy faculty and students’ Part D expertise through a clinic that provides individualized guidance,” notes Dr. Chen.

Carrie Cangelosi, SFGH Medical Social Worker, tells this story. “Earlier this year, a 70 year old patient was discontinued from Part D’s Low Income Subsidy after her income came just over the limit. The best Part D plan we could find was costing her \$48 per month, plus co-pays for each of her eight medications, plus the feared "Donut Hole" later in the year. The patient was distraught, and thought her only solution was to stop using her inhalers. At the Partners in D outreach event, student pharmacists discussed all of her options with her, and were able to find an affordable solution! Neither of us would have known about these resources without Partners in D.”

SFGH Cancer Program awarded a 3 Year Accreditation with Commendation from the Commission on Cancer

San Francisco General Hospital is accredited through the American College of Surgeons Commission on Cancer (COC). As such, SFGH is recognized as providing outstanding comprehensive care for patients affected by all cancer diagnoses. The COC conducted an on-site cancer review in May 2008 which initially resulted in an Accreditation with Contingency, including five areas needing improvement. Through the dedication of the hospital’s Cancer Committee, all five areas were addressed with proof of compliance submitted to the COC. In July of 2009, SFGH received notification from the COC that the hospital was awarded Accreditation with Commendation.

The areas of commendation were:

- Strong clinical research program – Efforts of Oncology service in clinical trial enrollment were commended.
- Multiple screening and early detection programs are offered for SFGH community, for example: the Avon Center and Mammography van.
- Multiple cancer related improvements have been implemented annually, for example: the new Palliative Care program.
- The survey was a success due to the commitment and dedication of the staff in Oncology Clinic, 4C Infusion center, Unit 5A, Medical Records, Social Services, Nutrition, Pathology, Radiology, Pharmacy, Quality Management, and the Medical Staff members of the Cancer Committee.

The original areas needing improvement included:

- Completion of annual patient outcomes analysis – additional documentation was submitted verifying compliance with the standard.
- Registry data submission timeliness (3 standards) – registry staff increased compliance with expected data submission timeframes and currently is in compliance with all standards.
- Documentation of Quality Improvement studies – appropriate documentation was submitted and accepted.

Highlights of SFGH’s cancer program include:

- The 4C outpatient infusion center for chemotherapy treatment.

- Outreach in screening women for cervical and breast cancer; SFGH was one of the first funded programs for the Breast and Cervical Cancer Screening programs (BCCCP).
- One of the first programs to use patient navigators to help breast cancer patients access services.
- One of the first programs to offer free genetic counseling services not associated with participation in a study.
- SFGH is the sole provider in San Francisco who provides care to all patients with cancer regardless of insurance status.
- SFGH offers patients participation in clinical trials and remains dedicated to providing comprehensive culturally sensitive cancer care to all patients at the hospital.

Perry Outreach Program

Drs. Lattanza, Buckley, Carlisle, Kadel, Allen, Sawyer, Amirtharajah, Lin, Laine, Wustrack, Kennedy, and Piper and Biomechanical Testing Facility staff Kate Liddle and Thuc-Quyen Nguyen organized the Orthopaedic Trauma Institute's Perry Program for Women in Orthopaedics and Engineering. This outreach program is designed to encourage young women to pursue careers in science, particularly orthopaedic surgery and mechanical engineering. The program made a splash in the San Francisco Chronicle and KGO-TV Channel 7.

American Cancer Society Relay for Life

A team of health care providers and cancer survivors from San Francisco General Hospital and Trauma Center joined more than 300 people in the inaugural American Cancer Society Relay For Life at the Embarcadero. Their goal was to raise \$25,000 in the fight against cancer. The SFGH team recruited the largest number of participants with a total of 36 staff and was the top fundraiser, raising \$4,440. Two of our SFGH team members were among the top 5 fundraisers: Terry Dentoni was #1 with \$1,245 and Sharon McCole Wicher was #3 with \$700.

Patient Flow Report for August 2009

A series of charts depicting changes in the average daily census for Medical/Surgical, Acute Psychiatry, 4A Skilled Nursing Unit, and the San Francisco Behavioral Health Center were attached to the report.

Quality Council Minutes

The Quality Council minutes for July 2009 were attached to the report. The 2008-2009 SFGH Patient Care Contracts Performance Measures were provided for review.

Commissioners' Comments/Follow-Up Action

- Commissioner Chow requested that the full Health Commission be informed that the SFGH Cancer Program was awarded a 3 Year Accreditation with Commendation from the Commission on Cancer.

5) **PATIENT CARE SERVICES REPORT**

Sharon McCole Wicher, Acting Chief Nursing Officer, presented the Patient Care Services Report.

August 2009 2320 RN Vacancy Report

Overall 2320 RN vacancy rate for areas reported is 4.01%.

SFGH Ratio Staffing Data, By Number of Shifts – 8/01/09 to 8/31/09

SFGH was able to meet staffing ratios in all areas except 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: Training programs continue in the Critical Care and ED areas. A new program in Med-Surg begins October 2009.

Recruitment: Provided in the vacancy report.

Retention/Professional Development: Approximately 50 RN staff “champions” will participate in a preparation session on September 2 for the National Database of Nursing Quality Indicators (NDNQI) satisfaction survey which commences on September 14. This is the first time SFGH has used this process to quantify RN satisfaction and the first time that staff RNs will guide their peers’ participation. The survey will provide valuable information to guide improvements in the work environment and the development of the professional RN role.

SFGH continues to serve as a major site for the clinical training of nurses in the Bay area. SFGH hosts students from nine different nursing programs including RN, LVN and CNA programs. SFGH hosts undergraduate and graduate level RN nursing students. For the Fall 2009 semester, SFGH will have 33 different student clinical groups with 8 to 10 students per group on site. These clinical groups are in the medical-surgical, maternity, NICU, pediatric, psychiatric, primary care and specialty clinic setting during all shifts and all days of the week. Additionally, SFGH provides precepted 1:1 experiences for senior undergraduate nursing students and graduate level NP, CNS and CNL students in the previously mentioned areas as well as the ED, OR and ICUs. For Fall, 30 preceptorship students are expected.

Mylene Espiritu RN, unit 4D in medical-surgical nursing was awarded a DAISY award in August. Mylene started at SFGH as an LVN in 1996 and has worked as an RN since 2002. Mylene was selected for the consistent, outstanding quality of care she delivers. She is an exceptional professional role model functioning as the co-chair of the INLP Program and as a preceptor on 4D.

Nursing Excellence

RN and multidisciplinary staff are being recruited for participation in the “Creating Respectful Environments and Constructive Conversations” workshops to be held in late September.

The Hospital-wide Nursing Practice Council held a retreat in August focused on the council’s structure and process of decision making, professional practice models, and the “hand-off process” at SFGH. The HPC is the first SFGH shared governance council and is composed of a majority of direct care RNs representing all areas where nursing care is delivered. The HPC’s purpose is to guide and define nursing practice and the implementation of practice standards at SFGH. The council meets monthly.

ED Diversion Report – August 2009

The Emergency Department had a Diversion rate total of 26% (189 hours) for the month of August 2009. The ED used 2% (14 hours) hours of Trauma Override. The ED encounters for the month of August were 3546 and 759 admissions.

PES – August 2009

PES had 508 patient encounters during July 2009 and 507 in August 2009. PES admitted a total of 139 patients to SFGH inpatient psychiatric units in August 2009, which was down from 154 in July

2009. In August, a total of 368 patients were discharged from PES with 24 to ADUs, 19 to other psychiatric hospitals, and 325 to community/home.

PES was on Condition Yellow for a total of 0.0 hours in August and 0.0 hours in July.

There was an increase in Condition Red from July to August. PES was on Condition Red for 178.3 hours during 20 episodes in August. The average length of Condition Red was 9.26 hours. In July, PES was on condition Red for 85.6 hours, during 11 episodes, averaging 7.77 hours.

The average length of stay in PES for the month of August was 22.95 hours, an increase from 22.57 hours in July.

6) MEDICAL STAFF REPORT

Todd May, M.D., Chief of Staff, presented the Medical Staff Report.

SFGH Leadership

- Appointment of New Service Chief for Emergency Medicine
MEC approved the nomination of Dr. Christopher Barton as the New Service Chief of Emergency Medicine. Dr. Ken Drasner of the Anesthesia Service chaired the Search Committee and was thanked and commended for the thorough conduct of this national search. Members acknowledged and commended Dr. Barton's outstanding leadership over the last year as the Interim ED Chief, particularly in the launching of the EM Residency Program, guiding leadership transitions, the management of construction activities in the department, and his commitment to adhere to the hospital's Code of Professional Conduct.
- Appointment of new Chief Medical Officer
Ms. Sue Currin announced the appointment of Dr. Hal Yee as the new Chief Medical Officer, to replace Dr. John Luce who recently retired. Dr. Yee started his new role as CMO on September 1, 2009. Dr. Yee informed members of his plans to meet with Service Chiefs individually to discuss their needs and opportunities, with focus on two main goals: improve coordination of medical care across the safety net continuum of care and to optimally align our clinical delivery mission with ongoing research and teaching activities. Members congratulated Dr. Yee on his new role, lauded his use of a systems approach to improve the delivery of clinical care at SFGH, and expressed confidence in his outstanding leadership.

UCSF/Academic

- Members honored by the Academy of Medical Educators
The Haile T. Debas Academy of Medical Educators will hold its annual celebration honoring new members, and recipients of the Excellence in Teaching Awards on Monday, September 21, 2009. Dr. May was proud to announce that Dr. Susan Promes, ED, and Dr. Alan Gelb, MD have been selected as new members of the Academy. Furthermore, several SFGH Faculty will receive Excellence in Teaching Awards for their work in 2008-2009 including: Preston Maxim, MD, and Susan Promes, MD (Emergency Department); Hali Hammer, MD, Ron Labuguen, MD, and Beth Wilson, MD (FCM); Juan Vargas, MD (Obstetrics and Gynecology); and Lori Strachowski, MD (Radiology).
- New Chancellor visits SFGH
Chancellor Susan Desmond-Hellmann visited the SFGH Campus on Aug 20, 2009 during just her third week in office. During her half day visit, she met with the medical staff and toured the hospital's clinical and research facilities. MEC members had the opportunity to discuss the great work and accomplishments at SFGH, as well as the issues, needs, and

challenges facing the UCSF faculty at SFGH. Chancellor Desmond-Hellmann stated the University is based on three pillars: patient care, teaching care, and research. Members agreed that the SFGH campus represents the University at its finest in providing the highest quality patient care, outstanding teaching for the next generation of physicians, and conducting world-class research. Members were highly impressed with the Chancellor as a leader and were pleased that the Chancellor demonstrated a genuine understanding of the hospital's mission and values. Members discussed ways to develop and sustain a strong relationship with the Chancellor and the main UCSF campus.

Administration/Regulatory/Compliance

- Collaboration with Laguna Honda Hospital

Dr. May and the Medical Staff Office is working with Laguna Honda Hospital's (LHH) new Chief of Staff, Steve Thompson, and Chief Medical Officer, Hosea Thomas, on the revision of the LHH bylaws, privileges, and credentialing procedures. Dr. May stated this is an opportunity to build better relations between SFGH and LHH and collaborate in the shared mission to provide clinical care to the underserved of the City.

- Code of Professional Conduct

Implementation of the Code of Professional Conduct (P&P 3.13) is in progress. Dr. May presented the Policy to Management Forum last month as part of the effort to disseminate and implement the Code hospital-wide. Dr. May opened a discussion of the policy with MEC members, including its implementation and issues Service Chiefs have encountered in the process of applying the policy. Members acknowledged that the effective implementation of the Code of Professional Conduct policy is a learning experience and a work in progress. Consistent adherence and implementation of the Code of Professional Conduct policy will send a clear message throughout the hospital about our expectations for professionalism at all times and our commitment to promote and maintain a culture of safety. Dr. May thanked members for their valuable participation in the discussion, and expressed optimism that the policy implementation will become more efficient and effective with experience. Dr. May is convening a Professionalism Committee to assist and advise Service Chiefs in managing professionalism issues with Medical Staff members.

- Outpatient Attending Documentation and Compliance Issues

Dr. May presented an overview of the CMS requirements for compliance with hospital billing practices and the CMS Conditions for Participation when supervising resident physicians and students. Members agreed to work on adopting uniform practices and developing systems in the outpatient clinics to improve compliance.

Patient Care

- Expansion of Acute Care for the Elderly (ACE Unit) Services

Margarita Sotelo, MD, Geriatric Hospitalist on the Medicine Service, presented to members a report on the plan to expand the ACE Unit to elders with cardiac problems on ward 5D. Ms. Sotelo stated that the ACE unit care has been shown to migrate functional decline in older inpatients, and discussed the specifics of the expansion to 5D (Launch Sept 2009, up to 10 beds, IM, Cardiology and FM will be the most common primary services, daily rounds to formulate care plans, and daily discussion with primary service). Dr. May noted the SFGH ACE Unit has been in place for two years on 5C under the direction of Dr. Edgar Pierluissi, and is recognized as the only ACE program in California. Members commended Dr. Sotelo and Dr. Pierluissi for the valuable services provided by the ACE Unit to the elderly patients at SFGH. Dr. May stated that the ACE Unit is a phenomenal program and is a model for other hospitals.

Medical Staff

- Review of Medical Staff Committee Memberships

Dr. May is reviewing the composition of committee memberships and levels of participation, and recruiting new members to refresh the operations of these vital groups.

- SFGH Medical Staff Bylaws Revisions

The Active Medical Staff approved amendments to the SFGH Medical Staff Bylaws via an electronic secret ballot system. The Bylaws revisions will be presented to the Health Commissioners on September 15th for final approval.

- Annual Service Reports

Jack McAninch, MD—Urology

The report highlighted several of the Service's ongoing quality improvement projects, including monitoring activities on trauma-related services, such as use of ultrasound for diagnosis of testicular injuries after blunt trauma, and outcomes for renal gunshot wounds and penetrating external genital trauma.

Cheryl Jay, MD—Neurology (for Richard Price, MD)

The service is an example of the pillars of UC, demonstrating excellence in clinical care, teaching, and research. The service relies on a substantial number of volunteer faculty from UCSF and the community.

Highlights include the highly successful Stroke Center Certification program.

Ebi Fiebig, MD—Laboratory Medicine

1.3 Million tests performed annually with very few errors

Prolific number of publications generated by a small faculty

Stroke labs performance improvement project is a superb example of utilizing the Model for Improvement approach

The on-line lab manual has been of great assistance to the medical staff

Action Taken: The Committee confirmed the appointment of Christopher Barton, M.D., as the new Service Chief of Emergency Medicine.

7) CORE MEASURES QUARTERLY REPORT

The Core Measures Quarterly Report for Q4 2007 – Q3 2008 was attached to the report.

Commissioners' Comments/Follow-Up Action

- There was discussion regarding various aspects of the survey including the format, return rate and high threshold established by Medicare. As part of the hospital's improvement process, measures will be tracked at the unit level. This will empower staff to drive performance improvement at the bedside, a factor in achieving Magnet status.

8) SFGH REBUILD REPORT

The SFGH rebuild presentation was attached to the report.

Commissioners' Comments/Follow-Up Action

- Commissioner Chow requested that the community updates be provided to the Commissioners. He also requested that future presentations contain more explicit timelines and expenditures that demonstrate that the project is within its targets.

9) **PUBLIC COMMENT**

None.

10) **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 4:49 p.m. Present in the closed session were Commissioner Chow, Commissioner Waters, Fred Hom, Kathy Jung, Todd May, M.D., Kathy Murphy, Iman Nazeeri-Simmons, Marti Paschal, Roland Pickens, Dan Schwager, Cathryn Thurow, Sharon McCole Wicher, Hal Yee, M.D.

- 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 JULY 14, 2009

Action Taken: The Committee approved the July 14, 2009 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 5:26 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.

11) **ADJOURNMENT**

The meeting was adjourned at 5:26 p.m.

Jim Soos
Acting Executive Secretary to the Health Commission