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Susan Belinda Christian, J.D.
Commissioner

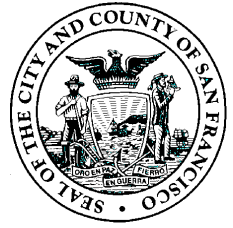
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**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

Daniel Lurie Mayor
Department of Public Health



Grant Colfax, MD
Director of Health

Mark Morewitz, M.S.W.
Executive Secretary

TEL (628) 754-6539

MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Monday, January 27, 2025 3:00 p.m.
101 Grove Street, Room 300
San Francisco, CA 94102 & via Webex**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner Laurie Green, M.D.
Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich, MD, Gillian Otway, Emma Moore, Emma Uwodukunda, Jeff Critchfield MD,
William Huen MD, James Frieberg, Mary Mercer MD, Hemal Kanzaria, Eric Wu, Priya Nayar,
Angelica Journagin, Naveena Bobba MD, Kim Knox-Mitchell

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

**2) APPROVAL OF THE MINUTES OF THE DECEMBER 10, 2024 ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL JOINT CONFERENCE COMMITTEE MEETING**

The committee did not vote on this item because copies were not included in their paper packets.

3) REGULATORY AFFAIRS REPORT

Emma Moore, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Chow thanked Ms. Moore for the report.

4) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT, EMERGENCY DEPARTMENT NEWSLETTER AND BERT NEWSLETTER

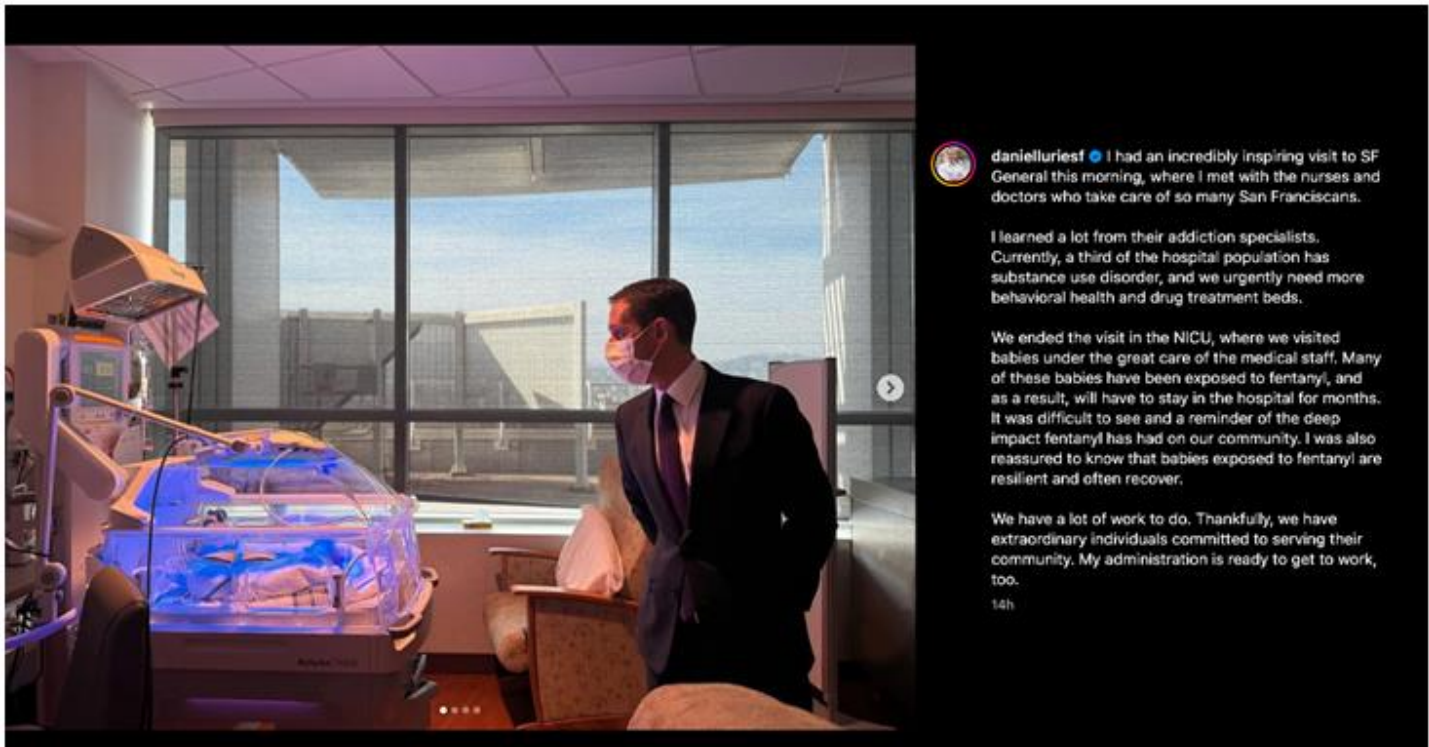
Susan Ehrlich, M.D., Chief Executive Officer, presented the item.

CARE EXPERIENCE

1. Mayor Daniel Lurie Visits ZSFG

On December 11th, Mayor Daniel Lurie visited ZSFG campus and met with several teams at the forefront of innovative and person-centered care for those experiencing traumatic injuries, behavioral health emergencies, and those seeking everyday preventative care. As he toured the Emergency Department, Medical-Surgical Unit, Family Birth Center and the NICU, he engaged in great conversations about the many programs and initiatives we offer to help San Franciscans recover, including Team Lily, Addiction Care Team, Social Medicine, and BERT.

After he left, he shared appreciation for all the care and compassion everyone at ZSFG shares with our patient community on social media, calling his visit “incredibly inspiring”. At the Mayor’s January 8th inauguration, he began his speech referring to the tour, and how the services we provide represent hope for the City.



EQUITY

2. ZSFG Recognized for Advancing Healthcare Equity

ZSFG received two recognitions recently for our work to improve health outcomes for Black/African American patients. The 2024 Bernard J. Tyson National Award for Excellence in Pursuit of Healthcare Equity from The Joint Commission and Kaiser Permanente was awarded to ZSFG for our success in addressing disparities in

heart failure readmission rates for Black/African American patients. ZSFG also received the 2024 Equity Quality Leaders Award by the California Health Care Safety Net Institute and the California Association of Public Hospitals and Health Systems for advancing equity through reducing heart failure readmissions among Black/African American patients.

These prestigious awards recognized our predictive analytics team, PROSPECT Lab, for significantly improving care for all patients with heart failure, while focusing on addressing disparities affecting Black/African American patients. Key strategies included:

- Integrating AI-Based Tools into electronic health records to provide targeted recommendations for care
- Establishing an Addiction Medicine/Cardiology Co-Management Clinic that combines primary care, cardiology, social medicine, addiction medicine, and palliative care to address complex patient needs



Recognizing the disparity in heart failure readmission rates for Black/African American patients, the PROSPECT Lab team collaborated across departments to launch a heart failure initiative aimed at reducing hospitalizations, readmissions, and equity gaps. Key strategies included using real-time decision support in the electronic health record, deploying machine learning tools, and creating a specialized clinic for patients with heart failure and substance use.

The results were remarkable. ZSFG achieved a 6% reduction in mortality one year after heart failure, a 13% reduction in readmission rates, and we eliminated the gap in readmission for Black/African American patients.

CAPITAL

3. Prop B to Support ZSFG Improvements

Proposition B, a \$390 million general obligation bond, was passed by more than 72% of San Francisco voters in November. It includes \$205 million in healthcare infrastructure improvements, many of which will happen at ZSFG.

Such strong support is a testament to our community's belief in our mission to provide high-quality, equitable care for all San Franciscans in a safe and welcoming environment. It also demonstrates voter confidence in our ability to deliver large and complex capital improvement projects on time and on budget.

Projects at ZSFG funded by Prop B will make much needed mechanical, IT system, and fire life safety upgrades and strengthen the hospital's facilities against the growing threat of climate change, such as the installation of a new chiller and cooling tower that supplies cool air and cold water to much of the campus. Their importance was made clear during October's prolonged heatwave. Prop B will also fund a full seismic retrofit of Building 3, providing workspace for about 300 staff. It will also help expand ZSFG's Psychiatric Emergency Services, allowing ZSFG to treat nearly twice as many patients in a light-filled space designed for better patient experience and care coordination.

These projects reflect our commitment to creating a safer, more resilient, and patient-centered environment. We know these enhancements will elevate the experience for both patients and staff, ensuring ZSFG continues to serve as a vital lifeline for our city.

CARE EXPERIENCE

4. ZSFG SNF Recognized as One of the Best

ZSFG's 4A Skilled Nursing Facility was recognized by U.S. News 2025 Best Nursing Homes. U.S. News Short-Term Rehabilitation Ratings evaluate eligible nursing homes in caring for people in need of skilled nursing or rehabilitation services following hospitalization for surgery, heart attack, stroke, injury or other conditions. The data used to evaluate these facilities comes primarily from the federal Centers for Medicare & Medicare Services (CMS) and include metrics related to patient outcomes, nurse staffing, facility deficiencies, and processes of care such as the appropriate use of some hypnotic medications.



ZSFG's 30-bed Skilled Nursing Facility at 4A has been earned the highest possible achievement with a "High Performing" rating and an overall rating of 5 out of 5. ZSFG is proud to be a part of the elite 19% of SNFs who have been recognized in providing this essential care to our community of patients requiring short-term rehabilitation following a hospitalization for surgery, heart attack, stroke, injury or similar condition. Congratulations to Nurse Director Tanvi Bhakta, Nurse Manager Frank Ladra, and Medical Director Brianna Stein and the entire 4A Skilled Nursing Facility team for their hard work.

You can see our hospital's ratings, along with related data and descriptions, on the U.S. News Profile page.

CARE EXPERIENCE

5. ZSFG Committed to Improving Patient Flow

Over the past several months, ZSFG has seen significantly high volumes as a result of the seasonal demand related to Upper Respiratory Viruses. ZSFG works tirelessly to ensure patients receive timely, high-quality care. This is complicated by being consistently over capacity, making patient flow and access critical for the hospital and our patients.

Chief Medical Officer Gabriel Ortiz and Chief Nursing Officer Gillian Otway are our strategic leaders to improve flow and access, and they are working hard to improve access and flow with key strategies that will ensure our patients get the right care, at the right time, in the right place. Here are just a few of the ways we are already tackling flow and access challenges:

- Reducing ambulance diversions to 35% after a high of over 70% two years ago. One of the novel ways we addressed this was by adding med-surg nurses to assist with patient boarding in the Emergency

Department. More recently, our record-low vacancy rates among nurses in the ED has supported our efforts even further. The trend of diversion continues to decrease thanks to these interventions.

- Reducing the percentage of patients who leave without being seen in the ED by working collaboratively with staff to improve the triage process in multiple ways, and by partnering with Urgent Care to manage less critical patients to free up slots in the ED.
- Streamlining inpatient care by creating a dedicated team to support discharges for lower-acuity patients and implementing processes to identify early discharges.
- Opening a ninth operating room starting in October. Early data shows that this has led to a decrease in length of stay of two days.
- We advocated for and obtained surge funding that allows us to add attending-only teams to critical care and medicine services.
- Expanding outpatient access with extended hours in Specialty Care Clinics for earlier appointments.
- Working with Laguna Honda Hospital to admit our patients as appropriate and possible.

These are just a few examples of the work we are doing to improve access and flow, and we know more needs to be done. It's encouraging to see these efforts already helping us make progress and ZSFG will keep pushing to find more creative ways to do so.

CARE EXPERIENCE

6. Age Friendly Emergency Department

Through a special project in the Emergency Department at ZSFG, health care providers have designed a hub of supplies targeted to support patients with age-related cognitive decline. The Age-Friendly Emergency Department Sensory Cart brings calming activities, books, and therapeutic items like robotic pets to the bedside, allowing patients to find comfort while awaiting care.

The Sensory Cart has quickly been shown to support both providers and patients in the hectic environment of the emergency department, keeping patients calmer without the use of sedative medications or safety measures. And for patients with dementia, a less traumatic experience is essential to treat the acute medical needs as quickly as possible.

This is part of a larger effort to make the emergency department more age-friendly by adapting patient care to meet the needs of patients with cognitive decline and ensuring the right care is available.



Our Age Friendly Emergency Department team recently visited Jackie Chan Senior Center in San Francisco's Richmond District. Residents at the Senior Center were very supportive and thankful to have a service line like AFED that supports and provides services for older adults – particularly around the challenges around the use of technology at the hospital and linkages to care after ED visits. During this gathering, the team also learned about the experiences of our mono or bilingual older community members at the hospital and identified opportunities to continue to improve care through bolstering language services to help patients to feel more at ease, reducing the need for patients to travel across the City to another hospital due to possible language barriers.

ZSFG currently holds the bronze standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation which recognizes our hospital for focusing and providing on the highest standards of care for our communities' older adults. As a hospital that values continuous improvement and strives to provide equitable care to all, we are grateful to our AFED team and all they do for our older patient population community. This is the first of many visits with our Chinese, Black and Latine-x communities to learn more about opportunities to better deliver patient-centered services at ZSFG.

DEVELOPING OUR PEOPLE 7. Welcome COO Sabrina Robinson

ZSFG is excited to welcome our new Chief Operating Officer, Sabrina Robinson.

Sabrina has extensive experience leading hospital and physician operations. Most recently, she comes to us from Carolina Pines Regional Medical Center in Hartsville, South Carolina, where she served as Vice President of Physician Operations over the medical group and six service lines. In that role, Sabrina led successful initiatives to reduce claims denials; and to grow a women's health service line, increasing births, gynecologic surgeries, and cancer services, including screening and detection. She also initiated the organization's health equity initiatives in collaboration with the South Carolina Hospital Association. Prior to that experience, she served as the Chief Operating Officer for the Regional Medical Center in Orangeburg, South Carolina, which is a 286-bed safety net hospital, and the only one serving 2400 square miles. There she not only had responsibility for the multi-specialty medical group, but also for service lines including lab, radiology, environmental services, surgical services, security and food and nutrition services. Her successes there included starting a regional cardiac catheterization service, and achieving Cancer Center certification with the Commission on Cancer, TJC Stroke Certification, and PCMH certification.



Sabrina spearheaded one of South Carolina's first DEI/Health Equity symposiums and it is now entering its 3rd year.

Sabrina is also experienced with Lean/Six Sigma and used those tools at the RMC to improve OR block utilization; and improve flow for cancer patients, including medical oncology, radiation oncology and pharmacy.

Sabrina holds an MBA from Florida Southern University, a Bachelor of Science from the University of Phoenix. She is a Certified Medical Practice Executive and a Fellow of the American College of Health Executives.

DEVELOPING OUR PEOPLE

8. Congratulations Chauncey Jackson

ZSFG is excited to share that Chauncey Jackson has been promoted to Deputy Chief Operating Officer. Chauncey is a proven leader across the DPH. For almost a year he has served as the interim Deputy Chief Operating Officer, taking over a newly formed role and doing a phenomenal job learning from the outgoing Terry Saltz while at the same time supporting, mentoring, and growing a new and experienced group of leaders.

Prior to that time, Chauncey served since September 2022 as our Support Services Administrator, overseeing Environmental Services, Food & Nutrition Services, Linen and Messenger, Biomedical Engineering, Emergency Preparedness, and Environmental Health & Safety. He served as the Chair of the Environment of Care Committee, increasing participation in and visibility of the committee, and as Executive Sponsor for the Hospital Sustainability Committee.



Prior to that time, he served in multiple leadership roles with increasing administrative responsibility at Laguna Honda Hospital: the Administrative Operations Director, the Hospital Incident Command System Planning Chief/Deputy Incident Commander, the Environmental Services Director, and Environmental Services Operations Manager.

Chauncey holds a Master of Health Administration and a Bachelor of Arts in Sociology from CSU East Bay.

In his new role, Chauncey will report to our Chief Operating Officer, Sabrina Robinson. Reporting to him are Capital Projects and Planning, Facility Services, and Support Services (including Biomedical Engineering, Environmental Health & Safety, Food & Nutrition Services, Emergency Preparedness, Environmental Services, Building & Grounds, Engineering, Crafts, Fire Marshall, and Telecommunications).

DEVELOPING OUR PEOPLE

9. Addiction Care Symposium Supports RN Education

More than 200 nursing and other staff from ZSFG and DPH attended an all-day Addiction Care Symposium in Carr Auditorium. The event focused on helping staff address substance use disorders (SUDs). The 2nd annual symposium offered participants valuable insights into best practices in opioid and stimulant use disorder treatment, communicating with patients effectively, alcohol withdrawal, and the Addiction Care Team (ACT) Nurse Liaison Program.

Participants also heard from Addiction Care Team (ACT) staff about ACT services and overdose prevention as well as more educational opportunities. This included the Center for Innovative Academic Detailing on Opioids and Stimulants (CIAO), which is a DPH program that offers ZSFG staff and providers across San Francisco one-

on-one counseling sessions on opioid and stimulant use disorder management, buprenorphine prescribing, controlled substance monitoring, and other evidence-based practices.

The event was co-sponsored by DPH, the Addiction Care Team, and the San Francisco General Hospital Foundation. Attendees were eligible for 6 hours of continuing education credit while advancing how they deliver compassionate and evidence-based nursing care for individuals living with substance use disorders. The next event is planned for Fall 2025.

This one-day conference will provide nurses the opportunity to learn about substance use disorders, addiction care, and the impact nursing has on care delivery for persons experiencing substance use disorders.



DEVELOPING OUR PEOPLE

10. Values in Action Award Winners: Merjo Roca

ZSFG would like to congratulate Merjo Roca for winning the Values in Action award. As a leader of our specialty clinics, Merjo exemplifies ZSFG's core values of Joy in Our Work, Thirst for Learning, and Compassionate Care.

Known for her resourcefulness, compassion, and determination, Merjo consistently goes above and beyond to deliver high-quality care in a fast-paced environment. Her enthusiasm, positivity, and innovative thinking leave a lasting impact on patients and colleagues alike.

Merjo's colleagues describe her as passionate about patient-centered care, and her approach to leadership as both empowering and supportive. Through establishing trust and emphasizing collaboration, she helps develop and mentor nursing staff, as well as improve clinic processes to increase efficiency and enhance patient satisfaction.

Her leadership was particularly invaluable during the COVID-19 pandemic. As one colleague explains, "Merjo's ingenuity and dedication enabled nursing and pharmacy to implement a mass vaccination program that was low waste, high throughput, and ensured uninterrupted services during critical times. Her work directly improved the welfare of thousands of San Francisco residents." She has since expanded vaccination programs to provide flu vaccines, ensuring continued access to preventative care.



Merjo's commitment to excellence, combined with her ability to lead with joy and compassion, reflects the very best of ZSFG's mission.

Developing Our People

11. ZSFG Holiday Celebrations



ZSFG's Pediatric and Perinatal Units hosted the annual Gingerbread House Decorating Contest. Our CEO and CMO, Dr. Susan Ehrlich and Dr. Gabe Ortiz were present as well as Tanvi Bhakta and Dave Staconis Nursing Directors to judge the well-crafted gingerbread houses. Our CNO and Pediatric Medical Director, Gillian Otway and Mabel Chan, served as the event's emcees. Fresh baked gingerbread cookies were shared for everyone to taste and enjoy! Congratulations to the participants and the winners!

- Best Overall-NICU H26
- Funniest-Birth Center H22/25
- Most Festive-5M Women's Clinic
- Most Colorful-6M Children's Clinic
- Most Creative-Pediatrics H26



Commissioner Comments:

Commissioner Christian congratulated Dr. Ehrlich and ZSFG leadership for the 2024 Bernard J. Tyson National Award for Excellence in Pursuit of Healthcare Equity and 2024 Equity Quality Leaders Award by the California

Health Care Safety Net Institute and the California Association of Public Hospitals and Health Systems. She expressed gratitude for the high impactful equity work conducted at ZSFG. She thanked Dr. Ehrlich for the recent ZSGH campus tour she gave Commissioners Christian and Salgado. She also welcomed Sabrina Robinson, the new ZSFG Chief Operating Officer.

Commissioner Green stated that it is truly wonderful the caliber of high-quality staff that ZSFG attracts and recruits.

Commissioner Chow asked for clarification regarding whether the Tyson award is given to more than one hospital. Dr. Ehrlich stated that only one award was given out this year.

Commissioner Chow asked for more information regarding how the DPH and the San Francisco Health Network will be interacting with the closure of a number of Walgreen's pharmacies in San Francisco. He recalled that in the past, the ZSFG outpatient pharmacy was overly crowded and slow to fill prescriptions due to the high volume of patients it served. Dr. Ehrlich stated that the ZSFG Outpatient pharmacy cannot take on the pharmacy business from 12 Walgreen's closures due to the volume. She noted that Dave Smith, San Francisco Health Network Chief Pharmacy Officer, is working with Walgreens to develop a community plan. Each Walgreen's that is closing will be paired with another pharmacy, which will pick up the business. She added that there is a copious amount of communication to patients about the situation and the plan.

5) ZSFG HIRING AND VACANCY REPORT

Kim Knox-Mitchell, Human Resources Operating Manager for ZSFG , presented the item.

Commissioner Comments:

Commissioner Christian thanked Ms. Knox-Mitchell for the information in the report regarding the ZSFG partnerships with nursing schools. Ms. Knox-Mitchell stated that most of these partnerships are longstanding.

Commissioner Green asked how involved ZSFG is with bringing nursing students onsite to take tours. Gillian Otway, ZSFG Chief Nursing Officer, stated that ZSFG has ongoing student rotations with nursing schools which contract with ZSFG. Commissioner Green suggested that an exit survey be conducted with nursing students who take the tours but do not choose to work at ZSFG.

6) MEDICAL STAFF REPORT

Mary Mercer, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Chow stated that he wishes more people understood the incredible high quality of work done every day at ZSFG.

Commissioner Chow noted that on the policy related to the formulary, it is not clear whether it is the ZSFG or San Francisco Health Network formulary. Dr Mercer stated that the team will improve the clarity of the language used in this policy.

Commissioner Chow noted that on page 8 of the Standardized Procedures, MEC and JCC approval is required but modifications do not require JCC approval. Dr .Mercer stated that policy modifications would be brought to the Health Commission for approval.

Action Taken: The Committee unanimously voted to recommend the full Health Commission approve the following items at their next meeting:

- Department of Medicine Standardized Procedures,
- Department of Medicine/Pulmonary Medicine Standardized Procedure
- RTC-CASARC Rape Treatment Center (RTC)/Trauma Recovery Center (TRC) and Child and Adolescent Support, Advocacy and Resource Center (CASARC) ZSFG Department of Psychiatry CPC NP/PA Standardized Procedure
- CPC NP/PA Standardized Procedure
- AFF Optometry Privilege Form and Sleep Medicine Privileges

7) OTHER BUSINESS

This item was not discussed.

8) PUBLIC COMMENT:

There was no public comment on this item.

9) CLOSED SESSION:

- A) Public comments on all matters pertaining to the Closed Session

There was no public comment on this item.

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

Action Taken: The ZSFG JCC voted unanimously to go into closed session.

- 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 ZSFG JCC noted that they approved the Credentials Report and PIPS Minutes Report in closed session. They voted to not disclose other discussions held in closed session.

10) ADJOURNMENT

The meeting was adjourned at 5:24pm.