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Vice President

**Edward A. Chow, M.D.**  
Commissioner

**Susan Belinda Christian, J.D.**  
Commissioner

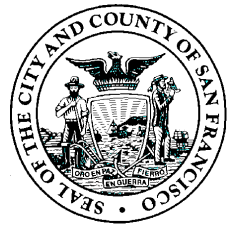
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**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Monday, February 23, 2026 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.  
Commissioner Laurie Green, M.D.  
Commissioner Susan Belinda Christian, J.D.

**Staff:** Susan Ehrlich MD, Gillian Otway, Emma Moore, James Frieberg, Mary Mercer MD,  
Hemal Kanzaria MD, Eric Wu, Angelica Journagin, Sabrina Robinson, Adrian Smith,  
Erika Thorsen, Jennifer Magnusson, Emma Perez

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

**2) APPROVAL OF THE MINUTES OF THE JANUARY 26, 2026 ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL JOINT CONFERENCE COMMITTEE MEETING**

**Public Comment:**  
There was no public comment on this item.

**Commissioner Comments:**  
There were no Commissioner comments on this item.

**Action Taken:** The ZSFG JCC unanimously voted to approve the January 26, 2026, minutes.

**3) REGULATORY AFFAIRS REPORT**

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

**Public Comment:**  
There was no public comment on this item.

#### Commissioner Comments:

Regarding the January 20, 2026 CDPH complaint validation, Commissioner Chow asked what the findings refer to about meeting the conditions of participation on discharge planning. Ms. Moore stated that there were standard-level findings that did not require a plan of correction. The department will voluntarily monitor and provide monetized data in coming months.

#### **4) ZSFG HIRING AND VACANCY REPORT**

Jennifer Magnusson, Human Resources, presented the item.

#### Public Comment:

There was no public comment on this item.

#### Commissioner Comments:

Commissioner Chow asked what the acronyms PCS, PES, and TCS mean. Ms. Magnusson stated that PCS = Permanent Civil Service; PES = Permanent Exempt; TCS = Temporary Civil Service.

Commissioner Christian asked what should we understand from breaking out these categories? Ms. Magnusson stated that current charts reflect only permanently funded positions. Reporting will be clarified in future versions.

President Green requested that civil service vs. exempt positions be distinguished in future reports and include P103 positions. Ms. Magnusson stated that distinctions will be added, and feasibility of P103 inclusion will be reviewed with Budget & Finance leadership.

#### **5) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT, EMERGENCY DEPARTMENT NEWSLETTER AND BERT NEWSLETTER**

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

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## **EQUITY**

### **1. Black History Month - Representation Matters in Healthcare**

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During Black History Month, ZSFG emphasizes the importance of culturally humble and racially concordant care to address longstanding inequities faced by Black/African American patients and build trust in healthcare. Culturally humble care recognizes the history and ongoing impact of inequities experienced by Black/African Americans in health care and requires ongoing self-reflection, listening and acknowledging biases, while racially concordant care promotes representation to reduce power imbalances and build trust in patients to see their identities reflected in those who provide care for them.



A key example is the Honeycomb Clinic, which pairs Black/African American physicians with Black/African American patients. Founded in 2023, the Honeycomb Clinic has significantly improved continuity of care, reduced overdue well-child visits, and lowered no-show rates. Honeycomb collaborates with other programs to support prenatal and family health. ZSFG also invests in future equity through internships for HBCU students and offers staff training in areas such as Equitable, Fair and Respectful Workplace, Implicit Bias Trainings, Relationship Centered Communications workshops. ZSFG also shared events sponsored by The Black/African American Health Initiative and many other educational resources. These efforts reflect ZSFG's commitment to creating an environment of trust, respect and belonging for

patients and staff alike.

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## EQUITY

### 2. Honoring the Legacy of Dr. Martin Luther King Jr., Through Equity and Care

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ZSFG honors the life and legacy of Dr. Martin Luther King Jr., whose vision for equity and inclusion continues to guide ZSFG's work in healthcare. Dr. King's advocacy extended beyond civil rights to address health inequities, challenging us to take meaningful action to remove barriers and create accessible, equitable care. At ZSFG, equity remains our True North, with nearly 75% of departments implementing equity drivers to identify and close gaps in care. Initiatives such as non-emergency transportation for eligible patients and support for MyChart enrollment to improve access and engagement. 4M and 4J clinics honor the call to service by Martin Luther King, Jr. with an eyeglasses and hearing aids drive to benefit The Lions Eye Foundation, a 501c organization serving the uninsured population in Northern California and Nevada with a full range of vision and hearing services.

Through these efforts, ZSFG upholds Dr. King's values every day by partnering with the community to address the root causes of health disparities. ZSFG is committed to advancing equity and honoring his legacy through compassionate care.

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## EQUITY

### 3. Celebrating Lunar New Year and Language Access

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February 17, 2026 marks the beginning of the Lunar New Year, a 15-day celebration observed by many communities across East and Southeast Asia and by communities around the world. In 2026, Lunar New Year ushers in the Year of the Fire Horse. The Horse symbolizes strength, energy and perseverance – qualities ZSFG staff demonstrate in their work everyday.

ZSFG honors this occasion by recognizing the cultural traditions of our diverse staff, patients and families and by reaffirming our commitment to language access as a cornerstone of health equity. On-site and remote interpreter services are available 24/7 in languages such as Mandarin, Cantonese, Vietnamese, Korean, and Filipino. Interpreter services ensures ZSFG patients can communicate comfortably and receive care that respects their cultural identity.

To celebrate, ZSFG featured a special Lunar New Year menu in the cafeteria and invited everyone to join in the festivities on campus and across San Francisco this holiday season.

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## SAFETY

### 4. Expanding the ZSFG Environmental Health and Safety Team

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Under the leadership of ZSFG Deputy COO, Chauncey Jackson, the ZSFG Environmental Health and Safety Team is expanding to improve efficiency, strengthen partnerships and enhance collaboration across safety groups

within the Department of Public Health (DPH). As part of this expansion, the HR Occupational Safety and Health (OSH) team will merge with ZSFG's Environmental Health and Safety team, creating a larger unit that will serve ZSFG, Ambulatory Care, the Population Health Division, Behavioral Health Services and DPH administrative teams. The team welcomes new members Wayne Taketa, Director of Environmental Health and Safety, Cory Pershing, Injury Investigator, Pu Yang, Senior Industrial Hygienist, Sherry Chan, Senior Industrial Hygienist and Steven Thorson, Industrial Hygienist.

Their services will include site visits for regulatory compliance, employee safety training programs such as the Injury and Illness prevention program, workplace violence prevention, ergonomics, and respirator fit testing. Additionally, the team will collaborate on facility and capital projects and conduct Environment of Care inspections to ensure patient care areas meet safety and regulatory standards.

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## **SAFETY**

### **5. Keeping the City Safe - Game Day and Every Day**

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Thank you to the Emergency Department, Urgent Care Clinic, and all care and support teams throughout the hospital for a coordinated, week-long effort leading up to and through Super Bowl weekend. The planning, flexibility, and teamwork helped reduce ED boarding and diversion while maintaining patient safety - all while keeping the hospital fully operational for the many other urgent and critical needs of the community. Special thanks to the physicians on site at the Super Bowl, supporting NFL doctors and ensuring seamless medical coverage during the event.

This work reflects what it means to be the City's only hospital and Level 1 Trauma Center: always prepared, always responsive, and always there when it matters most. Thank you for being ready year-round, ZSFG!

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## **CAPITAL**

### **6. Patient-Centered Dialysis Clinic Opening Spring 2026**

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ZSFG is undergoing significant renovations to enhance both staff and patient experiences, with the goal of becoming an Ambulatory Care Center of Excellence. Supported by the San Francisco General Hospital Foundation and city bond funds, these improvements include upgrades to pediatrics, adult and specialty care departments, as well as critical seismic safety enhancements.

A major milestone is the opening of a new Dialysis Clinic this spring on the 3<sup>rd</sup> floor of Building 5. This modern, patient-centered space nearly doubles capacity with 24 comfortable dialysis chairs, improves safety through better visibility and offers upgraded HVAC systems, staff workspaces, breakrooms and conference areas. The addition of a welcoming lobby will create a better experience for patients. Relocating the clinic from Building 100 to Building 5 will provide easier access to other essential services.

These changes reflect ZSFG's commitment to equity, access and patient-centered care. Thank you to ZSFG's patients and staff during this transformation and to the Capital Team for their hard work.

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## QUALITY

### 7. CDPH Triennial Licensing Survey at 4N SNF Complete

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ZSFG successfully completed the five-day CDPH triennial licensing survey and the CDPH/CMS annual recertification survey at the 4A Skilled Nursing Facility, earning high praise from surveyors for demonstrating best practices and exceptional care. This achievement reflects the dedication and expertise of the entire ZSFG team. Special recognition goes to the 4A leadership team and staff, as well as supporting departments including Food and Nutrition Services, Facilities, EVS, Infection Prevention and Control, and Pharmacy for their collaboration and responsiveness.

The Regulatory Team and operations staff were also commended for their role in ensuring compliance and quality care. As CEO Susan Ehrlich noted, the team went above and beyond during this challenging process, showcasing ZSFG's commitment to safe, compassionate and best-in-class care.

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## CARE EXPERIENCE

### 8. ZSFG Diabetes Education Program Recognized by the American Diabetes Association

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The ZSFG Diabetes Education Program has been recertified by the American Diabetes Association through January 12, 2030, recognizing their continued excellence in Diabetes Self-Management Education and Support (DSMES). This achievement reflects the program's long-standing commitment to high-quality, patient-centered diabetes care, providing hundreds of patients each month with individualized education, group sessions and coordinated services. Congratulations to the Endocrinologists led by Clinic Director Sarah Kim and the endocrine fellows, residents and medical students who rotate through the clinic for their outstanding work and dedication to improving patient health outcomes. The team also wanted to thank their patients for their trust, primary care and specialty care clinics, specialty and outpatient pharmacy, IT, Ward 81 and Ward 92 clinic nurses, medical assistants and eligibility workers for their support in this achievement. Additionally, the team would like to share appreciation with Lisa Murphy, MD Phil, Division Chief of Endocrinology, who has given the team long-term vision and guidance every step of the way.



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## DEVELOPING OUR PEOPLE

### 9. New ZSFG Leadership: Rhett Burden

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On January 22, Chief Experience Officer Justin Dauterman announced the appointment of Rhett Burden as ZSFG's Director of Inclusive Excellence and Staff Experience. In this role, Rhett will lead strategies to advance Diversity, Equity and Inclusion (DEI) while enhancing workforce engagement and well being. He brings extensive experience in DEI, workforce development and organizational change management, having worked closely with leaders and staff to implement equity-driven strategies and foster inclusive workplace cultures.

Rhett holds a BA in sociology, an MA in Conflict Analysis and Dispute Resolution and multiple professional credentials including Certified Diversity Executives and SHRM

Inclusive Workplace Culture Certification. Please join in welcoming Rhett as ZSFG continues our commitment to inclusive excellence.

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## DEVELOPING OUR PEOPLE

### 10. Hearts in SF - 2026 Hero & Heart Awardees

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Every February, at the Hearts in SF gala, the San Francisco General Hospital Foundation honors many of the people and programs that make ZSFG truly great. The evening is a testament to how many people, across the hospital and the broader community, make and support ZSFG in being a place of healing and compassion.

Hearts in SF took place February 12, bringing together Foundation supporters, civic partners and members of the hospital community to celebrate ZSFG. The sculpture auction makes Hearts in SF, the Foundation's annual gala, a truly unique event, bringing together art, health care, and the support of an entire community.



For over 20 years, these sculptures have become a symbol of San Francisco's support for the innovative, compassionate care provided to over 100,000 of our neighbors each year, most of whom are underinsured or uninsured. To date, Hearts in SF has raised more than \$40 million to provide accessible, equitable, exceptional health care for all.

This year's theme focuses on the power of seeing humanity in one another—something our team demonstrates every day. The 2026 Hero and Hearts Awards honorees embody that spirit in meaningful ways that make a tangible difference in the lives and health of our patients.



Kelly Brandon, MSN, RNC, CNS, Family Birth Center

Kelly Brandon, a Clinical Nurse Specialist in the Family Birth Center and the Co-Founder of the Addiction Care Team Nurse Liaison Program. Kelly helped launch this innovative initiative to bring addiction medicine specialists directly into hospital units, fostering collaboration, continuous learning, and meaningful improvements in patient care. Her work is making a powerful impact at the intersection of substance use disorders and inpatient

health care.



Melissa Pitts, RN, BSN, ZSFG Emergency Department, Administrator on Duty

Melissa Pitts, Registered Nurse, nursing leader, and AOD in the Emergency Department, for her exceptional skill, steady leadership, and the deep compassion she provides patients and teams during moments of tragedy and disaster. Melissa ensures seamless, high-quality care from the ambulance bay through recovery, making a meaningful difference for our patients at every step of their journey.



Pamela Dorsey, ZSFG Heart Transplant Patient

After surviving a silent heart attack in 2020 and determined to improve her health, Pamela made significant changes in her life that ultimately made her eligible for a life-saving heart transplant. Today, she continues to focus on her health and the things that bring her joy, including singing in her church choir. Pamela demonstrates that with love, hope, and support from your care team, it is possible to turn your life around.

The Foundation also celebrated the **San Francisco Free Clinic** with the Community Impact Award, recognizing their 30-plus year commitment to serving San Franciscans without health insurance.

CEO Susan Ehrlich offered her sincerest gratitude to the Foundation's Board and staff for their ongoing partnership and dedication to the ZSFG staff. Their commitment, skill, and compassion are a critical part of why the community continues to place its trust in of ZSFG. Thank you for everything you do for our patients and our team!

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## DEVELOPING OUR PEOPLE

## 11. Values in Action Award Winner: Emma Uwodukunda

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The "Values in Action" award honors a leader who embodies ZSFG's core values: Joy in our Work, Thirst for Learning, and Compassionate Care.

This month, ZSFG is proud to recognize Emma Uwodukunda, Director of Risk Management. Emma is the embodiment of living a life of service, manifesting the best values that ZSFG strives for as an organization. She is kind, compassionate, and thoughtful and is a collaborative coworker in every aspect of her work.

Here's what some of Emma's colleagues had to say:



“She brings a calmness to a role that often feels chaotic and stressful”

“Her empathy shines through with every interaction.”

“Emma's work strengthens our teams and reinforces the culture of dignity, respect, and healing that defines our organization.”

“Despite what can be challenging, difficult work, Emma demonstrates a peaceful joyfulness that she shares with all around her and that we strive for around campus as a place of healing.”

Emma, thank you for your compassionate approach to what is often complex and difficult work. ZSFG

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow asked why sepsis performance varies by month and what causes missed elements. Dr. Ehrlich stated that sampling introduces variation. Missed cases relate to documentation timing; Epic updates will improve this.

President Green asked if there are any cases of truly missed sepsis cases. Dr. Ehrlich stated that there have been on missed sepsis cases because screening is strong. This is a documentation issue of treatment steps.

Commissioner Christian asked if Bridge Clinic referrals are documented. Dr. Ehrlich stated that the ED/PES report them daily, and they will be included in Breaking the Cycle dashboards.

President Green noted that she would still like to see tracking of OB/NICU capacity. Dr. Ehrlich stated that the NICU is often full. Capacity expansion is being evaluated; deeper analysis will be provided in the future.

Commissioner Chow asked how are boarding, diversion, and lower-level-of-care days related? Dr. Ehrlich stated that higher lower-level-of-care days drive boarding, which drives diversion. Seasonal volumes worsen trends.

President Green asked why collection ratios are declining. Dr. Ehrlich stated SF Health Plan's outdated DRG alignment and eligibility mismatches have delayed reimbursements. There is approximately 35M in outstanding collections.

**6) ZSFG SECURITY UPDATE**

Sabrina Robinson, MBA, Chief Operating Officer and Adrian Smith, RN, MSN, Chief Quality Officer, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow asked what do blank fields in safety dashboards represent. Mr. Smith stated that blank fields indicate missing or pending investigative details; definitions will be clarified next month.

Commissioner Chow asked how many committees can remain sustainable. Ms. Robinson stated that most structures existed already. Safety work will be embedded permanently; PSOC will shift to monthly meetings.

President Green asked what union involvement in workplace safety is. Ms. Robinson stated that unions participate per MOUs and sit on all unit-level groups; bi-weekly meetings continue.

Commissioner Christian asked how BERT integrates with threat management data. Mr. Smith stated the datasets are layered; integration is planned but not yet complete.

Commissioner Chow asked how often updates will be presented. Ms. Robinson stated that next month updates will be included with a proposed cadence for ongoing updates.

## **7) ZSFG PATIENT SAFETY OVERVIEW**

Adrian Smith, RN, MSN, Chief Quality Officer and Mary Mercer, MD, MPH, Chief of the Medical Staff, presented the item.

### **Public Comment:**

There was no public comment on this item.

### **Commissioner Comments:**

Commissioner Chow asked falls are no longer listed as a driver. Mr. Smith stated that only eight significant injury falls occurred last year. Monitoring continues but focus has been shifted to higher-impact areas.

President Green asked what does 'Timely and Effective Care' cover? Dr. Mercer stated that this measures ED left-without-being-seen rates.

## **8) MEDICAL STAFF REPORT**

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

### **Public Comment:**

There was no public comment on this item.

### **Commissioner Comments:**

Commissioner Chow asked why radical prostatectomies are referred out. Dr. Mercer stated that procedures are now predominantly robotic, and the hospital lacks a robotics program.

**Action Taken:** The Committee unanimously recommended that the full Commission approve the Urology Rules and Regulations

## **9) OTHER BUSINESS**

### **Public Comment:**

There was no public comment on this item.

### **Commissioner Comments:**

There were no Commissioner comments on this item.

## **10) PUBLIC COMMENT:**

There was no public comment.

**11) CLOSED SESSION:**

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

There was no public comment.

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

Action Taken: The Committee 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; California Government Code Section 54954.5(h); 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 the Credentials Report and PIPS Minutes Report in closed session and voted to not disclose discussions held in closed session.

**12) ADJOURNMENT**

The meeting was adjourned at 5:38pm.