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**Daniel Tsai**  
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**Mark Morewitz, M.S.W.**  
Executive Secretary

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**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Monday, January 26, 2026 3:00 p.m.  
101 Grove Street, Room 102  
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.  
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

The meeting was called to order at 3:03pm.

**2) APPROVAL OF THE MINUTES OF THE OCTOBER 27, 2025 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 October 27, 2025, minutes.

**3) REGULATORY AFFAIRS REPORT**

Adrian Smith, ZSFG Chief Quality Officer, presented the item.

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

**Commissioner Comments:**

President Green asked what regulatory findings can be expected from the Ward 86 staff death. Mr. Smith stated that CMS found 5 findings including the need for updating policy and staff orientation documentation; Cal Osha has not given any indication of findings yet.

Commissioner Christian asked for more information regarding the required reporting period for sentinel events. Mr. Smith stated that for CDPH, the hospital has up to 24 hours to report some events and up to 5 days for adverse events. For Cal Osha, a report must be submitted within 8 hours.

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

Erika Thorson, Director of Hiring and Selection, presented the item.

##### Public Comment:

There was no public comment on this item.

##### Commissioner Comments:

President Green asked for more information regarding the ZSFG use of nurses in the P103 classification. Ms. Otway stated that the P103 class is used as the internal registry of temporary nursing staff. ZSFG uses this group to assist with the larger volume of patients in certain seasons.

President Green asked how ZSFG chooses vendors for outside registry staff. Ms. Otway stated that ZSFG has chosen longer-term contracts with temporary nurses, ranging from 6-13 week assignments. She noted that ZSFG only utilizes 20-30 registry nurses right now because most of the ZSFG nurse positions are filled. Mr. Morewitz noted that the Health Commission approved contracts with 3 separate registry vendors to ensure DPH has resources to utilize registry nurses when there is need.

Commissioner Chow asked how many nurses currently want new assignments. Ms Thorsen stated that 50 applications for reassignment have been submitted.

#### **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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# IN MEMORIAM

## 1. Honoring the Life of Alberto Rangel

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On December 4<sup>th</sup>, Alberto Rangel was assaulted by a patient in Ward 86. Despite the heroic efforts of his Ward 86 colleagues, the emergency, trauma and intensive care teams, Alberto passed away on December 6<sup>th</sup>.

Alberto was a cherished member of the UCSF and ZSFG teams – a warm, dedicated, and deeply compassionate behavioral health clinician who devoted his career to supporting patients during their most vulnerable moments.

He was known for his kindness, his ability to meet people with humanity and respect, and his unwavering belief in the dignity of every person he served. Through his work, Alberto touched countless lives, offering comfort, connection, and healing to patients, families, and colleagues alike.

Alberto's commitment to the ZSFG mission of delivering exceptional care, advancing health equity, and serving all in the community – was evident in everything he did. His presence made the campus stronger, teams more connected, and ensured ZSFG's patients felt supported. Losing him in this way is heartbreaking beyond words.

Vigils were held nightly in the Bank of America Plaza to celebrate Alberto's spirit and how he made such an impact with his presence and work ethic. Later in the month, the memorial dedicated to Albert was moved indoors to the Wellness Center. As staff and colleagues continued to process the tragic loss of Alberto, the Wellness Center was designated as a space for healing, reflection, and remembrance.



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## SAFETY

## 2. Enhanced Security on Campus

For a number of years, ZSFG has been advancing a comprehensive safety and security program that is focused on response and de-escalation. This includes the BERT team, contracted healthcare security, and deputies and cadets from the SF Sheriff's Department. In July, ZSFG implemented security screening and weapons detection in Building 25 and Building 5, upgraded the Security Operations Center video wall, and expanded camera coverage and lighting across campus, including around Buildings 80/90.

Following the Ward 86 incident, immediate changes were made on campus and throughout the DPH to ensure threats are identified and addressed, that the workplace will be free of harm and that such an event does not occur again. DPH and ZSFG Leadership met with staff to gather comments, questions, concerns, suggestions and feedback to drive action. Across DPH, major safety projects are underway, and near-term actions to support safety and internal and external safety assessments will inform immediate actions and long-term investments.

Immediate changes for security and safety in Building 80/90 included:

- Security Screening: A Weapons Detection System (same as Building 5 and 25) was implemented at the Building 80/90 entrance. Everyone who enters must walk through the system.
- Additional security presence was added at the Building 80/90 entrance.
- Additional lighting was installed around the building.
- Lockers were placed in the garden entrance of Building 80/90 to assist with patient belongings.

ZSFG has also strengthened protocols for high-risk situations. Safety cards were added to the staff desktops to help guide staff towards quick, appropriate action depending on whether it is an emergency or safety concerns. Working together to address safety concerns will benefit the community in the long run. ZSFG is committed to being transparent throughout this process to ensure trust and accountability.

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## QUALITY

### 3. Go-Live of Beaker, SoftBank and Automation Track

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On October 25, the SFDPH laboratory information systems (ZSFG Clinical Lab, ZSFG Pathology Lab and Public Health Lab) successfully transitioned to the Epic Beaker application. The Blood Bank also transitioned to Soft Bank software.

This was an enormous and complex undertaking, many years in the making and involving the Clinical Lab staff and leaders, ZSFG Capital and Facilities teams for the construction of the new Core Lab, Epic/DPH IT teams, Anatomic Pathology Lab faculty and staff and Public Health Lab leadership. This go-live was particularly



complicated as it was paired with go-live for the automated track for Chemistry and Hematology instruments. This automated track utilizes amazing robotics and software that guide specimen tubes around the track so they can be centrifuged, uncapped, sampled at each instrument, tested on the instruments, and then recapped and stored in a refrigeration unit. Meanwhile test results flow from

instruments into Beaker and then into Epic where providers can see results.

With the integrated Beaker software in place, ZSFG will increase efficiency, improve communication, allow for better management of shared specimens, and help with utilization management across all three labs. The automated track will also contribute to increased efficiency in the Clinical Lab and provide faster reporting of test results. This was a fantastic step forward for quality, efficiency, and safety for all the DPH lab information systems and the blood bank.

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## EQUITY

### 4. The 8th Annual NOVA12 Walk

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Nearly a decade ago, staff at ZSFG's AVON Breast Cancer Center came together to launch a breast cancer walk to raise funds for patients undergoing treatment in San Francisco. With a deep commitment to the patients they serve, this local fundraiser also raises awareness of the inequities seen in late-stage diagnoses and encourages patients across the city to take advantage of early screenings.



This year's NOVA12 Walk, covering 12 miles in honor of the approximately 12% of women who will develop invasive breast cancer in their lifetimes, brought together more than 125 walkers and volunteers to raise \$70,000 to support patients in need.

# EQUITY

## 5. San Francisco General Hospital Foundation Announces 2025 Grantees



ZSFG staff joined the San Francisco General Hospital Foundation to celebrate their 2025 Equity and Innovation Grant recipients, honoring teams whose creative ideas are transforming care for our community. These \$100,000 grants, made possible by the generous support of BMO, provide valuable seed funding that helps us innovate and meet the diverse needs of our patients. Over the past 20 years, the Foundation has awarded more than \$1 million to support innovative, equity-driven work at ZSFG, many of which went from a small project to a mainstay of care across ZSFG, and in some cases the state and nation.

This year’s grantees exemplify that spirit of innovation and equity, advancing projects that expand access to care and promote the health and well-being of the community.

Congratulations to Huizhen Li, Dr. Hieu Tran, Dr. Sri Padmanabhan and Dr. Jay Stewart for the expansion of the Eye Clinic. They will be expanding access to ophthalmology and optometry care and reducing wait times with new diagnostic equipment and hybrid visits, addressing critical barriers to timely care for diseases like cataracts and glaucoma. And congratulations to Dr. Amy Beck, Tonia Vega, and the entire Healthy Lifestyles Clinic in the Children’s Health Center who are focusing their grant on childhood obesity and linking children of low-income families with community resources for physical activity and healthy eating. These early interventions help prevent adverse health outcomes, like diabetes while also improving mental health.



# CARE EXPERIENCE

## 6. ZSFG Launches Cancer Care Website



In early November, ZSFG announced the new Cancer Care website, designed as a comprehensive “roadmap to cancer care” to help patients and families navigate what can often feel like a complex journey. The site brings together key resources in one centralized hub to reduce barriers, improve access to information, and enhance the patient experience. Created through collaboration among Cancer Program care teams, Communications, Patient Experience, and patient input, the website aims to advance health equity by offering inclusive, language-accessible resources tailored to the diverse needs of our community. It also simplifies navigation, builds trust by reassuring patients of compassionate, high-quality care, and empowers decision-making by helping patients

understand their care and make informed choices. Thank you to all teams involved in delivering excellent cancer care at ZSFG.

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## CARE EXPERIENCE

### 7. Family Birth Center Makes the Maternity Care Honor Roll Again

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Congratulations to the Family Birth Center (FBC) for once again making the Cal Hospital Compare and California Health and Human Services Maternity Care Honor Roll. This year ZSFG was one of 54 hospitals that achieved "superior" status for exceeding performance targets on five key obstetrics outcome indicators! These measures represent a cross section of perinatal health metrics for birthing people undergoing a vaginal or cesarean birth and their newborns.

Thank you to the Family Birth Center team for their tireless energy and compassion in delivering exceptional maternity care that supports safer births and healthier outcomes for families.



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## CARE EXPERIENCE

### 8. ZSFG Care Experience Team Honored with Award

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The ZSFG Care Experience team received an Honorable Mention at the San Francisco Health Service System's Biennial Well-being@Work Award Ceremony! This prestigious recognition highlights departments that go above and beyond in fostering a culture of well-being for DPH staff. Through innovative practices, creative initiatives, and everyday actions we create a supportive and empowering workplace.

This honor celebrates the team's unwavering dedication to building a healthier, more connected work environment where every employee feels valued and supported. A heartfelt congratulations to the entire team for their remarkable efforts, including Justin Dauterman, Chief Experience Officer; Eileen Conklin, Office Manager; Sandra Fierro, Operations Manager, Patient and Visitor Services; and Danyelle Diggs, Coordinator, Office of Patient Experience.



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## DEVELOPING OUR PEOPLE

### 9. New ZSFG Leadership: Kim To, MHS, LSSGB, CPHQ

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ZSFG CQO, Adrian Smith, announced Kim To, MHS, LSSGB, CPHQ, as the new Director, Performance Improvement effective October 11.

Kim comes to ZSFG with broad experience of implementing performance improvement in healthcare. Kim received her Master of Health Science: Public Health, Population & Family Health Sciences from Johns Hopkins Bloomberg School of Public Health.

She is a Lean Six Sigma Green Belt and a Certified Professional in Healthcare Quality. Kim has worked both locally and nationwide during her career, most recently leading a Joint Venture Health Plan's Quality Team to improve CMS Star Rating and Data integrity.

## DEVELOPING OUR PEOPLE 10. New ZSFG Leadership: Shilu Ramchand, RN, MS, CNS



Gillian Otway, MSN, RN, ZSFG CNO, shared the appointment of Shilu Ramchand, RN, MS, CNS as the Director of Maternal and Child Nursing on October 31. With nearly 20 years of nursing leadership and clinical expertise, Shilu has served in roles ranging from Clinical Nurse Educator to Nurse Manager of the NICU and Pediatrics at ZSFG.

She has led major initiatives, including the transition to EPIC documentation, development of clinical workflows during the COVID-19 pandemic, and numerous quality improvement projects focused on neonatal care and patient safety. Under her leadership, the NICU achieved 100% maternal milk feeding for ELBW (extremely low birth weight) neonates and

was named 2025 NICU of the Year by the CA Breastfeeding Coalition. A strong advocate for equity and culturally responsive care, Shilu actively contributes to policy development and training through the Perinatal and Pediatric Equity Team and Collective Health Justice SF.

ZSFG looks forward to her continued leadership in advancing health equity and delivery of exceptional care to the community.

## DEVELOPING OUR PEOPLE 11. New UCSF at ZSFG Leadership: Dr. Carolyn Hendrickson



Dr. Gabriel M. Ortiz, MD, PhD, CMO of ZSFG, announced Dr. Carolyn Hendrickson has been appointed the Medical Director for Risk Management and Regulatory Affairs with her efforts ramping up to full time by April 1, 2026. Dr. Hendrickson brings extensive leadership experience, a strong commitment to patient safety, and expertise in interdisciplinary collaboration. In this role, she will oversee risk management initiatives, chair the Event Analysis and Systems Improvement (EASI) Committee, and advance Just Culture principles.

For over six years, she has served as Medical Director of the Medical ICU at ZSFG, leading

SAFE reports, Morbidity and Mortality conferences, and spearheading the creation of the COVID ICU during the pandemic. Her professional development includes fellowships in Lean Leadership and Excellence in Physician Leadership Programs, and training in relationship-centered communication.

ZSFG is confident that Dr. Hendrickson's leadership will strengthen the hospital's mission to deliver equitable, high quality and safe care for all patients.

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## DEVELOPING OUR PEOPLE

### 12. New UCSF at ZSFG Leadership: Dr. Andreas H. Mitchell, MD, MPP

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A joint announcement from Dr. Gabriel M. Ortiz, MD, PHD, ZSFG CMO, Dr. Hemal Kanzaria, MD, ZSFG CPE and Adrian Smith, RN, MSN, ZSFG CQO shared the upcoming appointment of Dr. Andreas H. Mitchell, MD, MPP as the new Medical Director of Performance Excellence and Improvement beginning in a limited capacity on January 1 and transition to full capacity by July 2026. He brings exceptional clinical expertise, leadership in quality improvement, and a strong commitment to equity and community engagement.

A graduate of Harvard Medical School and the Harvard Kennedy School, he trained at UCSF's Primary Care Internal Medicine Residency Program at ZSFG and has led impactful initiatives to reduce health disparities and improve care quality. Since returning to ZSFG in 2024, he has served as QI Lead and interim Associate Medical Director for Operations at RFPC, driving equity-focused outcomes through Lean methodologies by narrowing disparities in hypertension control and mammography screen rates among Black/African American patients and co-leading QI education for residents. In his new role, in collaboration with Quality Management, KPO and the executive teams, Dr. Mitchell will provide strategic leadership for hospital-wide performance improvement, patient safety, and build capacity for Lean transformation, aligning efforts with ZSFG's True North pillars and fostering a culture of equity-focused, data-driven improvement.

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## DEVELOPING OUR PEOPLE

### 13. New ZSFG Leadership: Matthew Talmadge, MSN, FNP-BC, PHN

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On December 22, 2025, Gillian Otway, MSN, RN, ZSFG's CNO, announced the appointment of Matthew Talmadge, MSN, FNP-BC, PHN as the Nursing Director of the Emergency Department. With 12 years at ZSFG, including the last 3.5 years as Lead ED Nurse Manager, Matthew has led major operational improvements, workforce development, and advanced quality and patient-flow initiatives. His background as a Family Nurse Practitioner enhances his collaborative approach and clinical expertise.

Matthew has driven key efforts in triage enhancements, regulatory readiness, patient experience, nurse retention, and workplace safety. He has also contributed to cross-department initiatives such as APOT reduction, disaster preparedness, and care coordination with EMS, Urgent Care, and PES. Known for transparent communication and advocacy for staff, Matthew brings deep experience in emergency nursing, operations, HR processes, and performance improvement. As Director, he will oversee ED operations, strategic planning, compliance, and interdisciplinary improvement, continuing ZSFG's mission of delivering compassionate, high-quality care to all patients.

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## DEVELOPING OUR PEOPLE

### 14. New ZSFG Leadership: Adrian Gonzalez, CDM, CFPP

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Chauncey Jackson, ZSFG's DCOO, announced Adrian Gonzalez, CDM, CFPP, as the new Director of Food Services, effective January 5, 2026. Adrian will lead the food service team, including dietitians, cooks, production, and operations. Adrian is an accomplished food and nutrition leader with over a decade of experience leading healthcare organizations, including Sutter Health, HCA, and Stanford Health Care. In his most recent role at Stanford Health Care, Adrian played a key leadership role in advancing departmental performance, earning recognition

from the Office of Patient Experience for performing above service standards.

He holds a Bachelor of Science in Dietetics from San Francisco State University and brings a strong commitment to quality, patient-centered care, and operational excellence.

## DEVELOPING OUR PEOPLE 15. Values in Action Award Winner: Mary Mercer, MD, MPH



In December, Executive Director SFHM/HIM Mary Holloway, nominated Dr. Mary Mercer, Chief of Medical Staff, as the next Values in Action Award Winner. Mary Holloway shared that Dr. Mercer exemplifies the perfect balance of executive leadership with personal connection.

Quotes from Mary's colleagues (Gabe Ortiz, Chief Medical Officer, Catherine Argumedo, Compliance Officer, Neomar Aragona, HIMS, and Spencer Chow, Medical Staff) revealed similar themes.

Mary Mercer inspires teams, drives positive change and champions initiatives that improve patient care and organizational processes. She has a commitment to continuous improvement and innovation and demonstrates empathy for patient care, colleagues and the broader community. Dr. Mercer has made impactful contributions during critical times (e.g., Covid-19 response), improving safety, documentation timeliness and care outcomes. She does this with ambition that is balanced with empathy, integrity, creativity and resilience, all of which embody ZSFG's core values of joy in our work, thirst for learning and compassionate care.

### Public Comment:

There was no public comment on this item.

### Commissioner Comments:

Commissioner Chow asked if the BERT model is used in other hospitals across the country. Dr. Ehrlich stated that when ZSFG first started using the BERT model, only a few other hospitals were using it. She noted that there is a dedicated BERT team in the Emergency Department and another BERT team that responds to situations occurring in buildings 5 and 25. ZSFG is exploring the possibility of expanding BERT to other buildings on the campus. Commissioner Chow requested a presentation on BERT at a future ZSFG JCC meeting.

Commissioner Christian asked for more information regarding the long-lasting injectable offerings at ZSFG. Dr. Mercer stated that ZSFG utilized best practices in developing this initiative. Passive messaging is used to educate patients in the waiting areas. During screening, patients may bring up the topic. She noted that in Psychiatric Emergency Services, active screening is conducted.

Commissioner Christian asked for an estimate when the ZSFG Behavioral Health Center will be completed. Dr. Ehrlich stated that it will be a few years before the project is completed. Residents of the building must first move, then capital improvements will be made and new staff hired.

### **6) ZSFG SECURITY UPDATE**

Adrian Smith, RN, MSN, CQO; and Sabrina Robinson, MBA, COO, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Christian thanked staff for the security update and expressed gratitude to staff working in this area.

Commissioner Christian asked for the hours of the DPH security line. Mr. Smith stated that the line is staffed in person from 1-5pm; calls are answered 24/7 and returned within 30 minutes. Staff answering the phone have law enforcement and behavioral health expertise.

Commissioner Christian asked if there is capacity for multiple calls to be answered. Mr. Smith stated that more than one person is answering and responding to calls.

Commissioner Christian stated that she is concerned that someone may call in crisis and be put on hold. Mr. Smith stated that there is a PDSA pilot to determine the high-volume hours in order to plan staff schedules accordingly.

Commissioner Christian asked how staff without access to EPIC report threats. Ms. Robinson stated that staff can still call the number and report their concern. ZSFG is working on designing a sign in a patient room that would not be discerned by the patient or public, but that staff would understand.

President Green thanked all the staff working on security. She asked for an estimated timeline of when badges will contain the crisis phone numbers. Mr. Smith stated that teams are working across DPH to make this happen as quickly as possible.

President Green asked if emails from and to staff regarding security concerns could contain HIPPA violations. Mr. Smith stated that the emails contain general information and do not contain any patient-level information. President Green noted that there is an Evolve security system at her workplace and she has set it off erroneously. Ms. Robinson stated that the system is 100% accurate. Staff encourage people to take out metal objects so it is clearer what may trigger the system. She noted that cadets are getting better trained to deal with workflow.

President Green asked if ZSFG has attempted to put weapons through the system. Ms. Robinson stated that they attempted to put through knives and the system worked well.

Commissioner Christian noted that a person can be dangerous without a weapon that will be texted by the system. It is important for staff to note when they are concerned about someone that could possibly be dangerous.

Commissioner Chow asked how long it will take to finalize the system and relevant operations. Ms. Robinson stated that incident command structure is intended to make this process expeditious. She noted that currently, 90% of the flags have been put on Black men. ZSFG is working through these issues to make the system as equitable as possible.

Commissioner Chow asked for an update on this issue at the next JCC meeting.

**7) 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 noted that the language referencing the CDC recommendations for vaccinations needs to be changed on all pharmacy relate policies. Dr. Mercer stated these policies will be pulled and revised.

Action Taken: The Committee unanimously recommended that the full Health Commission approve the following:

- Obstetrics & Gynecology Rules and Regulations
- Maxillofacial Surgery Rules and Regulations
- Anesthesia Rules and Regulations
- Emergency Medicine RN SP
- ZSFG Medical Staff Credentialing Manual
- ZSFG PP Credentialing of HIV-AIDS Specialists
- Discharge Ambulatory Surgery SP
- Interventional Radiology SP
- MERT RN SP
- Revised Dermatology Privileges Form
- Revised FCM & CPC Privilege Lists

**8) OTHER BUSINESS**

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

**9) PUBLIC COMMENT:**

Jonathan Frochtzwaig, Director, Health Justice Policy, urged the JCC members to support ZSFG to adopt routine opt-HIV testing for patients that meeting criteria in its Emergency Department. Research has shown that opt-out identifies HIV infections at a higher rate. The CDC and CDPH recommend opt-out HIV testing as a best practice. The ZSFG Emergency Department may be the only place where many some people with undiagnosed HIV may access medical care. Therefore, ZSFG is missing opportunities to identify people living with HIV and immediately connect them to life-saving care. San Francisco epidemiological data indicates that some people with undiagnosed HIV receive care from an emergency room in San Francisco each year.

**10) 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 Committee unanimously voted 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 Credentialing Report and PIPS Minutes Report in closed session and voted unanimously to not disclose discussions held in closed session.

### **11) ADJOURNMENT**

The meeting was adjourned at 6:10pm.