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Vice President

Edward A. Chow, M.D.
Commissioner

Susan Belinda Christian, J.D.
Commissioner

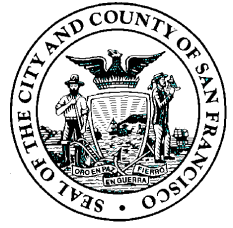
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**HEALTH COMMISSION
CITY AND COUNTY OF SAN
FRANCISCO**

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**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Monday, August 25, 2025 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.

Staff: Susan Ehrlich MD, Gillian Otway, Emma Moore, Emma Uwodukunda, Erika Thorson, James Frieberg, Mary Mercer MD, Hemal Kanzaria MD, Eric Wu, Angelica Journagin, Sabrina Robinson, Alex Shoemaker, Adrian Smith, Chrisine Falvey, Gabriel Orbitz, Gillian Otway, Jeff Critchfield MD, Kim Knox, Terry Dentoni, Todd Barrett, Will Huen MD, Tangerine Brigham, Amber Johnson, Christian Alatono

The meeting was called to order at 3:02pm.

2) APPROVAL OF THE MINUTES OF THE JULY 28, 2025 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The ZSFG JCC unanimously voted to approve the June 23, 2025 minutes.

3) REGULATORY AFFAIRS REPORT

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

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow asked for clarification regarding a citation for ZSFG not following its own protocol. Mr. Shoemaker stated that the deficiency will likely be assigned for ZSFG not following its protocol related to patient elopement. He noted that ZSFG has investigated and found out that there were gaps in communication

between the patient’s coach, who was unaware of the patient’s hold status before attending accompanying the patient to the ophthalmology appointment.

Commissioner Christian asked for more information on what the duties of a coach are. Mr. Shoemaker stated that a coach is a one-to-one sitter assigned to a patient. These staff are generally a certified nursing assistant or medical assistant.

4) ZSFG HIRING AND VACANCY REPORT

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

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green asked for more information regarding nurse reassignments. Ms. Thorson stated that a staff person may transfer to a different location but will keep the same job classification.

5) ZSFG CHIEF EXECUTIVE OFFICER’S REPORT, EMERGENCY DEPARTMENT NEWSLETTER AND BERT NEWSLETTER

Susan Ehrlich, MD, Chief Executive Officer, introduced the item.

The California Breastfeeding Coalition’s (CBC) mission is to improve the health and well-being of Californians by working collaboratively to protect, promote and support lactation and human milk feeding. On June 28th, the CBC held their inaugural Lactation Impact Awards Ceremony to recognize a broad range of subject matter experts who made an extraordinary difference in lactation and breast/chest feeding support within the last year.



ZSFG was awarded the 2025 NICU of the Year. As the first Baby-Friendly hospital in San Francisco, ZSFG is a trailblazer in equity-focused, evidence-based lactation care. With an exclusive breastfeeding rate above 82%, ZSFG offers not only clinical excellence but deeply embedded community engagement. ZSFG provides culturally responsive programs to serve families navigating housing insecurity, trauma, and systemic barriers. From prenatal IBCLC-led education for Black birthing parents to the donor milk drive and NICU quality initiatives, ZSFG’s culturally responsive programs help families overcome systemic barriers and thrive. ZSFG fosters a culture that recognizes lactation as essential to infant health and parent-infant bonding—no matter a family’s circumstances

ZSFG was also named one of the ten finalists for 2025 Hospital of the Year. These hospitals demonstrated an extraordinary commitment to improving breastfeeding outcomes and ensuring that all families, regardless of background, receive the support they deserve by delivering equitable, innovative and community-driven lactation care.



Congratulations and a heartfelt appreciation to ZSFG’s multidisciplinary team of bedside nurses, lactation consultants, occupational therapists, dietitians, medical social workers, and providers for their deep commitment to clinical excellence, health equity, and compassionate care.

This recognition is a testament to what’s possible when public hospitals lead with heart.

QUALITY

2. Pharmacy Survey

On August 6, the Board of Pharmacy Surveyor completed the annual Sterile Compounding Survey at ZSFG. The visit included direct observations within the sterile compounding area, a review of records from the past 12 months, and multiple staff interviews.

ZSFG is proud to share that the sterile compounding license has been renewed for another year!

ZSFG expresses their sincere thanks to Heath Stoyer, the entire sterile compounding team, and the broader pharmacy department for their diligent preparation and teamwork. This successful license renewal visit is a direct reflection of the hard work, attention to detail, and collaborative spirit that defines their department.

SAFETY

3. Making ZSFG Safer for Staff and Patients and New Weapons Detection Systems



The safety and well-being of ZSFG’s staff and patients are among the highest priorities at ZSFG. Healthcare workers are four times as likely to experience workplace violence than those in other industries. This is why ZSFG made workplace safety one of the strategic priorities and why the ZSFG Assault Governance Task Force was formed.

The ZSFG Assault Governance Task Force has representatives from five key risk areas where the majority of incidents occur: Emergency Department, Psychiatric Emergency Services, Urgent Care Clinic, Medical-Surgical Units, and Psychiatry. Chief Operating Officer, Sabrina Robinson and Chief Administrative Officer, Angelica Journagin, co-chair the committee. One of the areas of improvement identified by the Assault Governance Task Force is preventing weapons from entering the facility. Though required by California Assembly

Bill 2975 to be in effect by 2027, ZSFG felt weapons detection and protecting staff and patients was a critical priority, so ZSFG rolled out the system early.

ZSFG is a weapons-free campus. All staff, visitors, and patients are required to walk through the detection system in both the Building 5 and Building 25 lobbies. This advanced screening technology allows seamless entry to the hospital without undergoing property searches. Anyone who is knowingly carrying a weapon will be detained.

It is important to note that weapons detection is not the same as metal detection. The system alerts for weapons and will not set off alarms for all types of metal. This detection system is not a simple metal detector. This advanced system uses extremely low-frequency radio waves in combination with AI-processing technology to identify shape, size, and density in the identification of potentially concealed weapons. Security Services is

actively monitoring key performance metrics, including alert rates, false positives, and resolution times. ZSFG’s goal is to be a secure environment without intrusive searches or delays.

CARE EXPERIENCE

4. ZSFG Emergency Department: Supporting The City, On and Off Campus

Summer is one of the busiest seasons for ZSFG’s Emergency Department (ED) — not just within the hospital, but out in the community as well. Whether it’s responding to emergencies or preventing them, the Emergency Medicine team plays a vital role during San Francisco’s largest public events.



Over the past two months, the Emergency Medicine team has been providing care to the community at some of the City’s most high-profile gatherings. During the Bay to Breakers race in May, the team was stationed at the finish line offering medical support and assistance to runners. In June the team proudly provided medical coverage at the 55th Annual San Francisco Pride Celebration, including more than 200 encounters on Pride weekend, keeping the community safe during the celebration. The team responded to a wide range of needs at these events — from sprained ankles and sunburns to asthma, allergic reactions, and eye injuries — ensuring that fun didn’t come at the cost of

safety.

In addition to these efforts, the Department of Emergency Medicine, in partnership with UCSF Health, is also staffing the First Aid tent at Oracle Park during Giants games and select concerts — further extending their service beyond the hospital campus.

In the unlikely event of a large-scale emergency at one of these events, the city has a coordinated, expert response at the ready. Beyond preparedness, ZSFG’s presence at large gatherings like these also helps reduce unnecessary ED admissions. By addressing medical needs on-site, clinicians provide timely care while preserving hospital resources for the most urgent cases. It’s another way ZSFG extends the commitment to public health far beyond the hospital walls.



Thank you to every member of the ED team who has contributed to this effort. Your skill, flexibility, and unwavering dedication reflect the best of ZSFG. Whether staffing a first aid tent or treating patients here at the hospital, your work ensures that our community can gather, celebrate, and stay safe — all summer and year long.

CARE EXPERIENCE

5. Always in Bloom: Gardens at ZSFG

No matter the season, something is always blooming on the ZSFG campus—thanks to Gardening Supervisor David Carroll and his dedicated team of gardeners. Their work creates a vibrant, welcoming environment for patients and visitors, and offers moments of respite and beauty for staff. The gardens also support urban biodiversity, attracting butterflies, bees, and birds.



The gardens also offer a place to reflect and heal. The Resilience Garden by Buildings 30/40 honors staff who worked throughout the COVID-19 pandemic and features a historic stone fountain, moved and preserved from its original location in the former parking lot, where Pride Hall now stands. The Comfort Garden, in front of Buildings 80/90, was designed in 1990 as a memorial to staff who have passed. Many of the flowering shrubs and plants were made possible through donations from ZSFG and UCSF staff. These gardens also feature poetry stands that display poems written by staff offering peaceful contemplations on nature and humanity.

There are also gardens in enclosed spaces located throughout campus. The Avon Breast Center patio offers a quiet space for staff and patients among wildflowers and succulents. There is a garden behind Building 100 where staff can retreat to and enjoy a break. And high above it all, the 7th-floor roof garden in Building 25 remains a staff favorite, with its lavender beds and sweeping views of San Francisco. Future plans include reviving the Building 5 rooftop gardens once seismic work is complete.

The gardeners are also initiating new sustainability projects, including irrigation upgrades and water-wise plantings. For example, the newly installed shrubs in front of Building 5 replace older, high-maintenance ones removed during seismic work. These changes not only reduce upkeep but also conserve water, with additional drought-tolerant plants on the way.

The team approaches each project with care—choosing plants that are both sustainable and supportive of pollinators, always guided by the philosophy of "the right plant in the right place." This is to ensure campus garden spaces remain vibrant, sustainable, inspirational, and honor the healing work that occurs here every day!

CARE EXPERIENCE

6. AFSCME Union Held 24-Hour Strike

UCSF employees represented by the AFSCME union held a 24-hour strike on July 25. UCSF employees represented by AFSCME perform various roles across ZSFG, including respiratory care services, anesthesia technicians, histotechnologists and dialysis technicians. UCSF was focused on ensuring minimal impacts to patients and supporting the ZSFG teams. In spite of these limitations, ZSFG remained fully operational and continued to provide essential care to the community. This strike was not an action taken against the City and County of San Francisco or ZSFG. The UC Office of the President is conducting negotiations with the unions on behalf of the entire UC system.

The California Department of Public Health (CDPH) surveyor assigned to monitor labor action-related activities at ZSFG completed their on-site visit. The surveyor toured the Emergency Department, Intensive Care Unit, and Outpatient Phlebotomy Lab, conducted interviews with staff and patients, and reviewed human resources documentation. At the time of exit, CDPH identified no deficiencies and confirmed that no additional survey activities are planned in connection with this labor action.

The surveyor expressed appreciation for the thorough contingency planning by each department and noted the seamless continuity of patient care during the labor action. Thank you to all the teams that provided direct support during the survey, and to all ZSFG staff for continuing to deliver safe, high-quality healthcare to the patients.

FINANCIAL STEWARDSHIP

7. ZSFG's Budget for Fiscal Year 2025-2026 Holds Strong

Mayor Lurie has signed San Francisco’s \$15.9 billion budget, emphasizing a strong commitment to public health and the role of ZSFG in community care. Despite a projected \$800 million budget deficit, the budget projects jobs and maintains essential services, with no layoffs for current DPH staff.

Key initiatives include:

- Staffing a tenth operating room to reduce outpatient wait times, shorten inpatient length of stay, and expand surgical capacity
- Incorporating dalbavancin, a long-acting IV antibiotic, to prevent unnecessary hospitalizations and improve patient outcomes
- Investing in clinical documentation integrity to ensure reimbursement for services provided
- Adjusting the Materials & Supplies budget to address inflation and demand
- Balancing structural challenges like holiday and premium pay

The budget also includes new investments in behavioral health services, such as adding additional beds to PES.

ZSFG is anticipating changes in federal and state funding of Medicaid. To prepare for any impact on revenue, ZSFG is proactively monitoring developments and making plans to adapt quickly to ensure the hospital remains financially stable and mission-focused. ZSFG will remain resilient in the face of change and challenges.

DEVELOPING OUR PEOPLE

8. 2025-2026 Kaizen Promotion Office Fellows Announced

The Kaizen Promotion office recently welcomed their 2025-2026 Fellowship Cohort. Their thoughtful perspectives, diverse experiences, and commitment to continuous improvement will be invaluable as we work to advance ZSFG’s mission of fostering a culture of problem solving and improving the health of our patients and community.



Ethel Roque, MSN, RN, is a Nurse Manager and oversees a medical-surgical unit. Over the last 20 years, Ethel has demonstrated a strong commitment to the delivery of high-quality patient care and advocacy, in alignment with the mission and vision of ZSFG and our True North. Her leadership and expertise have been instrumental in driving efficiency and quality, participating in numerous improvement initiatives and Lean training.



Alonn Ilan, MSN, RN, CNS-BC is the Nurse Manager of the 4M and 4J Specialty Clinics and has led initiatives to standardize workflows and ensure regulatory compliance across disciplines and departments. She collaboratively and effectively employs LEAN methodology and Daily Management System (DMS) tools to drive equity-focused improvements impacting patient care and workplace culture. Alonn looks forward to deepening her expertise in LEAN practices to enhance patient access and care flow across the ZSFG campus.



Dr. Rebecca (Becky) Brusca is an Associate Clinical Professor of Medicine at UCSF and an academic hospitalist at ZSFG. Her academic interests include quality improvement, medical education, and asylum medicine. She is the Site Director for the Internal Medicine residency at ZSFG and former Bridges coach with the UCSF School of Medicine. She conducts forensic medical evaluations for individuals seeking asylum and is the Associate Medical Director of the UCSF Human Rights Collaborative.



Dr. Nicholas (Nick) Iverson is Associate Professor of Medicine at UCSF in the Division of Hospital Medicine at ZSFG. He currently serves as the Medical Director of Patient Flow in the Department of Care Coordination (DoCC), where he leads strategic and operational efforts to improve access to medical and social services across the health network in collaboration with campus and community partners. He is a member of the SFDPH Social Determinants of Health (SDOH) Committee where he co-leads the Food Security subcommittee, and he works at ZSFG to enhance social needs screening, interventions, and data capture on campus.



Rupinder Kaur, RN is a Clinical Nurse III with over 10 years of experience in psychiatric nursing and patient care coordination. She currently works in the Department of Psychiatry at ZSFG, where she plays a key role in performance improvement, data analysis, and workflow optimization. Rupinder has made significant contributions to quality and patient safety initiative. Certified in Epic Clinical Content Building and Cogito Fundamentals, Rupinder uses her informatics expertise to translate clinical needs into data-driven solutions.



Jessica Ross, MD, PHD, is an attending psychiatrist in the Department of Psychiatry at ZSFG, where she provides care in both PES and the inpatient psychiatric units. Jessica holds a PhD in Clinical Informatics from UCSF and is also board-certified in Clinical Informatics. She serves as the Medical Director of Psychiatry Quality Improvement and Informatics, is Epic-certified as both a Physician Builder and Analyst and represents behavioral health within the ZSFG Office of Health Informatics.

DEVELOPING OUR PEOPLE 9. Values in Action Award Winner: Mary Holloway



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, we’re proud to recognize Mary Holloway, Executive Director of Health Information Management Services.

Mary is a transformative and powerful presence at ZSFG. She brings incredible expertise, leadership and compassion to the revenue cycle strategic teams, supporting excellence throughout the HIM, CDI, and denials taskforce teams.

Colleagues shared appreciation to Mary’s contributions:

- Standing up a HIMS taskforce and developing meaningful, data driven and actionable performance metrics to drive process improvement
- Elevating the HIMS Department through her expert knowledge, real world experience, and supportive leadership.
- Never losing sight of the human side of the work of ensuring that documentation reflects the complexity of the care we provide and the needs of the patients we serve.

Mary, thank you for being a wonderful team leader and team member, always eager to learn about performance improvement tools and always demonstrating high EQ and IQ. It is truly a privilege to work alongside you and learning from you as you put values into action at ZSFG every day.

DEVELOPING OUR PEOPLE 10. ACHE & NASHE Information Session

Staff, mentors and the summer interns from all over campus gathered in Carr Auditorium to partake in an information session featuring representatives from American College of Healthcare Executives (ACHE) and National Association of Health Services Executives (NASHE). ZSFG COO, Sabrina Robinson organized the event which featured these two premier professional organizations who support professional growth and broaden networking opportunities in health leadership for staff and students.

The presentation was co-led by Corina Clark and Dante Green. Corina is the President Elect of California Association of Healthcare Leaders (CAHL), an independent chapter of ACHE. She was also the former SFHN Executive Administrator/VP for Health at Home and Integrated Rehabilitation Services. ACHE is a globally recognized professional society for healthcare leaders whose mission is to advance healthcare leadership and management excellence. With over 48,000 members, it provides a powerful network, education, and credentialing opportunities. Sabrina, Corina and Dante proudly bear the coveted Fellow of ACHE (FACHE) designation as having been certified in healthcare management and demonstrate a commitment to continued education and career development.

Dante was the founder and former President of the NASHE Southeast Louisiana Chapter. NASHE is a national organization of Black health leaders committed to ensuring access to equitable healthcare. Through mentorship, education, and networking, NASHE empowers the next generation of healthcare professionals to lead with impact and purpose.

Thank you to Sabrina for coordinating this event and introducing ACE and NASHE to the ZSFG community. She hoped the introduction would resonate with the staff and interns as it aligns with the hospital's core values of joy in our work, thirst in learning and compassionate care.

DEVELOPING OUR PEOPLE 11. Summer Interns at ZSFG

This summer, ZSFG welcomed exceptional individuals that were deployed in every area of the hospital — from patient care to administration — and contributed to ZSFG's work and mission.

ZSFG welcomed students from the Achieve Program, which opened a world of possibilities to high school students who were selected for the program because of their academic excellence. Each student had the opportunity to shadow a different department every week. This gave them an opportunity to see different aspects of healthcare. This year's cohort were interested in a variety of topics including psychiatry, pediatric medicine, becoming an RN or NP, and hospital operations. In addition to hands-on work experience, they received resume support, interview coaching, and job training — all while contributing to their college savings and building skills for the future.



The Kaizen Promotion Office (KPO) onboarded a Health Career Connection Intern who supported the advancement of Lean continuous improvement activities across the organization and helped foster a culture of continuous improvement here at ZSFG.



Through a new partnership between the DPH Office of Equity and Black2SanFrancisco.org, a program run by the San Francisco Human Rights Commission, ZSFG hosted students from Historically Black Colleges and Universities (HBCUs), as part of a citywide cohort of interns placed across the DPH. ZSFG placed interns in Hospital Operations, Acute Care, Pharmacy, BERT, and Specialty Care. These students participated in six-week paid internships that included off-site training and enrichment experiences. The students shadowed in multiple areas including Clinical Lab, Biomed, Respiratory Therapy, Clinical Nutrition, Med Surg and IR Nursing, rounding with Medicine and Palliative Care teams, shadowing Cancer Navigators, and attending Psych Treatment meetings. The culmination of the summer internships with the Black 2 San Francisco cohort was hosted at the UC Law Auditorium on July 30.

Thank you to the interns for their energy, curiosity, and commitment, it is inspiring. Additional thanks the ZSFG staff for helping make the intern's experience meaningful — and for everything you do each day to support learning, equity, and excellence at ZSFG.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Christian asked if July 4th is consistently busier. Dr. Ehrlich stated that that day is usually a busier day for trauma and emergency department visits. She noted that she year the day was a particularly busy.

Commissioner Chow requested that ZSFG include information on other public hospitals' star ratings. Dr. Ehrlich stated that Highland has 1 star; LA County Hospital has 1 star; and the Santa Clara Hospital has 3 stars. She noted that ZSFG needs to focus on specific metrics and population measures related to star ratings.

President Green asked if EPIC has a standard sepsis bundle. Dr. Ehrlich stated that Epic does have an off-the-shelf package, but it does not work for this population. Dr. Mercer added that Epic focuses on the screening but does not include issues and information that can only be obtained through chart reviews.

Commissioner Chow asked why diversion is higher. Dr. Ehrlich stated that the rate of boarding patients is higher. LHH is slower to admit patients and for a time, the ZSFG 4A skilled nursing facility was closed for renovation. She added that ZSFG is focusing on bringing as much review and analysis to this issue as possible to develop countermeasures.

6) ZSFG WORKPLACE SAFETY STRATEGIC UPDATE

Sabrina Robinson, MBA, Chief Operating Officer; Angelica Journagin, J.D., MHA Chief Administrative Officer, made the presentation.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Christian asked for more information on the type of pushback staff give about going through detectors. Ms. Robinson stated that a small percentage of DPH and UCSF staff are totally resistant to passing through the detectors. She noted that buildings 80 and 90 do not have any weapons detection.

Commissioner Christian asked what the objective is of the patient flagging system. Ms. Journagin stated to note distinct behaviors a person is exhibiting in this hospital visit. The purpose is not to label someone permanently in the system because behaviors shift depending on the situation and medical and psychiatric issues.

Commissioner Green asked if patients and families are made aware of the flag. Ms. Journagin stated that the rating cannot be seen in MyChart. However, if a patient requests access to its full legal chart, the information is included.

Commissioner Christian asked if any provider can place a flag on a patient. Ms. Robinson stated that ZSFG is still exploring who will have authority to add a flag and will strive to eliminate bias.

7) OTHER BUSINESS

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

8) PUBLIC COMMENT:

There was no public comment.

9) CLOSED SESSION:

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

There was no public comment on the minutes.

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

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

Motion that the Joint Conference Committee convene in closed session for the purpose of hearing and deliberating regarding reports of hospital medical audit or quality assurance committees. Health and Safety Code Section 1461, Evidence Code Section 1157, and California Government Code Section 54954.5(h) authorize this closed session. (Action item)

- 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 MATTER

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 item)

Action Taken: In closed session, the ZSFG JCC approved the ZSFG Credentials Report and PIPS Minutes and voted in open session to not disclose discussions held in closed session.

10) ADJOURNMENT

The meeting was adjourned at 5:13pm.