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Commissioner

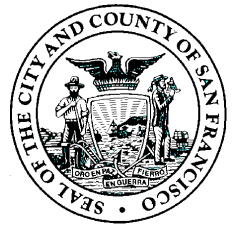
Suzanne Giraudo ED.D
Commissioner

Judy Guggenhime
Commissioner

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Commissioner

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

Daniel Lurie Mayor
Department of Public Health



Daniel Tsai
Director of Health

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, July 28, 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.
Commissioner Laurie Green, M.D.

Excused: 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, Angelica Almeida

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

**2) APPROVAL OF THE MINUTES OF THE JUNE 23, 2025 ZUCKERBERG SANFRANCISCO 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, Director of Regulatory Affairs, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green questioned the rationale of surveyors who expect discussions around advanced directives with patients who enter the hospital with a TIA or stroke. Ms. Moore stated that the expectation is that discussions will be incorporated into neurology residents' documentation. She noted that education is being consistently conducted with all admitted patients.

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 staff categories such as nurse specialists that are highly competitive in the current hiring climate. Ms. Thorson stated that she would bring this data to a future meeting. She noted that for behavioral health clinicians, there are more positions than applicants at this time. She noted that there is a continuous need for LVNs, CNAs, and medical assistants. She added that RNs are always needed, although the vacancy rate is currently low.

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

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

EQUITY

1. ZSFG's Second Annual Equity Awards

The Equity Council plays an important role in advancing ZSFG's DEI initiatives. The Council members bring a wide range of lived experiences and perspectives to the table, helping identify disparities, use data to inform action, and create a workplace where all feel seen, heard, and valued. Chief Operating Officer Sabrina Robinson and Chief Experience Officer Justin Dauterman are the co-executive sponsors of the Equity Council. Their partnership brings compassion, strategy, and vision to this important work.

On June 4th, staff gathered in Carr Auditorium to celebrate ZSFG's Second Annual Equity Awards. Emceed by COO Sabrina Robinson, the event recognized staff who have made extraordinary contributions to advancing equity, inclusion, and belonging – both in patient care and in support of one another. Each nominee was selected by peers for their impact, innovation, and deep commitment to advancing equity in their roles. While not everyone could be honored, ZSFG recognizes that their contributions help illuminate the incredible equity work happening throughout the organization.

Congratulations to each of the honorees. Their work is a reminder of what is possible when colleagues commit to showing up, speaking up, and creating a more equitable ZSFG.



Tanvi Bhakta, Clinical Director, Medical-Surgical Nursing and 4A Skilled Nursing: Facility Career Achievement.

Recognized for her deep commitment to justice and inclusion—shaping culture, supporting diverse talent, and challenging bias in care and leadership—while centering belonging and accountability in everyday decisions. As

a trusted leader and mentor, her impact endures through the inclusive culture she's helped build and the emerging leaders she's inspired.

Dr. Taylor Clark, Associate Medical Director for Quality, Children's Health Center: Eliminating Health Disparities. Recognized for advancing equity in pediatric care by leading efforts at the Children's Health Center to track health outcomes by race and language, address disparities, and implement targeted improvements—resulting in increased MyChart use, improved access to preventive services, and reduced missed appointments.

Elaine Martin, RN, Charge Nurse, Radiology: Ensuring Workforce Equity. Recognized for cultivating collaboration and equity by bringing together diverse staff through the Radiology DEI Council, improving workflows to address scheduling and safety concerns for dialysis patients, and creating inclusive spaces—like a staff book club—to discuss race and equity, ultimately strengthening teamwork and building a more fair, welcoming workplace.

Food and Nutrition Services Team: Building a Culture of Inclusion and Belonging. Recognized for their powerful use of food-centered events and cultural heritage celebrations—such as those held during Black History Month, Pride, and Filipino American History Month—to bring together staff and patients, honor diverse traditions, and foster a welcoming, inclusive community across ZSFG.

Thank you to Gretel Chuquipul from the DEI Team and all the volunteers who made the awards event a special one.

EQUITY

2. ZSFG Celebrates Pride Weekend with Visibility, Solidarity, and Joy



Under the 2025 theme “Queer Health is Resilient,” SFDPH proudly participated in this year’s Pride festivities—including the Trans March on Friday, June 27 and the 55th Annual San Francisco Pride Parade on Sunday, June 30.

Staff from across SFDPH, including ZSFG, joined together with department leaders and community partners to honor the strength, resilience, and vibrancy of our LGBTQIA+ communities. United under the City’s message—“Queer Joy is Resistance”—colleagues marched in celebration of collective pride. A special shout out to Dr. Christopher Colwell and emergency care teams for providing care to those in need at the event.

While Pride is filled with joy and celebration, it also serves as a powerful reminder of the ongoing struggles for equity and justice. During Pride Month, ZSFG reflects on the advancement of LGBTQI+ health—especially in HIV care—thanks to the persistence, courage, and advocacy of the LGBTQI+ community. Their fight for dignity and access has transformed systems of care and continues to inspire progress toward health equity for all.

But the fight is far from over. In the US, LGBTQI+ patients are twice as likely to experience unfair treatment in healthcare settings, which can lead to distrust and avoidance of accessing care. ZSFG recognizes these

challenges and reaffirms our commitment to standing with LGBTQI+ staff, patients, and community members to face the challenges together.

ZSFG is proud to champion inclusive care and it shows. For the second year in a row, the Human Rights Campaign Foundation recognized ZSFG as LGBTQI+ Healthcare Equality Leader. ZSFG provides gender-affirming services, trauma-informed and relationship-affirming practices, and strives to create a safe, respectful space for every person who walks through the doors. This work is only possible because of the dedication, empathy, and inclusivity that the staff brings to provide excellent patient care for all San Franciscans.

Here's to love and the hard-won progress made over decades of advocacy, courage, and solidarity!

As Pride Month concluded, ZSFG staff are filled with hope, solidarity, and pride in the incredible community. Together, ZSFG stands for a future where everyone is included, celebrated, and cared for—exactly as they are.

EQUITY

3. Spotlight on the Vocational Rehabilitation Program

The Vocational Rehabilitation Program (VRP) at ZSFG is a program of the UCSF Department of Psychiatry Citywide Employment Program. VRP's mission is to provide job readiness and job training for individuals with chronic mental illness often complicated by persistent homelessness, substance abuse, chronic medical problems and criminal justice involvement. Currently VRP provides job training and paid internship opportunities for approximately 165 individuals per year in a variety of hospital and community-based social enterprise businesses. Program participants take on roles and learn skills while managing the coffee and hot dog cart, managing the clothing donation program or working to cater events in the community.

Program participants learn valuable vocational skills and move on to community-based employment or other training programs. Most importantly, VRP workers gain experience and confidence they need to be able to manage their challenges at work. The program works with each individual to help them choose, get and keep a job that matches their skills, abilities and interests.

The Slice of Life Catering & Culinary Training program provides paid internship training opportunities for up to 15 individuals a year and provides training and volunteer opportunities for up to an additional 20 individuals. The commercial kitchen is located on the ZSFG Campus in the Mental Health Rehabilitation Facility. The program is led by Executive Chef Mike Sullivan, program director Mindy Oppenheim, program coordinator Gigi Lapuz and peer counselor/job coach Crystal Morganelli.



CBS news recently featured a recent spotlight on VRP and Humble, a program graduate. Humble had recently moved to San Francisco and was homeless. While spending time at a women's shelter and seeking therapy, she was introduced to the Slice of Life program. Her passion has always been to cook and serve and therefore couldn't pass up this opportunity. Humble spent the last 6 months in the paid internship learning food safety, technique and presentation. Using the knowledge she has learned; she perfectly executed

a dish of creamy seafood pasta for the program's graduation ceremony.

Humble is grateful for everything that she learned in the program and is confident that her dreams of becoming the greatest chef she can be. With her graduate certificate in hand, she hopes to continue practicing her skills at a restaurant or café while continuing her training at a culinary school.

CAPITAL

4. Building an Ambulatory Center of Excellence at ZSFG

San Francisco Department of Public Health and the San Francisco General Hospital Foundation (SFGHF) are supporting an ambitious plan to convert the ZSFG Building 5 into a seismically safe, state-of-the-art Ambulatory Care Center of Excellence. Thanks to support from city bond funds, the State of California, and SFGHF, this project includes renovations for pediatrics, adult, family, specialty, and psychiatric care, along with essential seismic upgrades to ensure the building can withstand a major earthquake—critical to the safety of patients and staff alike.



Rehabilitation Center



Clinical Lab



Dialysis Center



Urology Clinic

ZSFG is already benefitting from the renovated Rehabilitation Center and Adult Urgent Care Clinic. Construction of the new Clinical Lab in 2M is complete and the state-of-the-art tracking system is in place, ready to process significantly more tests more efficiently and in a shorter period of time. Co-locating the Hematology and Oncology Clinic with the Infusion Clinic on 4C, is helping to foster team collaboration and improving access to the full spectrum of care ZSFG patients need.

By the end of this year, the new Dialysis Clinic will open on the 3rd Floor. This state-of-the-art space will feature a more patient-friendly layout and increased treatment capacity. A dedicated clinic for Cystoscopy and Urology will also open on the 3rd Floor this year, creating much-needed capacity in the Building 25 operating room, where these procedures have been performed for the past several years. Looking ahead to next year, ZSFG will also complete the new Psychiatric Emergency Services unit on the 1st Floor, providing a critical component of the Department of Public Health's comprehensive behavioral health services. In 2027, ZSFG will look forward to a new 12 bed acute adolescent psychiatry unit on 7A. As more funds become available, ZSFG will be able to move ahead with our plans for adult, pediatric and specialty care on the 4th, 5th and 6th floors, as well as renovations in the lobby and in the cafeteria.

With these renovations ZSFG is bringing care teams together for better collaboration, removing barriers for patients, and creating spaces that support integrated, equitable, and compassionate care. From HVAC upgrades to wider corridors and improved workspaces for teams and individuals and break rooms, ZSFG is investing in upgrading the spaces so staff members can do their best work.

None of this would be possible without the thoughtful complex planning and hard work of the Capital Projects Team, who oversee these projects from design to construction, working in close coordination with the Facilities Services Team, whose hands-on expertise make it all happen. This transformation is more than a physical one, it reflects the deeply held value that everyone deserves high-quality, compassionate care.

Thank you to the ZSFG Team for their patience, resilience, and support through every phase of this journey to transform Building 5. Together, ZSFG is not just improving a building but building the future of public health in San Francisco.

QUALITY

5. The Risk Room Event

The Risk Room Event held on June 18th was part II of the Quality Academy series, highlighting the programs and partnerships of ZSFG's Quality Management team.

The Risk Management team wanted to demystify processes that can be anxiety-inducing, from what happens when a SAFE is filed, to staff roles in consenting patients for procedures, and navigating legal requests. Most importantly the team wanted to show how they partner with all teams on campus to support patient centered care. The expert panel discussion with leaders from Ethics, BERT, Patient Experience, Social Work and Privacy was a meaningful capstone to the day, emphasizing how collaboration makes us resilient and improves patient outcomes. The panelists were also joined by former Medical Director Jeff Critchfield, MD, and UCSF Risk Management counterpart Marcie Gigena.



The event attracted over 75 staff members from units such as care coordination, EVS, specialty care, radiology, interpreter services and med-surg. Risk Management was hopeful that the few minutes or sessions that the staff spent with the team, they walked away feeling more connected to

how risk managers can support their teams and improve quality outcomes.

DEVELOPING OUR PEOPLE

6. Celebrating Excellence in Patient Care at the Annual Medical Staff Awards



UCSF medical staff at ZSFG gathered in Pride Hall on June 4th for their Annual Meeting —a special evening to reflect, connect, and celebrate.

San Francisco Health Director Daniel Tsai, ZSFG CEO Susan Ehrlich, School of Medicine Dean Talmadge King, Vice Dean Jeff Critchfield, Chief of Medical Staff Mary Mercer, Health Commissioners Dr. Laurie Green and Judy

Guggenhime, and the ZSFG Executive Team came together to recognize this year's award recipients for their outstanding dedication to patient care.

ZSFG extends its heartfelt thanks to the entire medical staff for the compassion, commitment, and clinical excellence they bring to ZSFG's patients and community every day. The hospital community looks forward to the year ahead—continuing ZSFG's shared mission to deliver world-class care and advance health equity for all. Thank you to Mary Mercer for organizing this successful event.

Congratulations to this year's awardees:

Rapaport award for a physician lifetime contribution to ZSFG:

Dr. Brian Bast

Primary Care Provider Awardee:

Andria Saldaña, FNP

Primary Care Clinician Awardee:

Hong Vuong, PharmD

Whole Person Integrated Care (WPIC) Excellence Awardee:

Tanya Majumder, MD

UCSF at ZSFG Interprofessional Collaboration Award:

Age Friendly Emergency Department and Bridge Clinic

UCSF at ZSFG Exceptional Advanced Practice Provider Award:

Amanda Ling, NP, MS, RN

Alan Wands, PA-C

2025 Krevans Awards:

Kemi Alabi, MD Anesthesia & Perioperative Care

Jazzmin Williams, MD Dermatology

Jasmanpreet Kaur, MD Emergency Medicine

Maria Ruiz MD, MPH Internal Medicine

Shane Falcinelli, MD, PhD Laboratory Medicine

Joseph Chen, MD Neurosurgery

Gustavo Roversi MD Obstetrics, Gynecology, and Reproductive Sciences

Bryce Bajar, MD, PhD Ophthalmology

Alireza Hatamifar, DDS, MS Oral and Maxillofacial Surgery

Douglas Saeks, MD Orthopaedic Surgery

Isaac Solomon, MD, MPH Otolaryngology Head and Neck Surgery

Jenna Baker, MD Pediatrics

Sahana Kribakaran, MD, PhD Psychiatry

Devan Diwanji, MD, PhD Radiology

Helena Record, MD, MAS Surgery

Sudarshan Srirangapatnam, MD Urology.

DEVELOPING OUR PEOPLE

7. Dr. Chris Colwell Featured in The Ark



Dr. Chris Colwell, a Tiburon resident and ZSFG Chief of Emergency Medicine, was featured in The Ark – a weekly newspaper serving Tiburon, Belvedere and Strawberry, California. The article details Colwell's extensive experience in emergency medicine. Prior to his arrival to ZSFG in 2016, he served as the medical director for both the Denver Fire Department and Denver Health's paramedic division as the emergency medicine director at Denver Health Hospital. His experience has helped shaped responses to major tragedies like the Columbine Highschool massacre (1999), the Aurora movie theater shooting (2012) and the UPS facility shooting in San Francisco (2017). Dr. Colwell has led for advocacy of improved protocols such as standardized incident-command systems and resource distribution during mass-casualty events.

He is a recognized expert in disaster management, mass casualty events and in community health and is frequently sought out to speak at conferences and occasionally consults on medical accuracy for television shows like “The Pitt.”

Colwell shared that emergency departments offer insight into the health of the community, the need for preventative care and tailoring medical services for the community. By fostering strong relationships between hospitals and the communities they care for, everyone will benefit from an improved healthcare delivery.

DEVELOPING OUR PEOPLE

8. Dr. Ehrlich Named One of the Women Hospital CEOs to Know in 2025



In June, Becker’s recognized over 209 women presidents and CEOs leading hospitals and health systems across the nation based on nominations and editorial research. Among the list of the women hospital CEOs to know in 2025 was ZSFG’s Dr. Susan Ehrlich. Becker shares these women “are the inspiring leaders and champions of expanding care access, advancing equity and inclusion, and driving meaningful improvements in how healthcare is delivered” and that their “vision and leadership are shaping a stronger, more inclusive future for healthcare.”

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green stated that she would assume payors would prefer patients be put on observation status than admitting patients. Dr. Kanzaria stated that ZSFG does not yet know the impact on revenue because mitigation with new processes has just started. Mr. Wu stated that the ZSFG financial services team has a new work process to monitor this issue.

Commissioner Chow asked about the trend of workplace violence. Dr. Ehrlich stated that over the last decade, ZSFG has shifted from using the Sheriff’s Deputies, as its only resource, to the BERT as it continues to get to the root of cause of violence, which is usually escalation of situations. ZSFG has transformed how it prevents, addresses, and responds to violence.

6) ZSFG ACCESS AND FLOW UPDATE

Gabriel Ortiz, M.D., Chief Medical Officer; Gillian Otway, R.N., Chief Nursing Officer; Angelica Almeida, Ph.D., Chief Integrative Officer, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow asked how long patients stay in the Discharge Waiting Room until they go home. Mr. Ortiz stated that the team is working on the early stages of standard work. The patients will likely be waiting for prescriptions and a ride home. This room is intended for patients who are ambulatory and cognitively intact. Commissioner Chow asked for an update on the after more data is collected. He suggested offering some basic amenities to placate people while they wait.

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:

President Green stated in her practice, she is required to give a trifold pamphlet about blood transfusions. She will forward this to Dr. Mercy and suggested that it be translated into other languages.

Action Taken: The ZSFG JCC unanimously voted to approved the following:

- Pediatrics Rules and Regulations
- Revised Psychiatry Standardized Procedures
- Revised Neurology Standardized Procedures
- Revised Pediatric Urgent Care RN Standardized Procedures
- Revised Psychiatry Emergency Services (PES) RN Standardized Procedures

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:

There was no public comment on this item.

10) 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)

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 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; 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

HEARING AND DELIBERATION

Consideration and deliberation regarding recommendation by ZSFG Medical Staff Medical Executive Committee to revoke ZSFG Affiliated Professional clinical pharmacist's standardized procedures. Vote on whether to recommend revocation of clinical pharmacist's standardized procedures to the Health Commission acting as the Governing Body for ZSFG.

(Mary Mercer, M.D., Chief of Medical Staff)

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:

In closed session, the ZSFG JCC voted unanimously to recommend that the full Health Commission revoke ZSFG Affiliated Professional Clinical Pharmacist's standardized procedures.

11) ADJOURNMENT

The meeting was adjourned at 5:43pm.