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Vice President

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Commissioner

Susan Belinda Christian, J.D.
Commissioner

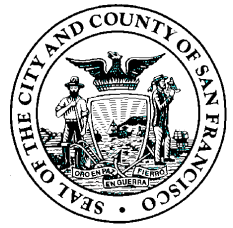
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**HEALTH COMMISSION
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FRANCISCO**

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TEL (628) 754-6539

MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Monday, September 22, 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. (Arrived 3:25pm)

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

The meeting was called to order at 3:01pm. Angelica Journagin served as Commission Secretary for the meeting.

2) APPROVAL OF THE MINUTES OF THE AUGUST 25, 2025 ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The ZSFG JCC unanimously voted to approve the August 25, 2025 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:
President Green and Commissioner Chow noted concern with how DPH is dealing with AI-related patient privacy issues and asked for more information through email or a future presentation.

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:

Commissioner Christian asked if Human Resources is tracking why candidates do not accept ZSFG job offers. Ms. Thorson stated that Human Resources has been attempting to gather feedback from candidates.

Commissioner Chow asked about the need for continued staff training programs. Ms. Thorson stated that the training programs help retain staff by building their skills and enabling them to transfer to other desired jobs within the DPH.

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

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

SAFETY

1. Shooting Incident at ZSFG

ZSFG CEO, Susan Ehrlich, addressed all staff with a note in the early morning of September 10 following an incident in front of Building 25 where a shooting took place the prior evening. Thankfully, no one was physically harmed. The Sheriff's Team and the San Francisco Police Department responded immediately, quickly apprehended the suspect, and placed the weapon into custody. At least two rounds penetrated Building 25 windows; these windows have now been temporarily secured to ensure campus safety.

Susan expressed appreciation to the staff who immediately responded to this incident and kept hospital operational impacts to a minimum. Clinical teams quickly cared for those in need and those understandably shaken by the incident, demonstrating remarkable dedication and compassion. Susan and members of the Executive Team returned to campus and rounded throughout the hospital that night to offer resources and check on staff.

Even though incidents like this are rare at ZSFG, they are deeply upsetting. It is natural to feel shaken when violence touches so close. These moments remind us not only of the challenges faced by the community ZSFG serves, but also of the extraordinary importance of the work—providing emergency care, wraparound services, and violence prevention efforts that truly make a difference.

While no one was injured during the incident, the event was an opportunity to learn during multiple debriefs and make changes to current processes. In addition to the ZSFG strategic workplace safety work, the hospital will undertake the following:

- Updating and redistributing the Rainbow Emergency Resources Guide
- Scheduling FEMA and HICS trainings
- Establishing a consistent schedule of drills, including active shooter preparedness
- Continuing Everbridge testing and enrollment support
- Reviewing communication systems to ensure rapid and effective notification of staff, including UCSF partners

During the ZSFG Town Hall on Wednesday, September 17, Sabrina Robinson, Angelica Journagin and Basil Price addressed the staff to share updates on these efforts and provided new information on other enhanced security measures. They also encouraged staff to share insights regarding ZSFG's safety practices and answered questions.

The safety of our patients, staff, and visitors remains a strategic priority and the ZSFG executive team will continue to work on improving overall safety on campus.

EQUITY

2. ZSFG Leading the Way in Substance Use Disorder Treatment and the Launch of Every ACT Matters

ZSFG is committed to improving care for people with substance use disorders. The hospital has been a leader in substance use treatment disorders since 1973 when the Opiate Treatment Outpatient Program (OTOP) began. Since then, ZSFG has expanded their services and leads in providing evidence-based treatment and increased access to medications for opioid use disorder among hospitalized patients. In 2024, two-thirds of all patients hospitalized with opioid use disorder received methadone or buprenorphine. The Addiction Care Team achieved an even higher outcome of four in five receiving medications for opioid use disorder. This is well above the national average of one in five patients among U.S. hospitals. Across ZSFG, staff are hopeful of strengthening linkages to care and retention in treatment by working with community partners.

For decades, ZSFG has been at the heart of DPH's strong and sustained response to the crisis. Key initiatives include:

- **Expanding access to addiction care**, especially buprenorphine starts, in the Emergency Department and PES.
- **ACT (Addiction Care Team) Nurse Liaison Program** continues to train nurses as addiction medicine Champions.
- **Team Lily** supports pregnant and postpartum people navigating substance use disorder.
- The **Addiction Pharmacy & Therapeutics Subcommittee** implementing cutting-edge evidence-based treatments such as rapid methadone and injectable buprenorphine and updating the alcohol withdrawal workflows.
- **Primary Care Addiction Medicine Fellowship** has trained 31 physicians
- **OTOP** has begun doing intakes at the mobile site in Bayview-Hunters Point.
- **Bridge Clinic** is now open six days a week and has expanded methadone access.
- **ACT** has implemented hospital-based contingency management to help patients with stimulant use disorders complete their hospitalization.

Staff and patients also gathered on campus at various events to bring awareness to International Overdose Awareness Day (August 31) and National Recovery Month (September).



During the last weeks of August, ZSFG Pharmacists and the Addiction Care Team hosted a joint tabling session at ZSFG to raise awareness about the risks of overdose. The teams provided attendees with instructions on how to use Narcan and fentanyl test strips, along with guidance on recognizing the warning signs of an overdose. Attendees were able to take home free samples of these critical, lifesaving tools so they can act quickly and confidently if they encounter someone in crisis.

On Friday, August 29, staff gathered at the ACT Matters Campaign Launch. Every ACT Matters is a project created for the staff in partnership with the community and designed to transform how to care for people with substance use disorders and teach staff how to provide care that is free of stigma. The campaign features 18 short videos which feature personal narratives from people with lived experience and hospital staff. The ACT team hopes that by sharing this campaign, caregivers can learn about the impact of incorporating empathy, understanding, and awareness into patient care. The hope is the videos will spark a discussion, encourage connection with the Addiction Care Team, and act as a reminder that everyone plays a vital role in a person's recovery.



EQUITY

3. Second Annual ZSFG Milk Drive

August was Breastfeeding Awareness Month and ZSFG's Family Birth Center and the NICU teamed up again this year with Mother's Milk Bank California to host the second annual Milk Drive in San Francisco to support babies and families locally and beyond.

As a Baby-Friendly hospital, ZSFG is dedicated to ensuring every newborn gets a healthy beginning by offering lactation support to birthing parents who choose to breast/chest feed human milk, and providing alternatives when breastfeeding is not possible such as offering donor human milk. With more than 1,300 babies born at ZSFG each year, even the smallest act can make a big difference: just 2 tablespoons of donated human milk can help a baby in need thrive, and a quarter ounce is a full feeding for a NICU baby.



Thank you to everyone who showed up and shared the gift of life by participating at this event! Nearly 2,000 ounces of frozen milk were collected. This generosity from the community helps ensure every baby has a fighting chance, no matter their start in life. This is what health equity and compassionate care look like in action – truly the ZSFG way. From the bottom of ZSFG's big heart (and from tiny hearts everywhere) – thank you to the staff members and everyone else who came by to donate and support this cause!

Shout out to Lactation Consultants and Nurses, Catalina Perez and Amalia Deck, nurse managers of the NICU and Birth Center, Shilu Ramchand and Jessica O'Rourke, and ZSFG Chief Nursing Officer, Gillian Otway, for their leadership and to the NICU and Labor and Delivery team for their care to families throughout the year.

EQUITY

4. Children's Health Center Gives Kids a Healthy Start to the School Year

The Children's Health Center (CHC) at ZSFG has made significant strides in ensuring children are prepared for the new school year by providing essential healthcare services. Each summer from May through September, CHC cares for nearly 6,000 pediatric patients—70% of whom are Spanish-speaking—providing essential preventive care and vaccinations.

To avoid the "August Crunch" of last-minute visits before school starts, CHC Quality Improvement team worked with the DPH Population Health team to launch the Kinder Project with early outreach starting in February. By May, families received school forms via mail with up-to-date vaccine and Well Child Visits. In addition to

digitizing forms and integrating with MyChart in collaboration with SFUSD, 75% of kinder-age CHC patients completed their visit before school started.



A major contributor of this success can be attributed to the launch of CHC's Open Access System which started in January. This system allows families to book appointments via Fast Pass (text), MyChart or by calling the SFHN Call Center. This has improved flexibility and reduced no-show

rates ensuring care is more accessible and convenient for all.

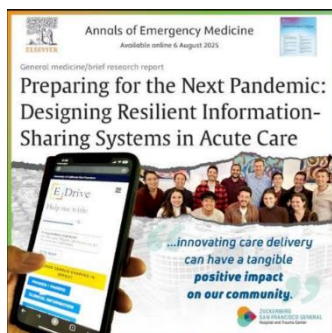
CHC's proactive and inclusive approach has also been applied to flu vaccinations. This effort led by Nurse Manager Tonia Vega has resulted in 65% of children seen at the CHC receive their flu vaccines. Through proactive scheduling of follow up doses, extended clinic hours and targeted text reminders, they've successfully vaccinated 9% more children compared to the previous year. CHC remains focused on closing disparities in care to ensure ALL children have the support they need to get their needed vaccines.

A big congratulations to the entire CHC team, including Dr. David Gordon, Nurse Manager Tonia Vega, and SFHN Director of Primary Care Dr. Blake Gregory and Deputy Director Carol Taniguchi for their thoughtful, coordinated, and patient-centered approach to keeping kids healthy and ready to thrive.

CARE EXPERIENCE

5. Preparing for the Next Pandemic: Designing Resilient Information-Sharing Systems in Acute Care

Congratulations to ZSFG's Associate Chief Medical Officer of Performance Excellence, Christopher Peabody, MD, MPH, along with the team and co-authors, Jaskaran (Karan) Bains, MD, MBA, Nicholas Stark, MD, MBA, Jaskirat Dhanoa, MD, Tuna Hayirli, MD, PhD, Mai Vu, BS, Michaela Kerrissey, PhD, MS, and ZSFG's Chief of Performance Excellence, Hemal Kanzaria, MD, MSc. on their recent publication in the Annals of Emergency Medicine. These ZSFG Emergency Department doctors developed the human-centered E*Drive tool during the COVID pandemic as a centralized digital hub for sharing up to date information with the emergency physicians treating patients with those conditions.



These doctors sought to simplify complex clinical guidelines into single-page, color coded workflows that could be updated without specialized technical knowledge. During the development phase, the authors continuously sought input from the end user clinicians to ensure the success of this information platform. By instituting a clear, replicable process for information dissemination, the doctors were able to achieve clinical trust and adoption of this tool. E*drive provides clinicians with quick access to the most up-to-date care protocols, improving the quality and timeliness of patient care with a fast, reliable, and accessible resource to support care delivery during a critical time. This enabled a more proactive response during the Mpox outbreak and can serve as a replicable

model for future outbreaks.

Having this system in place here at the City's safety-net hospital and only Level 1 Trauma Center better equips ZSFG with providing care for patients during any future public health crisis, when the most vulnerable patients

are at highest risk. E*Drive is a great example of how ZSFG's focus on innovating care delivery can have a tangible positive impact on the community.

DEVELOPING OUR PEOPLE 6. New ZSFG Leadership: Peter Chow



Chief Financial Officer, Eric Wu, announced Peter Chow as the new Director of Budget and Decision Support at ZSFG. The San Francisco native brings nearly two decades of experience with the City and County of San Francisco, including the last 14 years with DPH. Most recently, he worked as a supervisor in the Work Order Fund Unit in the Central Office. In this role, he managed budgeting, billing approvals, fund projections, and provided operational support across DPH. Peter's work also involved interdepartmental coordination with over 30 city departments managing interdepartmental agreements, professional service contracts and multi-year continuing project funds.

Peter is well versed with CCSF's Financial system and has developed tools to automate key financial projections and enhance data visibility. In his new role, he aims to support ZSFG by ensuring resource management and delivering accurate financial information. As a father of two, Peter is driven to help build a healthcare system that will serve and protect future generations.

DEVELOPING OUR PEOPLE 7. New UCSF at ZSFG Leadership: Mary O. Gray, MD

Dr. Mary O. Gray has been named the new Chief of the UCSF Division of Cardiology at ZSFG by Dr. Neil R. Powe. She has served as interim chief since June 2024 and is now officially stepping in to the leadership role.



Dr. Gray is recognized for her commitment to expanding access to high-quality cardiovascular care, her leadership in interdisciplinary collaboration and her passion for teaching and mentoring. Her ZSFG leadership roles connect physicians, nurses, clinical pharmacists and informatics experts across services to decrease healthcare risks and improve delivery systems. She serves as a consultant for ZSFG patients who develop cardiac conditions during pregnancy, Dr. Gray is also a member of the American Board of Internal Medicine (ABIM) Cardiovascular Disease Item-Writing Task Force where she helps shape high-impact assessment tools used by practicing cardiologists. In 2025, she received the John Murray Award for Excellence in Internal Medicine from the ZSFG Department of Medicine.

Thank you to the search committee for their work in selecting Dr. Gray for this position. Mary is an outstanding leader, clinician and educator who has an extraordinary commitment to ZSFG.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green asked if ZSFG badges have all the information on codes listed on the back. Dr. Ehrlich stated that not enough staff currently understand the approximate 10 codes and the actions to take regarding the code so additional training is being conducted.

President Green asked how many entrances are in use at ZSFG. Dr. Ehrlich stated that ZSFG has 3 major public entrances. Pride Hall is run by UCSF staff and has its own security system.

Commissioner Chow suggested that ZSFG and UCSF work together on security standards. Dr. Ehrlich stated that ZSFG is working with UCSF to better communicate codes.

Commissioner Chow requested a follow-up on the Rainbow Code and improving communication regarding security procedures with UCSF. He also requested that Commissioners on the ZSFG JCC be informed of major incidents on campus.

Commissioner Christian asked for more information regarding the number of patients waiting discharge who could be considered having complex needs. Dr. Ehrlich stated that currently 2 out of the 44 patient have complex behavioral and/or medical needs. It can take up to 2 years to place some of these complex patients because of a lack of available beds in the community.

Commissioner Chow noted that ZSFG is placing 2 patients per week at LHH. Dr. Ehrlich stated that many of the ZSFG patients seeking skilled nursing care are very complex and may have behavioral health, substance use, or medical issues that make them inappropriate for LHH.

6) ZSFG REVENUE CYCLE STRATEGIC UPDATE

Eric Wu, MPA Chief Financial Officer; Hemal Kanzaria, M.D., MSc, Chief of Performance Excellence, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green asked how much of revenue loss is related to physician services versus coding issues. Dr. Kanzaria stated that ZSFG bills for hospital services and is focused on improving coding to maximize revenue potential. UCSF bills for physician services.

President Green asked if EPIC sends messages to providers to assist with finding the best codes to use. Dr. Kanzaria stated that ZSFG systems do send message to providers to find the best code to use.

President Green asked if AI reviews ZSFG provider notes. Dr. Kanzaria stated that there are regulatory concerns about AI reviewing patient notes. However, ZSFG does track queries and is doing coaching around how best to document. President Green noted that at Sutter, AI is reviewing patient notes.

Regarding the workgroup on eligibility, Commissioner Christian noted that it may be helpful to reach out to community organizations to get feedback.

7) ZSFG CMS Star Rating

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

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow asked if the star rating process is conducted on a bell curve. Mr. Smith confirmed the process is conducted on a bell curve.

Commissioner Christian asked if it would be helpful to educate patients on the impact of the patient experience survey. Mr. Smith stated that ZSFG has been exploring opportunities in this area.

President Green asked how hospital patient populations for safety net hospitals impact star ratings. Mr. Smith stated that the bell curve for the rating is shifted to the left for safety net organizations. He noted that two local safety net hospitals have 3 stars so it is possible for ZSFG to do better.

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:

President Green asked if the DPH will be communicating information regarding vaccine recommendations since CDC has shifted its guidelines under the current federal administration. Dr. Mercy stated that the DPH follows CDPH guidelines and communicates these recommendations to the community.

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

- Community Primary Care (CPC) Rules and Regulations
- Ambulatory Care Standing Order Protocol
- SFHN Ambulatory Care Clinics Combined Standing Order Protocols for Health Care Maintenance (SOP)
- OB/Gyn Standardized Procedure-NP/PA/Certified Nurse Midwife and Management of Benign and Malignant Breast Condition Standardized Procedure

9) OTHER BUSINESS

This item was not discussed.

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)

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 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.

12) ADJOURNMENT

The meeting was adjourned at 5:49pm.