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

Daniel Lurie Mayor
Department of Public Health



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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Monday, October 27, 2025 3:00 p.m.
101 Grove Street, Room 102
San Francisco, CA 94102 & via Webex**

1) CALL TO ORDER

Present: Commissioner Laurie Green, M.D.
Commissioner Judy Guggenheim

Excused: Commissioner Edward A. Chow, M.D.
Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Gillian Otway, Emma Moore, James Frieberg, Mary Mercer MD,
Hemal Kanzaria MD, Eric Wu, Erika Thorsen, Angelica Journagin, Sabrina Robinson,
Chauncey Jackson, Basil Price

President Green called the meeting to order at 3:13pm.

**2) APPROVAL OF THE MINUTES OF THE SEPTEMBER 22, 2025 ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The ZSFG JCC unanimously voted to approve the September 22, 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 asked how the federal government shutdown is impacting regulatory surveys. Ms. Moore stated that during the shutdown no surveys are scheduled.

President Green asked if privacy breaches are treated the same regardless of the type of hospital. Ms. Moore stated that the regulatory procedures are the same for any hospital. Other types of facilities may have different procedures and policies.

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

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

CARE EXPERIENCE

1. District 5 Supervisor Bilal Mahmood Tours ZSFG



ZSFG welcomed San Francisco District 5 Supervisor Bilal Mahmood for a tour where he met with frontline teams and saw firsthand how ZSFG's innovative programs are serving patients and families across the city. During his visit led by Dr. Susan Ehrlich, Supervisor Mahmood explored several areas of ZSFG including the Family Birth Center where he saw how parents and newborns receive comprehensive support and care and also met members of Team Lily, the only program of its kind in San Francisco

that provides addiction care to meet birthing patients where they are—providing them with critical services and linkages to care for substance use disorder. The visit to the Emergency Department included the Wraparound Project, a violence intervention program providing life-saving interventions ensuring patients in crisis receive holistic care that extends beyond the hospital walls with the goal of reducing violent injuries and criminal recidivism among vulnerable San Francisco residents. A big thank you to the teams and individuals that helped in welcoming Supervisor Mahmood: Christine Falvey, Chief Communications Officer; Jessica O'Rourke and Shilu Ramchand from Labor & Delivery and the Neonatal Intensive Care Unit, Johanna Sluser and Otis Morgan from the Addiction Care Team; Dr. Chris Colwell and Matt Talmadge from the Emergency Department; and Dr. Caitlin Collins and Mike Texada from the Wraparound Project.

CAPITAL

2. DPH Director Tours ZSFG to View Construction and Seismic Improvements



Public Health Director Dan Tsai toured ZSFG in late September to see the progress of the seismic safety upgrades and ongoing construction projects. Many of these projects are part of ZSFG's goal of creating an Ambulatory Center of Excellence in Building 5. Dr. Susan Ehrlich led the tour with Chief Operating Officer Sabrina Robinson, Deputy Chief Operations Officer Chauncey Jackson and Chief Communications Officer Christine Falvey. Director Tsai was joined by DPH COO Jenny Louie.

The group visited the Urgent Care Clinic to see firsthand the numerous improvements in staff and patient experience since their renovation and move from BLDG 80. They saw the Clinical Lab Track Replacement and Renovation Project which has provided much needed upgrades and optimization for the main lab services for all patients on campus. They toured the new Psychiatric Emergency Services to show the progress of ongoing

construction that will allow ZSFG to see more patients and create better patient care and flow within the unit. Finally, the group toured the Family Health Center and Specialty Clinics to see what is envisioned for the future.

A big thank you to the staff who helped showcase these important projects including, Amy Lee, Dr. Angelica Almeida, Joan Torres, Dr. Mark Leary, Andrea Chon, Dr. Barbara Haller, and Chi Prijoles.



SAFETY

3. ZSFG Townhall - Committing to a Safer Workplace

ZSFG held its second virtual Town Hall on September 17, focusing on workplace safety following the incident on September 9. Workplace Safety leaders, COO Sabrina Robinson, CAO Angelica Journagin and DPH Security Director Basil Price shared immediate actions taken and outlined ongoing efforts to improve security and communication across campus.

Key initiatives include:

- Increased Sheriff's Office presence and full security assessments
- Enhancing EPIC tools with assault risk flags to strengthen communication in patient care
- Revising and updating the Rainbow Emergency Response Guide
- Holding FEMA/Hospital Incident Command System trainings and active shooter drills
- Enhanced crisis prevention training
- Partnering with other hospitals through the Institute for Healthcare Improvement cohort to reduce workplace assaults with injury by 10% by June 2027

Staff were also encouraged to continue reporting all incidents in SAFE, sign up and respond to text message alerts, review the updated emergency guide once available and provide feedback on the current security screening process. Together, staff and administration will work towards making ZSFG a place where everyone feels safe.

SAFETY

4. Preparing for the Next Emergency



ZSFG is taking several actions to be prepared for potential emergencies of various types. October marks the anniversary of the 1989 Loma Prieta Earthquake, highlighting the importance of disaster preparedness. On October 16 at 10:16 a.m., ZSFG participated in the Great ShakeOut Drill, where staff practiced earthquake safety steps:

drop, cover and hold on. As the only Level 1 trauma center serving San Francisco and northern San Mateo County, ZSFG plays a critical role in regional emergency preparedness and response. As part of the Great ShakeOut, teams conducted hands on training with Laguna Honda Hospital to simulate emergency scenarios and test backup systems.

To prepare for the influx of visitors and heightened security that will come with the 2026 Superbowl and FIFA world cup, ZSFG is partnering with city and federal partners to enhance coordination which includes a joint

response to hazards and seamless communication across agencies and with the public. This preparation will deepen regional hospital coordination for potential mass-casualty incidents.

Additionally, ZSFG is strengthening its infrastructure through seismic retrofits. Once the upgrades are completed in spring of 2026, Building 5 is expected to meet a University of California Seismic Performance Rating of Level III, which means the building is expected to perform like new construction during an earthquake. This is an extraordinary achievement for a facility built in the 1970s and will help ensure life safety and continuity of essential operations. The Capital Team has plans to provide similar seismic upgrades for Building 3.

EQUITY

5. Project REACH is Providing Surgical Care for the Unhoused

Project REACH was founded in 2024 and is funded by the SFDPH and a \$100,000 Equity and Innovation grant from the San Francisco Hospital General Foundation. This groundbreaking pilot program is the first of its kind in the U.S. to offer surgical care to unhoused individuals. The group aims to combine human-centered design, whole-person care and on-the-ground innovations to meet patients where they are.

Dr. Marissa Boeck and Dr. Sandhya Kumar lead the effort and emphasize the importance of early intervention to reduce hospital admissions and improve outcomes. Outreach teams work night and day to connect with unhoused individuals and encourage them to seek care before their conditions escalate into emergencies and require more intensive and costly care. The program also provides wraparound services, including temporary housing, food, and post-surgery support.

The program supports people like Lonnie pool, a 65-year-old man who has lived on the streets for decades and recently received hernia surgery through the program. He was also offered supportive housing shortly after receiving the procedure. This new model of care has already improved the lives of eight individuals and aims to expand. The team is optimistic that the program will be replicated nationwide.

DEVELOPING OUR PEOPLE

6. New ZSFG Leadership: Yin Theint



CNO Gillian Otway and Psychiatry Nursing Director Joan Torres announced Yin Theint as the new Psychiatry Nurse Manager for our Behavioral Emergency Response Team (BERT), Child and Adolescent Support, Advocacy & Resource Center (CASARC), and the Rape Trauma Center (RTC) at Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG).

Yin joined ZSFG in 2021, working on Inpatient Psychiatry before becoming part of the first BERT cohort during its expansion. Since then, she has played a pivotal role in shaping the department and strengthening BERT's role in promoting patient and staff safety.

During her time with BERT, Yin has contributed to a wide range of quality improvement projects, including data reporting, and implementing workflow strategies. She has also participated in hospital-wide committees focused on patient care and workplace violence prevention. For over one year, Yin has supported Psychiatry

Administration as the Unit Lead Charge Nurse of BERT, where she has overseen staffing coverage, facilitated onboarding, coordinated training programs, and led initiatives to advance best practices. Under CASARC and RTC, Yin will work with the Advanced Practice Provider Forensic Managers to support this specialized team.

DEVELOPING OUR PEOPLE

7. New ZSFG Leadership: Joyce Loyola, BSN, RN



CNO Gillian Otway and Medical-Surgical Nursing and 4A SNF Nursing Director Tanvi Bhakta announced that Joyce Loyola is the new 2322 Nurse Manager of the 4A Skilled Nursing Facility at ZSFG.. Joyce joined ZSFG 4A SNF in 2020 and has since taken on many roles – bedside nurse, charge, nurse, preceptor, Infection Preventionist, and most recently the Unit Clinical Lead overseeing administrative and clinical operations for more than a year.

Joyce has demonstrated a strong commitment to excellence in her various roles and brings a wealth of knowledge and compassion to our skilled nursing facility. She successfully supported 4A SNF through major transitions such as its temporary closure and successful reopening in April 2025. Joyce is dedicated to delivering high-quality, equitable care and leads by example to support both staff and the community we serve at ZSFG.

DEVELOPING OUR PEOPLE

8. New ZSFG Leadership: Amy H. Lee, RN



The Specialty Care Department at Zuckerberg San Francisco General Hospital is excited to share the appointment of Amy H Lee, RN, as the Nurse Manager for the Urgent Care Center (UCC) at ZSFG effective September 27, 2025. Amy has a strong background in urgent care operations, patient-centered care, and nursing informatics. Amy has served as the Interim Nurse Manager at ZSFG Urgent Care since October 2024 and has been a part of the Urgent Care leadership team for over fourteen years. She has played a key role in several performance improvement projects at UCC aimed at optimizing workflows, providing better support for staff, and advancing operational efficiencies between the ED, primary care clinics and Urgent Care.

Over the years, Amy has led multiple major initiatives, including the clinic's transition from paper charting to an electronic health record system, the clinic's operational relocation from Building 80 to Building 5, and was the super-user for Urgent Care for the EPIC roll-out in 2019.

DEVELOPING OUR PEOPLE

9. ZSFG Staff Honored by American College of Emergency Physicians



In September, two ZSFG staff earned prestigious awards from the American College of Emergency Physicians (ACEP).

ACEP selected Dr. Starr Knight as the 2024-2025 Outstanding Speaker of the Year. The award recognizes a faculty member who consistently demonstrated teaching excellence through performance, versatility and dependability during ACEP educational meetings throughout the year.

Janis Farnholtz Provinse, RN, received the Honorary Membership Award, which is presented to an individual who has rendered outstanding service to the College or to the specialty of emergency medicine.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green asked for more information regarding issues with ZSFG patients leaving the hospital with buprenorphine prescriptions. Adrian Smith stated that discharge prescriptions are accompanied by a referral for follow-up. The Emergency Department (ED) has had challenges with successful follow-up. He noted that there would be a PDSA started in the ED to offer long-acting injections of buprenorphine.

President Green suggested that a follow-up telehealth appointment may be helpful in encouraging individuals who have been discharged to access relevant medications. Mr. Smith added that ZSFG is touring several local hospitals with successful community bridge clinics in their effort to learn from peers on this issue.

President Green asked if ZSFG collects data on individuals using methamphetamine. Adrian Smith noted that data on substance use is collected city-wide and ZSFG does not have that data.

5) ZSFG FISCAL YEAR 2024 – 2025 ANNUAL REPORT

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

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green thanked Dr. Ehrlich and staff for the impactful work and great report.

Commissioner Guggenheim stated that she is grateful that voters supported funding to create and maintain such a world class hospital. Dr. Ehrlich added that she is so grateful to voters who support ZSFG with capital bond approvals that enable the hospital to upgrade its infrastructure.

6) ZSFG ENVIRONMENT OF CARE ANNUAL REPORT-FISCAL YEAR 2024-2025

Chauncey Jackson, MHA, Deputy Chief Operating Officer, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green stated that it is remarkable to review such extensive and intricate information about the hospital.

President Green asked if the ZSFG BERT unit is fully staffed. Ms. Otway stated that all BERT positions have been filled.

President Green asked for more information on how ZSFG is dealing with impending budget constraints about aging equipment which may still be functional but with limited lifespans. Mr. Jackson stated that there is a ZSFG committee that tracks and monitors the life of all equipment and proposes changes ahead of the time in which the equipment use will end. He thanked Ms. Robinson for her effectiveness in this arena.

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 that it was a pleasure to go through the Department of Internal Medicine slides and see all of the staff doing incredible work.

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

- Medicine Rules and Regulations
- Primary Care Registered Nurse HTN Standardized Procedures
- Standardized Procedure Preamble
- Hospital Medicine Privileges

8) OTHER BUSINESS

This item was not discussed.

9) PUBLIC COMMENT:

There was no public comment.

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 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 4:43pm.