

Meeting Minutes



City and County of San Francisco

Daniel Lurie, Mayor

San Francisco Department of Public Health

San Francisco Health Commission

Daniel Tsai, Director of Health

President

Laurie Green, MD

Commissioners

- Tessie Guillermo, Vice President
- Edward A. Chow, MD
- Susan Belinda Christian, J.D.
- Suzanne Giraudo, ED.D
- Judy Guggenhime
- Karim Salgado

DPH Director of Health

Daniel Tsai

Health Commission Secretary

Mark Morewitz, MSW

Minutes for Joint Conference Committee for Zuckerberg San Francisco General Hospital and Trauma Center

Date and Time

August 24, 2026 3pm

Agenda items

1. Call to Order

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Gabriel Ortiz MD, Gillian Otway, Emma Moore, Mary Mercer MD,
Hemal Kanzaria MD, Angelica Journagin, Sabrina Robinson, Emma, Perez, Jennifer
Magnusson, Emma Uwodukunda

The meeting was called to order at 3:04pm.

2. Approval of the Minutes of the ZSFG JCC Meeting of July 27, 2026.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

Action Taken: The ZSFG JCC unanimously voted to approve the July 27, 2026, minutes.

3. Regulatory Affairs Report

Emma Moore, MSN, RN, Regulatory Affairs RN, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green questioned whether state agencies were likely to resolve pending inspections soon and whether unresolved events would be incorporated into the triannual hospital relicensing process. Mr. Smith stated that unresolved events will likely be addressed during the relicensing process.

Commissioner Chow requested a more detailed breakdown of deficiencies closed versus pending for both 2024 and 2025. Mr. Smith noted that further clarification would be provided once Regulatory Affairs leadership returns from leave.

4. ZSFG Hiring and Vacancy Report

Jennifer Magnusson, DPH Hiring and Selection Manager, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow asked about the number of vacancies awaiting requisition approval and whether delays were contributing to staffing shortages. Ms. Magnusson responded that requisition approvals significantly affect vacancy counts and confirmed that external hires can take up to four weeks due to clearances.

Commissioner Chow questioned the responsiveness of the application system and asked whether applicants consistently receive confirmations and status updates. Ms. Magnusson stated that applicants receive automatic confirmations and that HR can investigate individual cases as needed.

5. ZSFG Chief Executive Officer's Report and BERT Newsletter

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

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green requested more detail regarding factors influencing increased ambulance diversion during August. She asked how leave rates and nightshift staffing shortages affect departmental operations and diversion decisions. She emphasized the importance of linking staffing trends with diversion outcomes. She also asked whether registry staff levels were sufficient to offset extended medical leaves. Dr. Ehrlich explained that diversion increases correlate strongly with nightshift staffing shortages and high medical-leave rates. She noted that registry staff are being expanded but cannot fully compensate for prolonged absences.

President Green asked whether it would be possible to implement electronic prescription mechanisms that delay pharmacy release of medications. She asked whether pharmacy systems could withhold dispensing until certain conditions were met by a patient. These questions were aimed at exploring whether automated or delayed dispensing could support patient safety and compliance. Dr. Ehrlich responded that she would look into the issue further. She acknowledged the importance of the question and committed to learning more about whether delayed-release prescription systems exist or could be implemented within the organization.

Commissioner Chow inquired whether key performance metrics could be included more prominently in monthly CEO reporting. Dr. Ehrlich stated that reporting will be expanded to better align with strategic initiatives.

6. Patient Flow Strategy Update

Gabe Ortiz, MD, Chief Medical Officer; Gillian Otway, RN, Chief Nursing Officer, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green asked for clarification about the part of the flow strategy that involved bringing in patients from other hospitals. She said he did not understand how they fit into the hospital's patient flow plan. Dr. Ortiz explained that the idea was preliminary and focused on accepting complex trauma referrals when extra bed capacity exists. He stated this could support regional needs and help meet the hospital's financial goals but would require further feasibility review.

President Green requested clarification on the impact of trainee turnover on patient flow, noting that monthly rotations may affect efficiency. Dr. Gabe Ortiz, Chief Medical Officer, explained that turnover does affect efficiency, but standardized workflows and operational refinements reduce disruptions.

Commissioner Chow raised questions regarding payer mix and the implications of Medicaid versus commercial coverage. He also asked about no-show rates for self-scheduled specialty appointments. Dr. Ortiz responded that payer mix and no-show rate analysis will be conducted with specialty care leadership and noted that self-scheduling is expected to reduce no-shows. Gillian Otway, ZSFG Chief Nursing Officer, added that standardized workflows help stabilize operations despite trainee turnover.

7. Medical Staff Report

Mary Mercer, MD, Chief of Medical Staff, presented the item.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Commissioner Chow commented on the historical institutionalization of acupuncture privileges and requested clarification on scope limitations. Dr. Gabe Ortiz confirmed that acupuncture privileges do not grant diagnostic authority and are limited to approved standardized procedures

Action Taken: The ZSFG JCC unanimously recommended that the full Health Commission approve the Neurology service report, Neurology rules and regulations, Acupuncture standardized procedures, MERT standardized procedures, CNM privilege list, Urology standardized procedures and credentialing criteria.

8. Acting Chief

Mary Mercer, MD, Chief of Medical Staff, presented the item.

Public Comment:

There was no public comment on this item.

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Commissioner Comments:

President Green asked about Dr. Stewart's leadership experience and familiarity with anesthesia staffing challenges. Dr. Ortiz stated that Dr. Stewart, currently Vice Chief, has been actively involved in CRNA recruitment and OR leadership, making him well-qualified for the acting role.

Action Taken: The ZSFG JCC unanimously recommended that the full Health Commission approve the appointment of Dr. Marc Steurer as Acting Chief of Anesthesia during Dr. Roman Pirrachio's absence through 12/31/26.

9. Other Business

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no commissioner comments on this item.

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 on this item.

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

Action Taken: The Committee 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

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).)

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Action Taken: The Committee approved the Credentials Report and PIPS Minutes Report in closed session and voted not to disclose discussions held in closed session.

12. Adjournment

The meeting was adjourned at 5:48pm.