



PRISCILLA CHAN AND MARK ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

A Foundation for Progress



Annual Report
FY 2017-18



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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WELCOME



As we look back at this year, we find much to be proud of - in the way we serve our patients and our community, in the way we work together as teammates, in the way we consistently rise to meet the challenges and opportunities of changes in health care and the needs of our patients, and in the way we show dedication to our mission.

At some point in the future, we will consider this an exemplary year for the critically important changes and programs it launched: capital projects in Building 5 that will create a patient-centric ambulatory care center, and the building of a co-located UCSF research and academic facility; the consolidation of patient health records into a fully-functional and efficient electronic health record system; the investment of resources in an enterprise-wide management and improvement system, the ZSFG Way.

This report presents examples of how our staff continues to create improvements in quality, safety and patient experience by applying lean management principles and building a new generation of leaders.

We express our sincere thanks and appreciation for the engaged and steadfast support of the San Francisco Health Commission, for the privilege of being part of the San Francisco Health Network, and the honor of serving the people of this great city as a part of the San Francisco Department of Public Health. It is also impossible not to be grateful for the dedicated and skilled people representing many other city agencies, with whom we work closely, especially in times of crisis.

Finally, we thank the people of San Francisco for your unfailing support; you provide the inspiration that makes our teamwork for constant improvement every single day.

Dr. Susan Ehrlich, MD, MPP

ABOUT ZSFG

OUR MISSION

To provide quality health care and trauma services with compassion and respect

OUR VISION

To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment

OUR VALUES

Joy in our Work

A joyful staff means higher quality of care and outcomes for our patients

Compassionate Care

We distinguish ourselves with our deep social justice mission

Thirst in Learning

A learning organization allows for transformation and continuous improvement

ABOUT ZSFG



Acute Hospital & Level 1 Trauma Center

Zuckerberg San Francisco General Hospital (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, which is owned and operated by the City and County of San Francisco, Department of Public Health. ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. It is the largest acute inpatient hospital for psychiatric patients in the city. Additionally, it is the only acute hospital in San Francisco that provides 24 hour psychiatric emergency services.



High Value Care

As San Francisco's public hospital, ZSFG's mission is to provide quality health care and trauma services with compassion and respect to patients, with a special focus on the city's most vulnerable.

ZSFG aims to provide patients a better experience, a healthier community and a more efficient health care system. As an integral part of the public health care delivery system, ZSFG provides our patients with more consistent, efficient and effective care.



108,000 patients

ZSFG serves over 108,000 patients per year and provides more than 20% of all inpatient care for San Francisco. Additionally, 30% of all ambulances come to Zuckerberg San Francisco General.

ZSFG is also one of the nation's top academic medical centers, partnering with the University of California, San Francisco School of Medicine on clinical training and research.

Academics & Research

For more than 150 years, the University of California, San Francisco (UCSF) and ZSFG have worked together to care for San Franciscans and advance health care worldwide. In accordance with the Affiliation Agreement, approximately 2,100 UCSF physicians and employees work side-by-side with San Francisco's Department of Public Health staff to treat patients, conduct research, and train medical, nursing, dental, pharmacy, and advanced science students.

884,363 SF Residents

ZSFG operates the only trauma center (Level I) and provides care for northern San Mateo County and one in eight of San Francisco residents.

ABOUT ZSFG

1 ACUTE CARE

ZSFG operates San Francisco's only public acute care hospital.

2 URGENT CARE

ZSFG provides evaluation and treatment to patients with non-emergent conditions.

3 AMBULATORY CARE

As part of the San Francisco Health Network, ZSFG operates 4 of 14 SFHN primary care clinics. ZSFG is the network's sole provider of medical specialty care.

4 MEDICAL EMERGENCY

ZSFG provides comprehensive care for severely injured patients.

5 PSYCHIATRY EMERGENCY

ZSFG offers the city's only 24/7 psychiatric emergency service.

6 4A SKILLED NURSING

Short-term skilled nursing care is available for patients.

7 TRAUMA SERVICES

ZSFG is the sole certified Level 1 Trauma Center for San Francisco and northern San Mateo County.

8 ACADEMICS & RESEARCH

150 YEARS UCSF and ZSFG have worked together

900 residents

400 medical students

60 clinical fellows

9 ANCILLARY CARE

High-volume diagnostic and therapeutic services include: laboratory, pathology, radiology, rehabilitation, and wellness.

Primary Care on ZSFG Campus

- Richard Fine People's Clinic
- Family Health Center
- Children's Health Center
- Positive Health

ZSFG Medical Specialty Clinics include:

- Gastroenterology
- Diabetes
- Gynecology
- Urology
- Dermatology
- General Surgery
- Neurology
- Neurosurgery
- Oncology
- Oral and Maxillofacial Surgery
- Orthopaedics
- Otolaryngology (ENT), Pain Clinic
- Nephrology
- Rheumatology
- Vascular Surgery

IMPORTANT EVENTS IN 2017-18

Mayor Ed Lee: An Appreciation



Edwin M. Lee was the 43rd Mayor of San Francisco; the first Asian-American to be elected Mayor. He was understated, low-key, and devoted to his city's neediest.

Mayor Lee accomplished a lot for the people we serve at ZSFG, and for the city as a whole. He championed the city's Navigation Centers, places where homeless people can find shelter and services in a dignified way. He was awarded the inaugural Coro Community Catalyst award for his "longtime commitment to bringing together varied special interests and agendas to address the greater needs of the community."

Mayor Lee supported ZSFG in big and small ways. He was a supporter of the 2008 bond that brought us Building 25, a champion of the 2016 bond that is supporting the Building 5 renovation, and a key figure supporting ZSFG in the UCSF research and academic building negotiations. Mayor Lee was here at ZSFG many times, eager to visit and honor those who had been injured. He was a kind and gentle presence, respectful of staff and patient needs. He was always quick to thank our team for the expert and compassionate care we provide our patients, and the service we provide to the community.

Tragically, Mayor Lee was rushed to our Emergency Department just after 10 p.m. on December 11, after he collapsed during a routine shopping excursion with his wife. Though our highly expert and compassionate team worked valiantly for hours and did all they could to save his life, he died early on the morning of December 12th. Clerks, social workers, nurses, doctors and others all pulled together in an exceptional and emotional team effort.

Mayor Lee will be deeply missed by our community, our patients and our staff.

IMPORTANT EVENTS IN 2017-18



ZSFG Re-Designated 'Baby-Friendly'

Based on the results of a comprehensive onsite survey, Zuckerberg San Francisco General has been officially re-designated as a Baby-Friendly hospital, for a period of five years.

The criteria for this designation is based on the Global Criteria for the World Health Organization/UNICEF Hospital Initiative. The criteria are designed to promote safety, quality of care, and baby health.

There are a little more than 500 Baby-Friendly hospitals in the country. ZSFG was the first, and is still one of only 5 Baby-Friendly hospitals in the Bay Area.

This year, Zuckerberg San Francisco General was also named "The Safest Place to Have a Baby" in California, by The New York Times.

ZSFG Receives a CDC Grant to Improve HIV Care

The Centers for Disease Control (CDC) will fund San Francisco's Project OPT-IN, a 4-year demonstration project to improve HIV-related outcomes by providing services to address critical gaps in HIV prevention and care services.






The City is one of only two jurisdictions in the country to be selected by the CDC for this funding. Project OPT-IN is intended to help improve HIV-related outcomes across the care continuum by providing services to address critical gaps in HIV prevention and care services, while simultaneously working to transform healthcare delivery and practices, thus reducing the long-term need for such services. Services will include homeless outreach, intensive case management, and other low threshold support services.

PBS NEWSHOUR
In honor of World AIDS Day 2017,
please join us for a special screening of

**EMMY-WINNING PBS NEWSHOUR SERIES
"THE END OF AIDS?"**

Featuring the groundbreaking work in San Francisco and Africa by your colleagues at UCSF, Zuckerberg San Francisco General, and the City of San Francisco to end the AIDS epidemic.

Followed by a panel discussion hosted by UCSF/ZSFG's own Jeff Critchfield, MD, with special guests

 Jeff Critchfield, MD UCSF/ZSFG Moderator	 Steve Deeks, MD UCSF/ZSFG	 Monica Gandhi, MD UCSF/ZSFG	 Diane Havlir, MD UCSF/ZSFG Co-founder, Getting to Zero	 Jeff Sheehy SF Supervisor Co-founder, Getting to Zero
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Friday, December 1 | Noon to 1 p.m.
Carr Auditorium, ZSFG, 1001 Potrero Ave, San Francisco

Lunch included with RSVP to Niall.Kavanagh@ucsf.edu

Brought to you by UCSF's Division of HIV, Infectious Diseases and Global Medicine at Zuckerberg San Francisco General Hospital and Getting to Zero San Francisco.



IMPORTANT EVENTS IN 2017-18



CDC Award to Pediatric Asthma Clinic

The U.S. Environmental Protection Agency awarded ZSFG's Pediatric Asthma Clinic its National Environmental Leadership Award.

Asthma is common among our young patients. Fourteen percent of children under the age of 14 have asthma. It is our leading inpatient diagnosis, and among the leading ED visit diagnoses. It disproportionately affects low-income, inner city ethnic minority populations and is profoundly influenced by social determinants of health like poverty, housing problems, and language barriers.

The program has reduced hospital admissions for asthma, increased housing habitability, and increased relationships and advocacy with schools.

Our patients truly value the service, as demonstrated by this quote: “Our CHW [community health worker] has been such a blessing. Besides the wealth of knowledge she has helped me with, it has been a pleasure to have someone on our son’s health team who is kind, speaks Spanish, and most importantly, makes me feel respected and valued.”

IMPORTANT EVENTS IN 2017-18

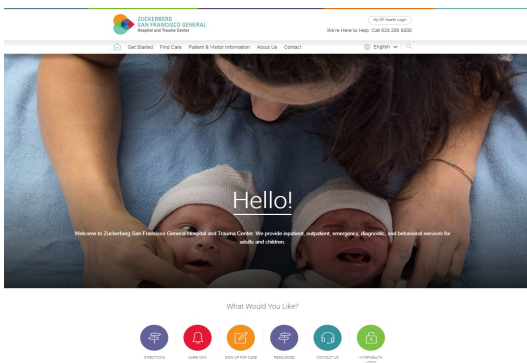


PRIME

The PRIME program has driven remarkable performance improvement at ZSFG and throughout the San Francisco Health Network.

We have just finished the 3rd year of the 5-year program and the results have been phenomenal. Thirty-five metrics were at risk this year, and we met 33 of them, earning \$33 million of the \$35 million available. Meeting PRIME metrics is accomplished through the focused and purposeful efforts of many interdisciplinary teams throughout the San Francisco Health Network, which use A3 thinking and plan-do-study-act cycles to meet their targets.

Some highlights include: depression screening in primary care clinics rose from 40% to 50%; flu vaccination in specialty clinics rose from 71% to 85%; Black/African American hypertension control rose from 62% to 63.6%; Sexual Orientation/Gender Identity data collection went from 0 to 24%.



ONLINE & SOCIAL MEDIA

In San Francisco, about 88% of residents are daily Internet users, most accessing services from their smart phones. Whether researching physicians, looking for health care providers, or searching treatment options, our patients are online, so one of our recent initiatives has been to grow our online presence.

This year, we launched our first dedicated website for ZSFG. Within the first month, we received more than 12,000 unique visitors. With the adoption and increase of smartphone use, we set out to make a web design that is mobile friendly. To promote inclusivity and accessibility, the site is trilingual - English, Spanish and Chinese. Our new website facilitates patients' search for information and resources, ranging from clinic hours and contact details to our vision and True North values. We are will be continuing our efforts in the next year by leveraging social media across many platforms.

ZSFG BY THE NUMBERS



PATIENTS
SERVED

108,850



OUTPATIENT
VISITS

601,579



MEDICAL &
PSYCHIATRIC
EMERGENCY
VISITS

83,246



ADULT URGENT
CARE VISITS

19,756



TRAUMA
ACTIVATIONS

3,638



LICENSED
BEDS

397



BABIES
BORN

1,157



UCSF STAFF

2,100



DPH STAFF

3,900



VOLUNTEERS

1,050

ZSFG BY THE NUMBERS

GENDER

	FY16-17	FY17-18
Female	49%	49%
Male	51%	51%

RACE / ETHNICITY

	FY16-17	FY17-18
Total Patients Served	106,103	108,850
African American	15%	15%
Asian/Pac Islanders	22%	21%
Hispanics	36%	37%
Native American	1%	1%
Others/ Unknown	7%	6%
White	19%	19%

AGE

	FY16-17	FY17-18
Under 18	12%	12%
18-24	8%	8%
24-44	32%	32%
45-64	33%	32%
Over 64	15%	16%

4A SKILLED NURSING

	FY16-17	FY17-18
Avg. Length of Stay	39	40

ACUTE CARE SERVICES

	FY16-17	FY17-18
Acute admissions	15,811	16,018
Acute psych admissions	1,055	1,199
Acute patient days	81,596	86,901
Acute psychiatric days	17,549	17,186
Average daily census	224	238
Acute psych average daily census	48	47

AMBULATORY SERVICES

	FY16-17	FY17-18
Visits	590,861	601,579
Primary Care	105,992	103,836
Specialty Care	184,594	190,894
ED encounters (excludes inpatient admits)	59,191	63,996
Urgent Care (excl. Pediatric Urgent Care)	19,077	19,756
Diagnostic Services	97,644	87,451
Other	119,472	119,364

EMERGENCY SERVICES

	FY16-17	FY17-18
Emergency Visits (includes inpatient admits)	69,490	76,128
Psych Emergency Visits	6,570	7,118

ADULT URGENT CARE

	FY16-17	FY17-18
Visits (excl. Pediatric Urgent Care)	19,077	19,756

ZSFG BY THE NUMBERS



FINANCIALS

	FY 16-17	FY 17-18
Total Operating Revenues	\$829,411,000	\$862,087,000
Total Operating Expenses	\$998,102,000	\$1,076,749,000
General Fund	\$168,691,000	\$214,662,000
Salaries and Fringe Benefits (included in Total Operating Expenses)	\$499,086,000	\$532,108,000



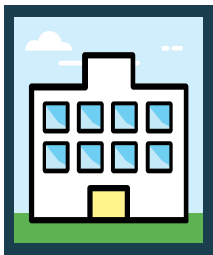
PAYOR SOURCES

	Inpatient Days		Outpatient Visits	
	FY 16-17	FY 17-18	FY 16-17	FY 17-18
Uninsured	1%	1%	9%	9%
Commercial	4%	5%	1%	2%
Medi-Cal	59%	58%	58%	56%
Medicare	33%	33%	21%	23%
Others (Healthy Families, Research, Jail, Worker's Comp, Non- Medi-Cal CHN capitated plans)	3%	3%	11%	11%

Cover Story - A Foundation for Progress

A milestone year

As we look back at our 161-year history, some years are most remembered for the completion of significant projects – as 2016 will always be the year we opened our state-of-the-art acute care hospital. This year will likely be remembered in a different, but no less positive and important way, as the year we began the effort of building the foundation for a healthier, more efficient, and more robust future for ZSFG, our patients, and our city. Three initiatives tell that story: EPIC, our new, comprehensive and coordinated electronic health record system; the remaking of our former acute care hospital building into a patient-centered, modern and convenient ambulatory care center, with a co-located state-of-the-art UCSF research and academic building; and launching a new, approach to management and improvement, The ZSFG Way.



BUILDING OUR FUTURE

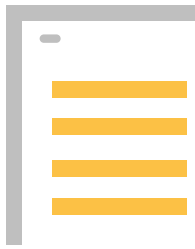
Providing a safe place for patients, visitors and staff is a priority and a True North Goal at Zuckerberg San Francisco General.

We have embarked on a multi-year, \$222 million capital improvement project, funded through the 2016 Public Health & Safety Bond to improve the safety of Building 5 and support its transformation from the former inpatient hospital into an Ambulatory Care Center. Outpatient clinics located in Buildings 80/90/100 will be co-located in Building 5 to give patients a safer and more comprehensive care experience. To prepare for the relocations, Building 5 will undergo a seismic retrofit, starting in late 2018, to strengthen the building's structural performance in the event of an earthquake. The Adult Urgent Care Center will be the first clinic to relocate in early 2019.

In addition to primary and specialty care clinics, services that will be relocating or updated include: Rehabilitation Services, Outpatient Dialysis, the Public Health Lab, Respiratory Care, and Psychiatric Emergency Services.

Improvements will also be made to the building's mechanical, electrical, IT infrastructure, and life safety systems. During this important work, our goal is to minimize disturbances to patients, visitors and staff by ensuring that everyone stays informed about construction and changes on campus.

In addition, UCSF is moving forward with construction of a new multi-story academic and research facility on our campus, to be located in the present surface parking lots between Building 5 and 23rd Street. Site construction will start in 2019.

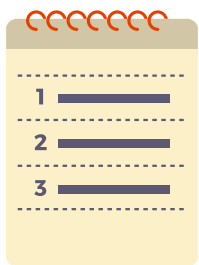


EPIC

The future of optimal health care relies on the ability of providers to quickly access a patient's complete medical history in the moment care is given. Today, there are over 60 disparate systems in use to manage patient records throughout the San Francisco Department of Public Health network of care. Although our providers have continued to provide preeminent care within this scenario, as a department we recognized the necessity to provide our providers, patients and clients, with the best possible medical records capabilities.

On August 3, 2019, Zuckerberg San Francisco General Hospital – along with Laguna Honda Hospital, Primary Care Clinics, and the Behavioral Health Center – will go-live on Epic, an electronic health record system that will unify the existing siloed systems and achieve this mission. The remainder of the DPH network will follow suit in a series of go-live dates within the near future. This project speaks to the DPH's commitment to protect and promote the health of all San Franciscans; but the benefits don't stop at our city or county boundaries.

When a patient has an Epic medical record, 60 percent of all providers nationwide will have ease of access to that patient's medical records. This means people who come to us for care anywhere within our network can be cared for in other settings with the reliability for which we are known. The future of DPH and ZSFG will be most certainly be epic.



The ZSFG WAY

Improvement work at ZSFG this year has included implementing the ZSFG Way, our model for aligning to True North, enabling problem solvers and improving care.

The two main goals within the ZSFG way are focused on personal and organizational improvement. We have exceeded our target for personal improvement, with over 85% of our executive and expanded executive leaders developing a personal development plan and identifying personal development goals.

We are also on track for our organizational improvement goal of implementing the Daily Management System in 13 departments by July 2019. The Daily Management System is a structured approach to developing our people to improve communication, real time problem solving and drive improvement through visual management.

True North - Constant Progress, Constant Improvement

TRUE NORTH

True North is our unwavering commitment to our mission, vision, values, strategies and metrics that represent our commitment to becoming the health care organization of choice for patients and staff.

To ensure we are moving in the right direction, ZSFG developed a True North Scorecard [see table next page]. The Executive Leadership Team focused on driving improvements to ensure achieve our True North and strategic goals, by using A3 Thinking, Countermeasure Summaries and Daily Management System.

At the base of this triangle are our goals: Equity; Safety; Quality; Care Experience; Workforce Care and Development; and Financial Stewardship; as well as the system we use to guide improvement work, the ZSFG Way.



True North - Constant Progress, Constant Improvement

True North Pillar	Measure	YTD*	Target
Equity	REAL Data Completeness	67.8%	60%
	Disparities Assessment	52.4%	35%
Safety	Patient Harm Events	5.8	<10/month
	EHR Readiness By Phase**	14	15
Quality	Readmissions	14.43%	14.32%
	Time on Diversion	53.2%	40%
Care Experience	iCARE Adoption	5	12
Developing Our People	Daily Management System Implementation	0	5
	Leaders w/ PDP A3 Goals	98.1%	85%
	EHR Preparedness By Phase	55%	60%
Financial Stewardship	Capital Project Slippage Days	-25	30
	Salary Variance	-\$8.060	\$0

*YTD = January - June 2018

**EHR Readiness metric began tracking in August 2018

This year has seen several positive developments in key True North metrics.

- Both Equity True North metrics, which are new this year, are on-target.
- Two EHR True North metrics, readiness and preparedness, are in alignment with next year's EPIC go-live.
- Constant improvement work has driven significant reduction in the number of patient harm events, and enabled us to exceed our goal.

True North - Constant Progress, Constant Improvement

PATIENT SAFETY

Providing safer health care can improve patient outcomes. In the past fiscal year, we've made great strides in this area.

Patient harm consists of multiple key measures, including: falls with injuries, Hospital Acquired Pressure Injuries (HAPI), Catheter Related Urinary Tract infections (CAUTI), and Surgical Site infections (SSI). Through our efforts this past year, we reduced our total patient harm rates by 50%. We reduced the incidence of CAUTI by 48%, received an award from the Hospital Quality Institute for our work with reducing HAPI injuries; we sustained a 63% reduction this year.

We celebrate our harm reduction successes quarterly with Zero Hero Awards. This past year we issued 35 Awards to recognize units who've practiced and adopted improvement activities. Our work to reduce harm events and provide a safe patient environment is ongoing.

Moving forward, we are preparing for the California public hospital Quality Incentive Program (QIP), an annual performance program that establishes measures of quality care. It is part of the Medicaid Managed Care rule and tied to \$20 million of funds that replaces our historical supplemental payments.

Kaizen Promotion Office Fellowship Program

A highlight of our improvement work this year has been the implementation of our Kaizen Promotion Office fellowship program. One participant was Dr. Hemal Kanzaria, an Emergency Medicine Physician, and Bridgette Hargarten, a Medical Surgical Services manager.

These fellows have accomplished several organizational flow goals, including reducing the left without being seen rate in the emergency department by more than 33% and reducing the volume of unnecessary admissions to our inpatient units.

Bridgette Hargarten joined the emergency department team after a kaizen workshop focused around improving the front end care start processes, now known as care start. Her work involved validating and coaching standard work to create seamless access to care for any person walking in to the ED. Dr. Kanzaria developed a team to address social needs for patients with low medical acuity concerns in the ED.

This group has exceeded initial goals of creating alternatives to admissions for these patients.

True North - Constant Progress, Constant Improvement

Right Care, Right Place, Right Time

ZSFG has made profound improvements in delivering the Right Care at the Right Place in the Right time this year. This is in large part due to the successes we have achieved in improving access and flow. There is no single person or team responsible for this success. It has required immense collaboration, partnership and dedication to our patients by so many throughout the San Francisco Department of Public Health. These include: the Emergency Department (ED), Department of Care Coordination, Healthcare Transitions Team, Medical Surgical Services, and the Urgent Care Clinic (UCC).

Two examples of this work are ED referrals to UCC and the Social Consult team.

The Emergency Department and Urgent Care Clinic have partnered to provide a pathway to Urgent Care from the Emergency Department for low acuity patients. Following almost two years of targeted improvement work, the Emergency Department is now sending over 300 patients per month to Urgent Care, making more ED beds available for the most acute patients. The Emergency Department implemented a CareStart process which puts providers up front in the triage part of the ED where they can more quickly evaluate patients and either refer them out, complete care and discharge patients or initiate care before they go to an ED bed. CareStart has contributed to our high ED to Urgent Care referral rate and reduced the length of stay of discharged patients by 10% and reduced the rate at which patients leave the ED without being seen by 33%.



The Emergency Department, Department of Care Coordination, and Healthcare Transitions Team have partnered to create a Social Consult team, reducing unnecessary admissions to the hospital related to patients having low medical acuity and high social needs by identifying alternatives in the community. The team has successfully averted more than 25 patient admissions per month, exceeding their initial goal of 20 patients per month. This results in increased capacity in the hospital for patients with high acuity reducing the time they spend in the ED waiting for a hospital bed.

This work is helping to identify the community resources that are necessary to assure all patients have the ability to receive care in the right place at the right time.

Profiles

ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

2017-18 Executive Team



Aiyana Johnson, MSW, MPH
Chief Experience Officer



Brent Andrew
Chief Communications
Officer



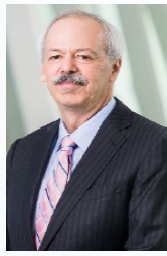
Claire Horton, MD
Chief of Medical Staff



Dave Woods, Pharm D
Chief Pharmacy Officer



Jennifer Boffi
Chief Financial Officer



Jim Marks, PhD, MD
Chief of Performance Excellence



Karen Hill
Director of Merit and
Staffing Resources



Kim Nguyen, MHSA
Director of Administrative
Operations



Luke John Day, MD
Chief Medical Officer



Margaret Damiano
Associate Dean for
Administration and Finance,
UCSF



Rajiv Pramanik, MD
Director of Clinical Informatics



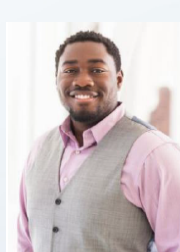
Sue Carlisle, PhD, MD
Vice Dean, UCSF



Susan P. Ehrlich, MPP, MD
Chief Executive Officer



Terry Dentoni, MSN, RN, CNL
Chief Nursing Officer



Tosan Boyo, MPH, FACHE
Chief Operations Officer



Troy Williams, RN, MSN
Chief Quality Officer

Profiles

SAN FRANCISCO HEALTH COMMISSION Joint Conference Committee for Zuckerberg San Francisco General

As the governing and policy-making body of the Department of Public Health, the San Francisco Health Commission is mandated by the City & County Charter to manage and control the City and County hospitals, to monitor and regulate emergency medical services, and all matters pertaining to the preservation, promotion, and protection of the lives, health, and mental health of San Francisco residents. The Joint Conference Committee (JCC) for ZSFG. Committee members are appointed by the Health Commission President.



Edward A. Chow, M.D., President

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over 45 years. He is President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Hospital Health System. Previously he was Executive Director of the Chinese Community Health Care Association, and Chief Medical Officer of the Chinese Community Health Plan. He is co-chair of the Asian American Native Hawaiian and Pacific Islander Diabetes Coalition; member-at-large of the Federation of Chinese American and Chinese Canadian Medical Societies Board of Directors; and founding member of the National Council of Asian Pacific Islander Physicians. He has received numerous awards for his work in health disparities and cultural competency, including the 2008 Alumni Merit Award from St. Louis University School of Medicine, Laureate Award from the American College of Physicians Northern California Chapter (2008), San Francisco Asian Pacific American Heritage Lifetime achievement Award (2010), and the Silver SPUR award (2012) for enhancing the quality of life and vitality of the San Francisco Bay Area. Dr. Chow is the President of the Health Commission, currently chairs the San Francisco General Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee. He is serving his eighth term on the Health Commission.



Laurie Green, M.D.

Laurie Green, MD, is a founding partner of Pacific Women's OB/GYN Medical Group. For many years, she served as a media consultant and on air reporter for medical issues at KTVU and other Bay Area television and radio stations. In addition to her interest in medical communications, she has deep experience in high-risk pregnancy, twin pregnancy, and change-of-life care. She has served on the Board of Directors of Brown and Toland Medical Group for the past 16 years, and has been responsible for many initiatives to improve physician communication and quality of care. Most recently, she was elected to serve as President of the Harvard Medical Alumni Association, advising the school on alumni relations and medical education.



David J. Sánchez, Jr., Ph.D.

Dr. Sanchez is Professor Emeritus at University of California, San Francisco. Dr. Sanchez is a member of the San Francisco General Hospital Joint Conference Committee and Chair of the Laguna Honda Hospital Joint Conference Committee. He is a member of the San Francisco General Hospital Foundation Board. He has also served on the San Francisco Board of Education and the Community College Board, the San Francisco Police Commission, and is Trustee Emeritus of the San Francisco Foundation. He was appointed to the California Commission on Aging in 2013. He has served on the Health Commission since 1997.



Mark Morewitz, MSW, is the Health Commission Executive Secretary

Mr. Morewitz has worked in public health research; program development and evaluation; and non-profit program administration. At SFDPH, he has worked in HIV service contracting and monitoring; provided social work services; and served as Director of the Forensic AIDS Project. He has worked with the Health Commission since 2009.



**PRISCILLA CHAN AND MARK ZUCKERBERG
SAN FRANCISCO GENERAL**
Hospital and Trauma Center

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