



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

A Foundation for Progress



Annual Report
FY 17-18



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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WELCOME



During these rapidly changing times, we at Zuckerberg San Francisco General Hospital are growing and learning how to best serve in our role as San Francisco's acute care hospital and trauma center. As we enter our 160th year of operation as the City and County's public acute care hospital, we continue to meet our city's newly emerging health challenges. Since our founding, we have been an essential part of the city's response to a rapidly growing population, a series of epidemics, and other health crises. Change, development, and improvement have always been part of our DNA.

[This year's copy here.]

It is an honor and a privilege to have the support of the San Francisco Department of Public Health and to be a part of the San Francisco Health Network, both of which allow us to extend our reach deeper into the community and reach more people. I am deeply grateful to our partners at many other city agencies with whom we work very closely, especially in times of crisis and challenge. Finally, I wish to express our thanks to the people of San Francisco, who continue to support our work and communicate their faith in our staff, our work and our mission to serve the community, especially those in greater need.

Dr. Susan Ehrlich, MD, MPP

ABOUT ZSFG

OUR MISSION

To provide quality healthcare 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 twenty-four 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 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. By actively coordinating with 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 over 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 healthcare worldwide. In accordance with the Affiliation Agreement, approximately 1,900 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 four of fourteen 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.

Primary Care on ZSFG Campus

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

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.

ZSFG Medical Specialty Clinics include:

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

8 ACADEMICS & RESEARCH

150 YEARS UCSF and ZSFG have worked together

900 residents

400 medical students

60 clinical fellows

9 ANCILLARY CARE

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

IMPORTANT EVENTS IN 2017-2018

Mayor Ed Lee and ZSFG



Edwin M. Lee was the 43rd Mayor of San Francisco; the first Asian-American to be elected Mayor. 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, unique 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 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 10pm on December 11, after he collapsed on 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 2017-2018



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 U.S. 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.

ZSFG Re-Designated 'Baby-Friendly'

Based on the results of a comprehensive on-site 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 as 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 over 500 Baby-Friendly hospitals in the U.S. ZSFG was the first, and is still one of only 5 Baby-Friendly hospitals in the Bay Area.






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

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 Havill, 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 2017-2018



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. 14% 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 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 2017-2018

PRIME

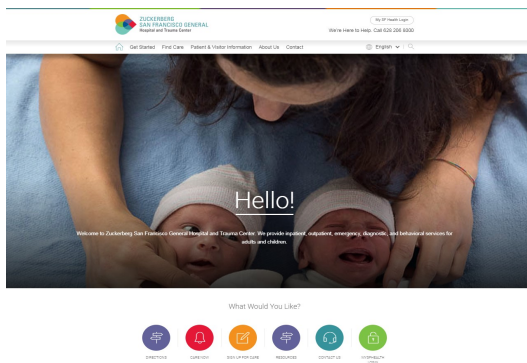


The PRIME program has driven remarkable performance improvement at ZSFG and throughout the San Francisco Health Network.

We just finished our third out of five years and, just as in the first two years, the results have been phenomenal. First, the program overall is worth \$34 million a year for five years. Fifty-seven metrics are at risk each year, and in this third year we expect to meet all but four of them, earning \$32 of the \$34 million. This is so impressive because each year, the metrics get harder to meet. This gets done through the focused and purposeful efforts of many interdisciplinary teams who use A3 thinking and plan-do-study-act cycles to ensure they meet those targets.

Some highlights of these teams' work 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 62.0% to 63.6%; Sexual Orientation/Gender Identity data collection went from 0 to 24%.

In 2017, California implemented a new pay-for-performance program for safety net hospitals like ZSFG, driven by changes in Medi-Cal managed care rules. Known as the Quality Improvement Program or QIP, this adds another 20 metrics to those we must work on and another \$20 million annually at risk. Unlike the PRIME metrics, many are hospital-based. Just like the PRIME program, we have interdisciplinary teams that are working on these metrics.



ONLINE & SOCIAL MEDIA

In today's world, more people than ever are digitally connected. In the U.S., people spend an average of 6.5 hours online every day. In San Francisco, about 88% of residents are daily Internet users, most of them right from their smart phones. Whether using it to research physicians, to shop around for health care providers, or to search for additional treatment options, our patients are online. We know that the best way to connect with our patients is by engaging them through the channels they already use every day, so one of our recent initiatives has been to grow our online presence.

This past year, we launched our first-ever dedicated website for ZSFG, and 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 in our most predominant languages used by the communities we serve. The new website provides a space for our patients to find information and resources, ranging from clinic hours and contact details to our vision and True North values. Finally, we have a place to represent us online – our digital front door. We are looking forward to continuing our efforts in the next year and leverage social media across many platforms.

Being on social media will allow us even more opportunities to connect and interact with our patients, gain insight into the community's thoughts and concerns, and drive awareness of new campaigns and initiatives. Our efforts to grow our digital footprint are another strategy to improve the overall patient experience.

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

1,900



DPH STAFF

3,400



VOLUNTEERS

960

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	1,280
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	119,756

EMERGENCY SERVICES

	FY16-17	FY17-18
Emergency Visits (includes inpatient admits)	69,490	66,244
Psych Emergency Visits	6,570	7,061

ADULT URGENT CARE

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

ZSFG BY THE NUMBERS - TBD



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



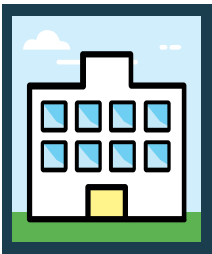
PAYOR SOURCES

	FY 16-17 Inpatient Days		FY 17-18 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

BUILDING OUR FUTURE

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 old acute care hospital building into a patient-centered, modern and convenient ambulatory care center; and launching a new, approach to management and improvement, The ZSFG Way.



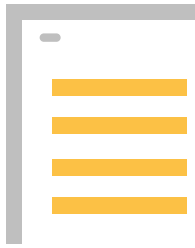
AMBULATORY CARE CENTER

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.

Construction is underway to relocate Rehabilitation Services from the ground level to the 3rd floor. Other clinics that will be relocating or updated include: Outpatient Dialysis, the Public Health Lab, Wound, OASIS, Phlebotomy, Fine Needle Aspiration, Respiratory Care, and Psychiatric Emergency Services. Construction is underway for shared-office space on the 6th floor to prepare for staff relocations during the seismic and clinic upgrades.

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.

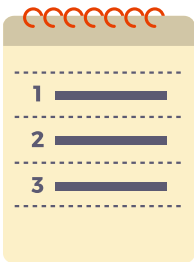


EPIC

The future of optimal health care relies on the ability of providers to quickly access a patient's 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 them, and therefore our 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 that those citizens 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 unwavering 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 guide the improvement work.



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
<i>*YTD = January - June 2018</i>			
<i>**EHR Readiness metric began tracking in August 2018</i>			

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

- Both Equity True North metrics, new this year, are both on-target.
- Two EHR True North metrics have been identified in alignment to next year's EPIC go-live.
- Constant improvement work has driven significant reduction in the number of patient harm events.

True North - Constant Progress, Constant Improvement

PATIENT SAFETY

At ZSFG, we understand that providing safer health care can improve our patient outcomes. In the past fiscal year, we've made great strides in this area.

We define patient harm using 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 53%, from 164 the year prior to 87 this year. Specifically related to our CAUTI harms, we accomplished a 49% reduction, a success we were proudly able to present and share at the Vital 2018 conference. Another achievement was our recent award from the Hospital Quality Institute for our work with reducing HAPI injuries. Using our baseline from the year before, we sustained a 63% reduction, from 1.8 reported injuries to 0.7.

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 providing a safe patient environment is ongoing.

Moving forward, in addition to continuing our efforts, we are also 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

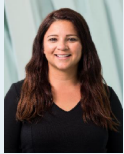
A highlight of our improvement work this year has been the implementation of our Kaizen Promotion Office fellowship program. This includes Dr. Hemal Kanzaria, an Emergency Medicine Physician, and Bridgette Hargarten, a Medical Surgical Services manager. These two fellows have accomplished several organizational 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 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. Hemal 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.

Profiles

ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

2017-18 Executive Team



Aiyana Johnson, MSW, MPH
Chief Experience Officer



Brent Andrew
Chief Communications
Officer



Dave Woods, Pharm D
Chief Pharmacy Officer



Rajiv Pramanik, MD
Director of Clinical Informatics



Jim Marks, PhD, MD
Chief of Performance Excellence



Karen Hill
Director of Merit and
Staffing Resources



Kim Nguyen, MHSA
Director of Administrative
Operations



Margaret Damiano
Associate Dean for
Administration and Finance,
UCSF



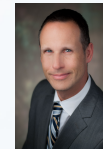
Sue Carlisle, PhD, MD
Vice Dean, UCSF



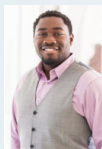
Susan P. Ehrlich, MPP, MD
Chief Executive Officer



Terry Dentoni, MSN, RN, CNL
Chief Nursing Officer



Luke John Day, MD
Chief Medical Officer



Tosan Boyo, MPH, FACHE
Chief Operations Officer



Troy Williams, RN, MSN
Chief Quality Officer



Jennifer Boffi
Chief Financial Officer



Claire Horton, MD
Chief of Medical Staff

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.

Dr. Chow is a practicing internist. He is Board Advisor to the Chinese Community Health Care Association and is the Senior Advisor for the Chinese Community Health Plan. He is also Treasurer of the Board of Directors of the Institute of Medical Quality, a subsidiary of the California Medical Association. Dr. Chow is currently the President of the San Francisco Health Commission and chairs the San Francisco General Hospital Joint Conference Committee. He is serving his seventh 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 the 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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<http://zuckerbergsanfranciscogeneral.org>