

**Laurie Green, M.D.**  
President

**Edward A. Chow, M.D.**  
Commissioner

**Susan Belinda Christian, J.D.**  
Commissioner

**Cecilia Chung**  
Commissioner

**Suzanne Giraudo ED.D**  
Commissioner

**Tessie M. Guillermo**  
Commissioner

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

**London N. Breed Mayor  
Department of Public Health**



**Grant Colfax, MD**  
Director of Health

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**MINUTES**

**HEALTH COMMISSION MEETING**

**Tuesday October 17, 2023 4:00 p.m.**

**101 Grove Street, Room 300**

**San Francisco, CA 94102 & via Webex**

**1) CALL TO ORDER**

Present: Commissioner Laurie Green, MD, President  
Commissioner Edward A. Chow M.D. (Remote participation)  
Commissioner Susan Belinda Christian, J.D.  
Commissioner Cecilia Chung  
Commissioner Suzanne Giraudo, Ph.D  
Commissioner Tessie Guillermo

The meeting was called to order at 4:05pm. Commissioner Green stated that Dan Bernal resigned from the Health Commission in order to accept a UCSF leadership position. She noted that the Health Commission wishes him well in this new professional endeavor.

**2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF OCTOBER 3, 2023.**

**Public Comment:**

Mr. Monette Shaw made verbal comments and submitted the following written summary:

These minutes report Dr. Terry Palmer, I, and others have repeatedly raised the issue of what the long-term plans are to prevent recurrence of mismanagement of Laguna Honda Hospital. During the Commission's Finance and Planning Sub-Committee meeting on 9/5/23, Commissioner Guillermo asked whether HSAG's contract will need to be extended when it expires on 8/31/24. Baljeet Sangha responded, saying "LHH will likely need HSAG services for monitoring and evaluation and prepping for ongoing regulatory surveys." [Sangha] "noted that the cadence of work would likely change to QUARTERLY check-ins after the duration of [HSAG's current] contract." The Health Commission already appears to be considering extending HSAG's contract for an additional period of time. Will HSAG be the permanent vehicle for increasing oversight of LHH? Will additional HSAG contracts at \$10 million annually into the foreseeable future be the ONLY mechanism to ensure greater oversight to prevent future mismanagement repeating at LHH?

**Action Taken:** The Health Commission unanimously approved the October 3, 2023 meeting minutes.

**3) RESOLUTION HONORING MICHELLE FOUTS, PharmD**

David Smith, PharmD, DPH Chief Pharmacy Officer, introduced the item.

Public Comment:

Mr. Monette Shaw made verbal comments and submitted the following written summary:

Dr. Michelle Fouts certainly deserves this Resolution honoring her years of service to vulnerable San Franciscans. When I worked with her closely at LHH, she was widely respected by all of LHH's staff, particularly by clinicians working in LHH's Rehabilitation Services Department. I also commend her for her years of dedicated service to LHH's residents. Congratulations to her on her retirement.

Commissioner Comments:

Commissioner Chow thanked Dr. Fouts for her work and noted that the transformation of the LHH Pharmacy under her direction has been remarkable.

Commissioner Guillermo stated that throughout Dr. Fouts tenure, the Health Commission was aware that she was leading in front and behind the scenes. She hopes the DPH can continue to attract and cultivate leaders like her.

Commissioner Green said that the LHH pharmacy has been revolutionized during her tenure. She rose to each leadership challenge and became a subject matter expert each step of the way. The DPH and the Commission will miss Dr. Fouts.

Director Colfax expressed gratitude on behalf of the DPH team to Dr. Fouts. Her work has been so exemplary throughout the COVID-19 pandemic and LHH recertification process. While visiting her teams last year, it was apparent how Dr. Fouts supported her team with enthusiasm through continuous quality improvement activities.

Action Taken: The Health Commission unanimously approved the resolution. (See attachment)

**4) GENERAL PUBLIC COMMENT**

Mr. Monette Shaw made verbal comments and submitted the following written summary:

There wasn't mention today Commissioner Bernal had to obtain an Ethics Commission waiver to take UCSF's "Vice Chancellor of Community and Government Relations" employment, given City officer's post-employment restrictions with City contractors within one year after ending City service. Bernal's Commission service always presented a perceived conflict of interest, given concurrent employment as Congresswoman Pelosi's Chief of Staff. "Bay Area Reporter" newspaper coverage on 10/11/23 reported Ethics Commission staff recommended Bernal's waiver request be REJECTED, given Bernal's role approving \$75 million in UCSF's City contracts during the past year. Bernal argued he had only "nominal involvement" approving UCSF's contracts on Health Commission "Consent Calendars." That's preposterous! The City Attorney deceptively claimed "the Commission acts only in an ADVISORY capacity by reviewing and recommending contracts ..." Since the Health Commission is SFDPH's "governing body," Bernal's votes approving UCSF contracts weren't "ceremonial actions," also preposterous. Bernal also didn't face any "extreme hardship."

**5) DIRECTOR'S REPORT**

Grant Colfax MD, DPH, Director of Health, presented the item.

## **DPH HOSTS A CONVERSATION WITH DR. ANTHONY FAUCI AT ZSFG**

DPH was honored to host Dr. Anthony Fauci, MD at Zuckerberg San Francisco General Hospital on October 5, 2023. Dr. Colfax introduced the former Director of the National Institute for Allergies and Infectious Diseases, who engaged the audience in a conversation on lessons learned from the COVID-19 pandemic.

During his talk, Dr. Fauci discussed the importance of always being prepared for the next public health crisis and called for an expansion of research programs on infectious diseases so that health care providers can be ready for the next pandemic.

After the presentation, Dr. Fauci generously answered questions from the audience drawing on his decades of public health service as a scientist, physician, and leader. He applauded San Francisco's comprehensive COVID-19 response. The success of San Francisco's COVID response relied on quickly putting public health principles into action and adapting to outcomes in real time through the lens of health equity, which was all informed by Dr. Fauci's national leadership. Our response resulted in lower transmission rates, reduced number of hospital patients and lower mortality.

We thank Dr. Fauci for sharing his time with the doctors, nurses, public health staff and City & County of San Francisco staff who served in the COVID Command Center and at various Departmental Operation Centers, working on the front lines to implement San Francisco's COVID-19 pandemic response, a response that was celebrated as a model throughout the nation.

Dr. Fauci concluded his visit by encouraging everyone to stay true to their values and focus on serving the public in the face of adversity.

The special event was attended by approximately 100 in-person guests with close to 700 livestream attendees. A recording of the event's livestream is available [here](#) and photos from the event can be found [here](#).

## **MID-YEAR BUDGET UPDATE**

San Francisco's economic reality remains challenging and the Mayor has determined that we cannot wait until next year's budget process to begin to address our growing structural deficit, which at this time, her office projects to be least \$500 million in Fiscal Year 2025-26. Mayor Breed is therefore instructing City Departments to work with her budget office to propose reductions of at least 3% of General Fund support in the current fiscal year. For DPH, this will mean identifying another \$25.9 million in additional revenue or savings in the current year by October 26<sup>th</sup>.

The Mayor's Office is also asking City Departments to take a number of budget-saving actions, including pausing new programs or program expansions that have not started; reviewing current vacancies and identifying vacant positions that can be eliminated; restricting employee travel expenses to only essential domestic travel; and reviewing the performance of programs and contracts.

We anticipate a detailed financial forecast in the coming month and additional budget instructions to follow in December for FY 2024-25 and FY 2025-26. As always, DPH will work to avoid service reductions and maximize revenues. We will update the Commission on our response to this request and keep you informed as the budget process unfolds this year.

## **LAGUNA HONDA RECEIVES CERTIFICATE OF EXCELLENCE**

The California Department of Public Health Healthcare-Associated Infections Program and Health Services Advisory Group, recently recognized DPH Laguna Honda Hospital for successfully completing all four virtual Infection Prevention and Control Train-the-Trainer Workshops. Over 2,700 individuals attended the workshops, representing 650 California nursing homes. Laguna Honda Hospital was among the top 7 percent

of California nursing homes that completed all four sessions. We congratulate LHH for continuing to build Infection Prevention and Control expertise in the facility and integrating continued learning among our staff!

### **ENVIRONMENTAL HEALTH PARTICIPATES IN WORKSHOP WITH SF HOUSING**

The DPH Environmental Health Branch participates in many community events and trainings throughout the year. Recently, the San Francisco Housing Development Corporation (SFHDC) sponsored a workshop called Minding My Black-Owned Business. This workshop's focus was on food safety for people wanting to open or manage a business that serves food to the public. SFHDC reached out to partner with Environmental Health, which is the Branch of DPH that enforces the California Retail Food Code in San Francisco. Senior Health Inspector Carlos Barragan provided workshop participants with an overview of a food compliance inspection and trainings in foodborne illnesses, pest control and overall food equipment and facility safety. The CDC estimates that about 48 million people each year will get a foodborne illness, 128,000 of those will be hospitalized resulting in about 3,000 deaths annually. Community trainings provide a great opportunity for our inspectors to be proactively setting local business owners up for success and protecting the public. Thank you to Carlos and all our Food Safety Inspectors!

### **HIGHLIGHTING THE HEALTHY STEPS PROGRAM**

Kudos to the team behind the HealthySteps program at the [Children's Health Center at ZSFG](#) for paving the way for sustainable behavioral health prevention and promotion services for families with young children. Now entering its fifth year, HealthySteps provides family-centered behavioral health and child development services during early pediatric primary care visits for ages 0-5. For example, a new mother can be screened for postpartum depression at a well visit for her infant. Providing concurrent care for both mother and child is an example of dyadic services. The program has been a model for California's Children and Youth Behavioral Health Initiative and the Medi-Cal pilot demonstration site for a new dyadic services benefit redefining criteria for children's behavioral health services.

### **YOUTH INTERNSHIP OPPORTUNITY**

DPH is partnering with [Opportunities for All](#) and [FACES](#) to provide job experiences and internships to San Francisco youth. Interns will be provided with work exposure, professional experience, and confidence to achieve their career goals. If your team would welcome an intern, please fill out the youth internship [contact form](#). DPH HR will contact you to set up a meeting to learn more about your unit and the internship opportunity. For any questions or if you have ideas about creating other internship opportunities at DPH, contact: [dph-internships@sfdph.org](mailto:dph-internships@sfdph.org).

### **COVID-19 UPDATE**

As of 10/12:

- San Francisco's 7-day rolling average of COVID test positivity is 3.7% and there are 38 COVID hospitalizations.
- Eighty-eight percent of all SF residents have been vaccinated and 65% have received booster dose(s). Forty-two percent of residents have received a bivalent booster.

### **[DPH in the News](#)**

#### Commissioner Comments:

Commissioner Chow thanked Director Colfax and the DPH team for sending the Dr. Fauci presentation, which was very inspiring.

### **6) LAGUNA HONDA HOSPITAL AND REHABILITATION CENTER (LHH) CLOSURE PLAN AND CMS RECERTIFICATION UPDATE**

Roland Pickens, Director and CEO, SF Health Network & Executive Sponsor LHH Recertification Incident Command, presented the item.

Public Comment:

Mr. Monette Shaw made verbal comments and submitted the following written summary:

It's concerning Slide 5 on residents who no longer need skilled nursing Facility level of care doesn't indicate how many such residents still remain at LHH after CMS/CDPH directed LHH on 2/1/2023 to identify and prioritize discharging residents who no longer require SNF care or when they'll be discharged. More worrisome, Mr. Pickens hasn't presented an update to the "LHH Path to CMS Recertification" Gantt chart timeline showing in the upper third of the chart the status of "Survey Readiness" since the 7/11/2023 Executive Team Report. On 7/11, the Gantt chart reported a 4<sup>th</sup> "90-Day Monitoring Survey" was anticipated by mid-September. Why wasn't the 4<sup>th</sup> "90-Day Survey" conducted? More concerning, it appears LHH has stopped producing new "Root Cause Analysis" reports when additional survey deficiencies are cited by CDPH, stopped producing "Monthly Monitoring Reports" and stopped producing new "milestone" Action Plans. Does that mean the "LHH Settlement Agreement" has ended?

Dr. Teresa Palmer stated that there were 45 people who are listed as no longer meeting skilled nursing level of care. Mr. Pickens noted that 15 had been discharged and 10 are now on the priority list. She asked what happened to the other 20 people and added why aren't there enough services to place them in San Francisco. She asked if CDPH has caught up with the list of investigations at LHH. She would like to hear more about admission criteria and whether the LHH CMO will be supported in not admitting behaviorally inappropriate people from ZSFG because there will be a huge economic pressure to take in ZSFG patients.

Melanie Grossman, President of the Older Women's League, submitted the following written public comment:

The Older Women's League agrees with Dr. Palmer's comments that housing, community services, wrap around services must be provided by the city for patients in need of extensive care, so that they can remain safely in their homes and do not need the already overburdened inpatient services of Laguna Honda.

Carol Bettencourt submitted the following written public comment:

Roland Pickens has said Laguna Honda is not ready to resume admissions, including due to inadequate staffing (no update has been given). This remains a huge issue, both in terms of its impact on pending recertification and on current residents and people who should be getting admitted. An increasing number of patients have been notified they're eligible for discharge as no longer needing skilled nursing. I'm afraid that this is happening to too many people at risk of transfer trauma and who do continue to need skilled nursing care. This may be a misguided attempt to reduce inappropriately the population to address the staffing shortage. As with deaths after prior transfers, residents pay a high price for this mismanagement. I also remain concerned about the proposed resumption of admission of patients from SF General who have behavioral health or substance use issues and the lack of adequate services for them.

Norman Degelman submitted the following written public comment:

1. Needed: a system of oversight so repeated profound mismanagement does not result in losing LHH. We would like to hear a plan. 2. Inform us please when CMS &/or CDPH surveyors show up. Per SFDPH, this is related to when admissions will resume, and when a waiver for the 120-bed loss should be submitted. 3. San Francisco residents who have to leave the county for NH care should have priority in SF. Why can't they get priority at LHH? 4. Will HH again admit hard to place "behavioral" patients to improve "flow" at SFGH? "Behavioral" services outside of LHH are badly needed. Using LHH inappropriately jeopardizes Laguna Honda and its current residents, AND the lives of San Franciscans who need wrap around care in other settings. 5. Has CDPH clarified how their failure to keep up with response to LHH complaints will be rectified?

Commissioner Comments:

Commissioner Giraud for more information on the challenges of discharging those individuals at LHH who no longer meet skilled nursing facility level of care and what is the radius that these individuals are discharged. Mr. Pickens stated that LHH always attempts to keep folks in San Francisco if they are city residents and has been successful in this goal thus far. He added that anyone who requests to stay in San Francisco has been discharged in San Francisco. He added that no one will be discharged unless there is a safe and appropriate discharge plan.

Commissioner Green asked for an update on the list of people who no longer meet skilled nursing level of care. Mr. Pickens stated that 15 individuals have been discharged and 10 are on the priority list for discharge planning. He added that there are now 75 people on this list. Due to the lack of available community beds, LHH has been working with CDPH and CMS to prioritize 10 individuals at a time. He also noted that even though someone may have been placed on this list, if their care needs return to a skilled nursing level, they will be removed from the list.

Commissioner Green asked for more information on how CDPH and LHH is working to place these individuals. Mr. Pickens stated that within DPH, LHH is working with the Behavioral Health Services placement team, which coordinates DPH funded beds and available community resources. The team is also coordinating with the Department of Supportive Housing and Homelessness and the Department of Human Services Administration and Department of Aging; these folks are working onsite at LHH to help coordinate discharges. LHH then works with CDPH to identify placements outside of the San Francisco area.

**7) JOINT CONFERENCE COMMITTEE AND OTHER COMMITTEE REPORTS**

Commissioner Tessie Guillermo LHH JCC Chair, stated that at the October 10<sup>th</sup> Laguna Honda Hospital JCC meeting, the committee reviewed a recertification update presentation similar to what was been presented at this full Health Commission meeting. The committee also discussed a presentation on the Laguna Honda Behavioral Health Improvement Project. This work began due to the high percentage of Laguna Honda residents with complex neurological and behavioral health issues. Three work groups have been created to address the situation. Teams are working on identifying staff training needs and working with consultants to explore models with focused units for residents with complex behavioral health needs. Laguna will pilot a 6-person unit to determine next steps. The hospital is also increasing its use of the Pet Robot Project for residents with dementia. She added that the Laguna Honda Admissions policy recently approved by the Commission excludes individuals whose behavioral health issues are not appropriate for skilled nursing level of care. The committee also reviewed the Human Resources and Regulatory Affairs report. In closed session the committee approved the Credentials Report and the PIPS Minutes report.

Public Comment:

Mr. Monette Shaw made verbal comments and submitted the following written summary:

I note with interest that Commissioner Guillermo didn't mention that on 10/3/23 I testified that Mr. Pickens had indicated resumption of admissions to LHH are being delayed because of a shortage in Activity Therapists and Food Service handlers. That's concerning, because LHH's patient census is 226 patients fewer than in December 2021 before LHH was decertified. The Vacancy Reports by FTE show LHH has 2.5 FEWER food service worker vacancies across various job classification codes in October 2023 than it had vacancies in December 2021; there were 8 food serviv worker vacancies in December 2021 and now has only 5.5 food service worker vacancies now, 2.5 FEWER vacancies. LHH now only has 6 MORE vacancies in Activity Therapists across job classifications 2586, 2587, and 2588 than it had in December 2021 (11 vacancies in 2021 and 17 vacancies now). Guillermo also didn't mention the status of hiring LHH's Medical Director.

8) **CONSENT CALENDAR**

Action Taken: The Health Commission unanimously approved the following:

<b><u>Item</u></b>	<b><u>Scope</u></b>	<b><u>Policy No.</u></b>	<b><u>Policy Title</u></b>
1	Facility-wide	70-07	Custom Wheelchairs
2	Facility-wide	27-08	Safe Resident Handling
3	Facility-wide	27-09	Splint Brace Care Management
4	Facility-wide	27-10	Transfer Techniques
5	Facility-wide	22-05	Handling Resident's Property and Prevention of Theft and Loss
6	Facility-wide	24-02	Promoting/Maintaining Resident Dignity
7	Facility-wide	24-10	Coach Use for Close Observation
8	Facility-wide	24-18	Resident Locator System
9	Facility-wide	25-15	Medication Administration
10	Facility-wide	27-01	Tracheostomy Speaking Valve: Interdisciplinary Protocol for Use of the Passy-Muir
11	Facility-wide	27-05	Tracheostomy Management
12	Facility-wide	70-01 C3	Earthquake Response Plan
13	Facility-wide	70-01 C8	Water Disruption Plan
14	Facility-wide	76-02	Smoke and Tobacco Free Environment
15	Nursing	N/A	Laryngectomy Tube Care
16	Nursing	N/A	Change of Shift Hand-Off (Nursing)
17	Nursing	B 5.0	Resident Identification and Color Codes
18	Nursing	I 3.0	Tracheostomy Care
19	Nursing	K 9.0 Att 1	Coordination of Care for Residents on Hemodialysis
20	FNS	N/A	Diet Manual
21	FNS	1.11	Nutritionally Adequate Menus
22	FNS	1.12	Registration of Dietitians
23	FNS	1.13	Drug Food Interactions
24	FNS	1.15	Diet Manual Approved by Medical Staff
25	FNS	1.16	Nutrition Screening and Assessment Documentation In the Electronic Health Record
26	FNS	1.19	Acute Medical/Rehab Admissions/Transfers
27	FNS	1.2	Nutrition Screening and Assessment Documentation for Acute Hospital Admissions in the Electronic Health Record
28	FNS	1.22	Enteral Formulas Availability
29	FNS	1.23	Discharge Diet Instruction
30	FNS	1.25	NPO or Clear Liquid Diet Greater than three days
31	FNS	1.17	Nutrition Assessment as part of the care plan process
32	FNS	1.18	Nutrition Screening & Assessment
33	FNS	1.21	Palliative Nutrition Care
34	FNS	1.24	Care Plans to Address Nutrition Problems

**9) OFFICE OF COMPLIANCE AND PRIVACY AFFAIRS ANNUAL REPORT**

Margaret Rykowski, MS, RN, Chief Integrity Officer, presented the item.

Commissioner Comments:

Commissioner Chow asked if the DPH primary clinics are audited. Ms. Rykowski stated that the primary care clinics are audited; the unit also began auditing the Public Health Division too. Commissioner Chow requested that these be added to next year's presentation.

Commissioner Christian noted that on slide 9, it shows that Behavioral Health Services clinics had an error rate over 5%. Ms. Rykowski stated that these issues were mostly that documentation did not support coding, so the documentation had to be corrected.

Commissioner Christian asked if there is any relationship between coding and overbilling. Ms. Rykowski stated that they attempt to catch errors before the DPH bills. However, if they find an error after billing, they request funds from the community based organization and develop a correction action plan along with ongoing monitoring.

Commissioner Christian asked who may use the Whistleblower hotline. Ms. Rykowski stated that anyone can use it.

Commissioner Gullermo thanked Mr. Rykowski and her team for their auditing work, which is often a thankless job. She asked how the privacy incidents relate to regulatory surveys. Ms. Rykowski stated that if there is a privacy issue, CDPH may investigate. Her office works with the privacy officer at the facility with the issue to investigate the situation.

Commissioner Guillermo asked if there has been more diligence on internal reporting. Mr. Rykowski stated that there is a tremendous amount of rounding at LHH, in which they give feedback and monitor privacy issues. Her team notices that staff are more diligent and aware. She noted that in-person trainings are conducted in situations in which English is not the first language for a staff members or for groups of staff like facility or food service workers who may not regularly use computers are part of their daily work.

Commissioner Green stated the increase in trainings is remarkable.

**10) ANNUAL COMPLIANCE TRAINING**

Margaret Rykowski, MS, RN, Chief Integrity Officer, presented the item.

Commission Comments:

Commissioner Christian thanked Ms. Rykowski for the training and presentation.

Commissioner Green thanked Mr. Rykowski for all she does to support the DPH and LHH during the recertification process.

**11) COMMUNITY AND PUBLIC HEALTH COMMITTEE UPDATE**

Commissioner Giraud, chair, stated that the committee reviewed a presentation on the Public Health Lab, which will be moving from 101 Grove Street to the ZSFG Building 5 next year. She noted the committee was very impressed with the innovations of the lab. The committee also reviewed a presentation on the Center for Learning and Innovation, which is working on workforce development for the Population Health Division. The Section also coordinates the SHARP Summer HIV/AIDS Fellowship, Population Health San Francisco State University Fellowship, and serves as a CDC funded Capacity Assistance Program in High Impact HIV Prevention.



**12) OTHER BUSINESS:**

This item was not discussed.

**13) CLOSED SESSION**

- A) Public comments on all matters pertaining to the Closed Session. (San Francisco Administrative Code Section 67.15).
- B) Vote on whether to hold a Closed Session. (Action Item)
- C) Closed Session pursuant to California Government Code Section 54957(b) and San Francisco Administrative Code Section 67.10(b):

**PUBLIC EMPLOYEE PERFORMANCE EVALUATION:**

DIRECTOR OF HEALTH, GRANT COLFAX, MD

**RECONVENE IN OPEN SESSION**

- 1. Discussion and Vote to elect whether to disclose any portion of the closed session discussion that is not confidential under Federal or State law, The Charter, or Non-Waivable Privilege (San Francisco Administrative Code Section 67.12(a).) (Action item)
- 2. Possible report on action taken in closed session (Government Code Sections 54957.1(a) and 54957.7(b) and San Francisco Administrative Code Section 67.12(b).

Action Taken: The Health Commission voted to not disclosed discussions held in closed session.

**14) ADJOURNMENT**

The meeting was adjourned at 6:59pm.

**Attachment**

**Health Commission  
City and County of San Francisco  
Resolution No. 23-11**

**RESOLUTION HONORING DR. MICHELLE FOUTS, PharmD**

WHEREAS, Michelle Fouts, PharmD has served the City and County of San Francisco as an exceptional leader and clinician at Laguna Honda Hospital for over 25 years; and

WHEREAS, During Dr. Fouts tenure, she served as a Clinical Pharmacist, Pharmacy Supervisor, Director of Pharmacy at Laguna Honda Hospital, and Chief Pharmacy Informatics Officer for DPH; and

WHEREAS, Dr. Fouts has inspired a generation of interprofessional trainees across several disciplines by serving as a role model for compassionate, equitable, resident-centered care and collaborative interdisciplinary teamwork; and

WHEREAS, Dr. Fouts has been an exceptional clinician and leader in all her roles at Laguna Honda Hospital. With her intelligence, compassion and collaboration, she has been a model for how to pair clinical excellence with humility, and do so while bringing a smile to those around her; and

WHEREAS, Dr. Fouts has worked tirelessly to improve the lives of Laguna Honda Hospital residents by leading innovations in pharmaceutical health care and technology and by supporting residents' emotional health and well-being through the Medical Clown and other projects; and

WHEREAS, Dr. Fouts has partnered effectively with medicine, nursing, information technology, facilities, and other disciplines to incorporate innovative technology solutions and information systems such as Epic to improve the care of DPH residents and patients; and

WHEREAS, Dr. Fouts has cultivated a collaborative and inclusive environment throughout the San Francisco Health Network, using her infectious enthusiasm, keen intellect, and embrace of innovation to improve and optimize medication management for all patients; and

WHEREAS, Dr Fouts has been the model of a mission-driven clinician, ensuring the humanity of her patients is paramount. The health and happiness of Laguna Honda residents and staff have benefited from her generosity, courage, and commitment.

RESOLVED, That the San Francisco Health Commission honors Dr. Michelle Fouts for her outstanding service and leadership, and many contributions to the health and wellbeing of San Franciscans.

I hereby certify that the San Francisco Health Commission adopted the foregoing resolution at its meeting on October 3, 2023.

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Mark Morewitz, MSW  
Health Commission Executive Secretary