Guide to the UCSF/Stanford Hospital Merger Records

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Note
This encoded finding aid is compliant with Stanford EAD Best Practice Guidelines, Version 1.0.
Overview

Call Number: SC0593


Title: UCSF/Stanford Hospital Merger records

Dates: 1997-2000

Physical Description: 133 Linear feet (102 boxes)

Language(s): The materials are in English.

Physical Location: Special Collections and University Archives materials are stored offsite and must be paged 36-48 hours in advance. For more information on paging collections, see the department's website: http://library.stanford.edu/depts/spc/spc.html.

Repository: Department of Special Collections and University Archives

Green Library

557 Escondido Mall

Stanford, CA 94305-6064

Email: specialcollections@stanford.edu

Phone: (650) 725-1022

URL: http://library.stanford.edu/spc

Information about Access

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Cite As

[identification of item], UCSF/Stanford Hospital Merger Records (SC0593). Dept. of Special Collections and University Archives, Stanford University Libraries, Stanford, Calif.

Biographical/Historical note

During the 1980s, both Stanford and UCSF engaged in major hospital expansion projects. Subsequent cutbacks of federal funds resulted in the disappearance of traditional profit margins despite sizeable cuts in budgets at both institutions. In 1986, California Pacific Medical Center, Stanford, and UCSF established the California Transplant Donor Network in San Francisco to eliminate competition for transplant organs. This unusual act of cooperation was followed by a meeting in 1993 of Stanford Dean David Korn with UCSF Dean Joseph Martin to discuss other areas of possible cooperation between the two medical schools.

At the 1995 meeting of the California Business Higher Education Forum, the topic of discussion was the decline in federal funding for medical research and for Medicare payments for services. UCSF Chancellor Joseph Martin and Stanford President Gerhard Casper took a walk during an intermission and agreed that the two schools ought to share more and compete less. Not long thereafter, Stanford and UCSF announced that discussions were taking place regarding collaboration with patient care programs, and the formation of other alliances between the two institutions. Both parties made it clear that the medical schools and medical faculties would remain independent.

Despite labor concerns, the Board of Regents voted in July, 1996 that the merged health care system would be a private, non-profit corporation. The Board of Regents approved the merger uniting UCSF Medical Center; UCSF Mount Zion Hospital, with Stanford Health Services, which comprises Stanford University Hospital and related clinics; and the Lucile Salter Packard Children's Hospital. UCSF Stanford Health Care (USHC) began operation in 1997.

There was a significant increase in clinical activity in the first year of the merger, but the growth was not sustained. The merger produced a profit of $22 million in the first year. Then, largely because of administrative costs, UCSF Stanford Health Care sustained an $11 million deficit in the first quarter of the second year, and is expected to lose $60 million by the end of the second year.
The expectation that the merger would create five multi-disciplinary service lines during the first five years was not realized. The absence of an adequate information base and lack of faculty enthusiasm postponed the creation of service lines except in adult cardiology, pediatric cardiology, and pediatric neurosurgery, and the failure to integrate the transplantation and cancer programs of the two schools was a notable disappointment.

Supporters of the merger saw two distinguished faculties creating a single clinical entity, perhaps becoming the nation’s premier academic health center, but this goal was not achieved. After a year and a half, the two faculties failed to come together, and in the first months of 1999 leaders of both institutions became aware of a large financial deficit. In spring of the following year, the merger was officially dissolved.

**Access Terms**

- Hospitals
- Hospitals, University.
- Hospitals--California--Palo Alto.
- Hospitals--Design and construction.

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**Accession ARCH-2000-205** Records of Gerhard Casper

- Box 1, Folder 1 - GC/Ill additions 1997
- Box 1, Folder 2 - Needs Action 1999
- Box 1, Folder 3 - Personal 1999
- Box 1, Folder 4 - Personal 1997
- Box 1, Folder 5 - Unlabeled Folder with memorandums and drafts 1995-1996
- Box 1, Folder 6 - Unlabeled Folder with Business Plan Document 1996
- Box 1, Folder 7 - UCSF Stanford Demerger Decision 1999
- Box 1, Folder 8 - Background Information Meeting 5/30/1995
- Box 1, Folder 9 - Unlabeled Folder with Board of Trustees Documents 1996
- Box 1, Folder 10 - Unlabeled Folder with NEWCO documents 1996
- Box 1, Folder 11 - Unlabeled Folder with Stanford Legal Office Memo and Agenda 1996
- Box 1, Folder 12 - Loose Papers (Legal Office, Photocopies of Health & Safety Code) 1997
- Box 1, Folder 13 - Drafts of Principal Consolidation Documents 10/18/1997
- Box 1, Folder 14 - UCSF-Stanford Healthcare Documents 10/18/1997
- Box 2, Folder 1 - UCSF 1996
- Box 2, Folder 2 - UCSF Stanford Health Care 1999
- Box 2, Folder 3 - UCSF/Stanford 1996
- Box 2, Folder 4 - Unlabeled Folder with Planning Meeting and Regents’ Items 1996
- Box 2, Folder 5 - Unlabeled Folder with Meeting Agenda and Notes 1997
- Box 2, Folder 6 - UCSF 1997
- Box 2, Folder 7 - Unlabeled Folder about Bylaws and Liability Issues 1996
- Box 2, Folder 8 - BoT / USHC 1997
- Box 2, Folder 9 - Unlabeled Folder with Legal Documents and Senate Bill 1997
- Box 2, Folder 10 - Correspondence regarding Merger 1997
- Box 2, Folder 11 - State Audit Bureau Report: UCSF Stanford Health Care 1999
- Box 2, Folder 12 - Mailings 1997
- Box 2, Folder 13 - Bain’s Latest Draft and Bureau of State Audit Report 1997
- Box 2, Folder 14 - Third Party Review 1996
- Box 2, Folder 15 - Unlabeled Folder with “The $100 Million Project” and Faxes 1999
- Box 2, Folder 16 - Status Report 7/25/1997
- Box 2, Folder 17 - Assembly Bill 1997
- Box 2, Folder 18 - Drafts 1997
- Box 2, Folder 19 - Stanford School of Medicine FY93/94 1995
- Box 2, Folder 20 - Stanford Health Services Board of Directors Meeting 11/11/1996

**Records**

- Board of Directors Minutes 1
- Board of Directors Minutes 2
Board of Directors Alphabetical Files 3
Board of Directors 4 Miscellaneous Files
Board of Directors Alphabetical Files Executive Committee Minutes
Board of Directors Alphabetical Files 2
Risk Management 1—Personnel Files/Dept. Binders
Risk Management 1—Insurance Reports and Policies
Risk Management 2—Miscellaneous Cases A-C
Chief Financial Officer 1
Chief Financial Officer 1-General Files
Chief Financial Officer 1-State Audit Files
Chief Financial Officer 1-State Audit Files
Chief Financial Officer 2-General Files M-P
Chief Financial Officer 2—General Files/Mt. Zion Binders
Chief Financial Officer 3—Presentations
Chief Financial Officer 3—Presentations, cont.
Chief Financial Officer 3—Financial Workpapers; Chief Financial Officer
3—Presentations
Chief Financial Officer 3—Presentations; Chief Financial Officer 3—Financial
Workpapers
Chief Financial Officer 3—Financial Workpapers
Historical Benefits Information
Historical Benefits Information, cont.
Human Resources—Treva Davis’ files
Human Resources
Human Resources—General Files A-K
Human Resources—General Files A-K, cont.
Human Resources—General Files L-U
Human Resources—General Files L-U, cont.
Human Resources—General Files U-Z
Human Resources--General Files U-Z
Human Resources—Resumes/Applications
Human Resources—Resumes/Applications. Misc File Cabinet.
Human Resources—Benefits Binders, CRONA
Human Resources—Benefits - CRONA and AFSCME.
Human Resources—Resumes/Applications
Human Resources—Resumes/Applications, cont.
Original box unlabeled. Reboxed into an RSB
General Counsel 1—Subject Files A-C #1
General Counsel 1—Subject Files A-C #2
General Counsel 1—Subject Files A-C #3
General Counsel 1—Subject Files C-M #1
General Counsel 1—Subject Files C-M #2
General Counsel 1—Subject Files C-M #3
General Counsel 1—Subject Files M-Z #1
General Counsel 1—Subject Files M-Z #2
General Counsel 1—Subject Files M-Z #3
General Counsel 1—Law Firms and Financial #1
General Counsel 1—Law Firms and Financial #2
General Counsel 1—Law Firms and Financial #3
General Counsel 2—Unwind and Government Relations #1
General Counsel 2—Unwind and Government Relations #2
General Counsel 2—Unwind and Government Relations #3
General Counsel 2—Litigation: Bankruptcy; Mt. Zion Closure #1
General Counsel 2—Litigation: Bankruptcy; Mt. Zion Closure #2
General Counsel—Corporate Document Binders #1
General Counsel—Corporate Document Binders #2
General Counsel—Corporate Document Binders #3
General Counsel—Corporate Document Binders #4
General Counsel—Compliance Department Binders
General Counsel—Compliance Department Binders, cont.
General Counsel—Compliance Department Binders, cont.
Reimbursement—Reimbursement Files and Binders
Miscellaneous—Admin Files - Corporate Vendor
Miscellaneous—Strategic Development - Govt. Relations and Marketing
Miscellaneous—Admin Files - Corporate Vendor, cont.
11/15/00 UCSF Stanford Void A/P's
11/15/00 UCSF Stanford Void A/P's, cont.
11/15/00 UCSF Stanford Void
11/15/00 UCSF Stanford Misc A/P Files
11/15/00 729401 5/5/98 - 730999 5/8/98
11/15/00 922356 08/09/99 - 943053 10/11/99
11/15/00 942906 10/11/99 - 949855 10/29/99
11/15/00 942906 8/9/99 - 934036 9/7/99
11/15/00 949857 10/29/99 - 955820 11/19/99
11/15/00 956336 11/22/99 - 960092 12/6/99
11/15/00 961090 12/8/99 - 967548 12/30/99
11/15/00 986567 2/29/00 —> 11/15/00 934516 9/8/99 - 942412 10/7/99
11/15/00 977127 1/31/00 - 986114 2/28/00
11/15/00 968273 1/3/00 - 976050 1/27/00
11/15/00 H, I, N-Q J K L O P Q PERLA TRAM MOFFITT
11/15/00 UCSFHS A/P Check Registers G/L Reports 3/31. 03/10/00 – 03/31/00
11/15/00 989590 3/8/00 – 999160 4/28/00

Accession ARCH-2013-032 Meeting minutes 1997-2000

Box 1  UCSF Stanford Health Care Meetings 1997 Mar 19
Box 1  UCSF Stanford Health Care Board of Directors Presidents Report - March 10, 1997
Box 1  Financial Presentation - October, 1997
Box 1  UCSF Stanford Health Care Board of Directors meeting - December 5, 1997
Box 1  UCSF Stanford Health Care Children Services Committee meeting - December 5, 1997
Box 1  Miscellaneous Documents
Box 1  Draft Resolution: Extension of LPCH License - Dec. 2, 1997
Box 1  Gregory Moser Memo - Nov. 13, 1997 - Revised Procedures for Compliance with SB 1350 (CH 927, Stats. 1997)
Box 1  Sample Agenda UCSF Stanford Healthcare Oct 9 1998
Box 1  Draft UCSF I SHC Public Access to Records Policy
Box 1  Bylaws of UCSF - SHC 1997 Sep 19
Box 1  UCSF Stanford Health Care Meetings 1999 Jan 11
Box 1  UCSF Stanford Health Care Audit & Compliance Committee meeting
Box 1  UCSF Stanford Health Care Adult Services Committee meeting
Box 1  UCSF Stanford Health Care Children Services Committee meeting
Box 1  UCSF Stanford Health Care Board of Directors meeting
Box 1  LPCH Board of Directors meeting
Box 1  UCSF Stanford Health Care Finance Committee meeting
Box 1  UCSF Stanford Health Care Community Relations Committee meeting
Box 1  UCSF Stanford Health Care Meetings 1999 Feb 22
Box 1  UCSF Stanford Health Care Board of Directors meeting
Box 1  LPCH Board of Directors meeting
Box 1  UCSF Stanford Health Care Adult Services Committee meeting
Box 1  UCSF Stanford Health Care Children Services Committee meeting
Box 1  UCSF Stanford Health Care Community Relations Committee meeting
Box 1  UCSF Stanford Health Care Finance Committee meeting
Box 1  UCSF Stanford Health Care Meetings 1999 Apr 30
Box 1  UCSF Stanford Health Care Board of Directors meeting
Box 1  LPCH Board of Directors meeting
Box 1  
UCSF Stanford Health Care Adult Services Committee meeting
Box 1  
UCSF Stanford Health Care Children Services Committee meeting
Box 1  
UCSF Stanford Health Care Audit & Compliance Committee meeting
Box 1  
UCSF Stanford Health Care Finance Committee meeting
Box 1  
UCSF Stanford Health Care Meetings June 16,1999
Box 1  
UCSF Stanford Health Care Board of Directors meeting
Box 1  
UCSF Stanford Health Care Adult Services Committee meeting
Box 1  
UCSF Stanford Health Care Children Services Committee meeting
Box 1  
UCSF Stanford Health Care Community Relations Committee meeting
Box 1  
UCSF Stanford Health Care Finance Committee meeting
Box 1  
LPCH Board of Directors meeting
Box 1  
UCSF Stanford Health Care Meetings 1999 Jul 23
Box 1  
UCSF Stanford Health Care Board of Directors meeting
Box 1  
LPCH Board of Directors meeting
Box 1  
UCSF Stanford Health Care Audit & Compliance Committee meeting
Box 1  
UCSF Stanford Health Care Children Services Committee meeting
Box 1  
October/August 1999
Box 1  
August 26,1999
Box 1  
UCSF Stanford Health Care Finance Committee meeting
Box 1  
August 27,1999 UCSF Stanford Health Care Board of Directors meeting
Box 1  
UCSF Stanford Health Care Board of Directors meeting 1999 Oct 22
Box 1  
UCSF Stanford Health Care Adult Services Committee meeting
Box 1  
UCSF Stanford Health Care Children Services Committee meeting
Box 1  
UCSF Stanford Health Care Meetings December 3,1999
Box 1  
UCSF Stanford Health Care Adult Services Committee meeting
Box 1  
UCSF Stanford Health Care Board of Directors meeting
Box 1  
UCSF Stanford Health Care Miscellaneous Comm Mtgs 1999/2000
Box 1  
Compensation Committee - 1998/1999
Box 1  
Credentials Committee Meetings - Jan 1999 to Aug 1999
Box 1  
So Campus Operations Committee - December 22, 1999
Box 1  
Nominating Committee - October 20, 1999
Box 2  
Committee List dated Dec 19, 1997
Box 2  
Committee List dated Mar 17, 1998
Box 2  
UCSF Stanford Health Care Board of Directors meeting - January 14, 2000
Box 2  
UCSF Stanford Health Care Audit & Compliance/Finance Committee meeting - Jan 14,2000
Box 2  
UCSF Stanford Health Care Board of Directors meeting - February 25, 2000
Box 2  
UCSF Stanford Health Care Board of Directors meeting - March 31, 2000 conf call
Box 2  
UCSF Stanford Health Care Audit & Compliance/Finance Committee meeting - Feb 25, 2000
Box 2  
Miscellaneous Financial Correspondence dated Jan 2000 and Feb 2000
Box 2  
UCSF Stanford Health Care Board of Directors meeting - March 31, 2000 conference call
Box 2  
UCSF Stanford Health Care Board of Directors meeting - May 4, 2000 conference call
Box 2  
UCSF Stanford Health Care Board of Directors meeting - August 1, 2000 conference call
Box 2  
UCSF Stanford Health Care Board of Directors meeting - November 27, 2000 conference call
Box 2  
Audit Financial Statements FINAL from Arthur Andersen - March 31, 2000
Box 2  
UHSC Actions by Written Consent re: Officer Appts. And Fiscal Year Change
Box 2  
So Campus Operations Committee - January 27, 2000
Box 2  
No Campus Operations Committee - February 8, 2000
Box 2  
SUH Articles of Incorporation - amended July 2, 1968 (copies)
Box 2  
UHSC Board of Directors Lists
Box 2  
SHS and Hospital Board Rosters
Box 2  
Board Dinner - June 20, 2000
Box 2  
Isaac Stein Board Member file
Box 2  
Medical Center Report Articles - January 15, 1997 re: merger