



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



# FY 2020-2021 Annual Report



San Francisco  
Health Network

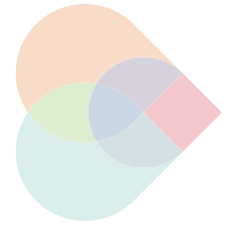
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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# Welcome



*Adversity does not build character, it reveals it.*

- American Novelist James Lane Allen

The unprecedented challenges brought by this year have tested just about everyone around the world, of course, but few in greater measure than the people of Zuckerberg San Francisco General. Starting at the very outset of the pandemic and lasting throughout our response to it, the ZSFG staff has responded nothing less than heroically.

At the outset of the pandemic, we faced significant uncertainty about the virus, the extent to which it would affect our hospital operations, how it was transmitted, how we could best slow or prevent its spread. Once cases started to arrive, we dealt with significant shortages of equipment and supplies we thought we'd require, for example, personal protective equipment (PPE).

As the pandemic and our response to it progressed, we had to develop plans to accommodate patient surges of unknown scale and duration, test and screen visitors, and administer almost 150,000 vaccinations to city employees and San Francisco residents.

During this period of adversity what has been revealed, as Allen might say, about our staff's character? Resilience – bouncing back again and

again, surge after surge. Dedication – keeping focus on patient care throughout. Humanity – going above and beyond to serve the people of this city with respect and humility.

And at the same time as responding to a once-in-a-lifetime pandemic, as you will see in this annual report, we continued our commitment to continuous improvement in critically important areas of our operation, including equity, financial stewardship, and service of our patients and the broader San Francisco community.

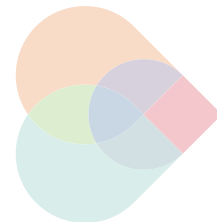
I invite you to read the stories of our year and draw your own conclusions about the character of our staff they reveal.



Susan P. Ehrlich, MPP, MD  
CHIEF EXECUTIVE OFFICER



# About ZSFG



## Mission



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

## Vision



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

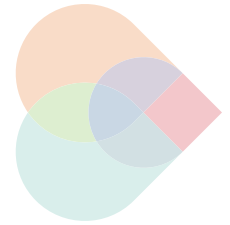
## Values



Joy in our Work,  
Compassionate Care,  
and Thirst in Learning



# 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 healthcare system. As an integral part of the public healthcare delivery system, ZSFG provides our patients with more consistent, efficient and effective care.

## Our Patients

ZSFG serves over 94,000 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, Dentistry, Nursing, and Pharmacy on clinical training and research.

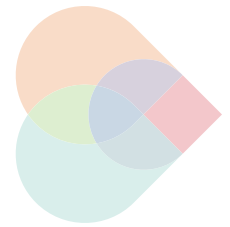


**881,549 SF Residents<sup>1</sup>**

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

1. 2019 United States Census Bureau

# About ZSFG



## Acute Care

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

## Urgent Care

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

## 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.

## Medical Emergency

ZSFG provides comprehensive care for severely injured patients.

## Psychiatry Emergency

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

## Trauma Services

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

## Academics and Research

**150** Years UCSF and ZSFG have worked together

**Top 5** best graduate schools for 10 years

**1419** residents

**770** medical students

**342** clinical fellows

**915** grants awarded

## 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

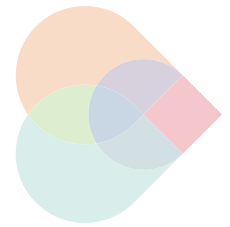
Positive Health

## ZSFG Medical Specialty Clinics include:

- ◆ Cardiology
- ◆ Dermatology
- ◆ Diabetes
- ◆ Endocrinology
- ◆ Gastroenterology/Hepatology
- ◆ General Surgery
- ◆ Geriatrics
- ◆ Gynecology
- ◆ Hematology/Oncology
- ◆ Infectious Diseases
- ◆ Nephrology
- ◆ Neurology
- ◆ Neurosurgery
- ◆ Ophthalmology
- ◆ Oral and Maxillofacial Surgery
- ◆ Orthopaedics
- ◆ Otolaryngology (ENT)
- ◆ Pain Clinic
- ◆ Palliative Care
- ◆ Pulmonary
- ◆ Rheumatology
- ◆ Vascular Surgery
- ◆ Urology

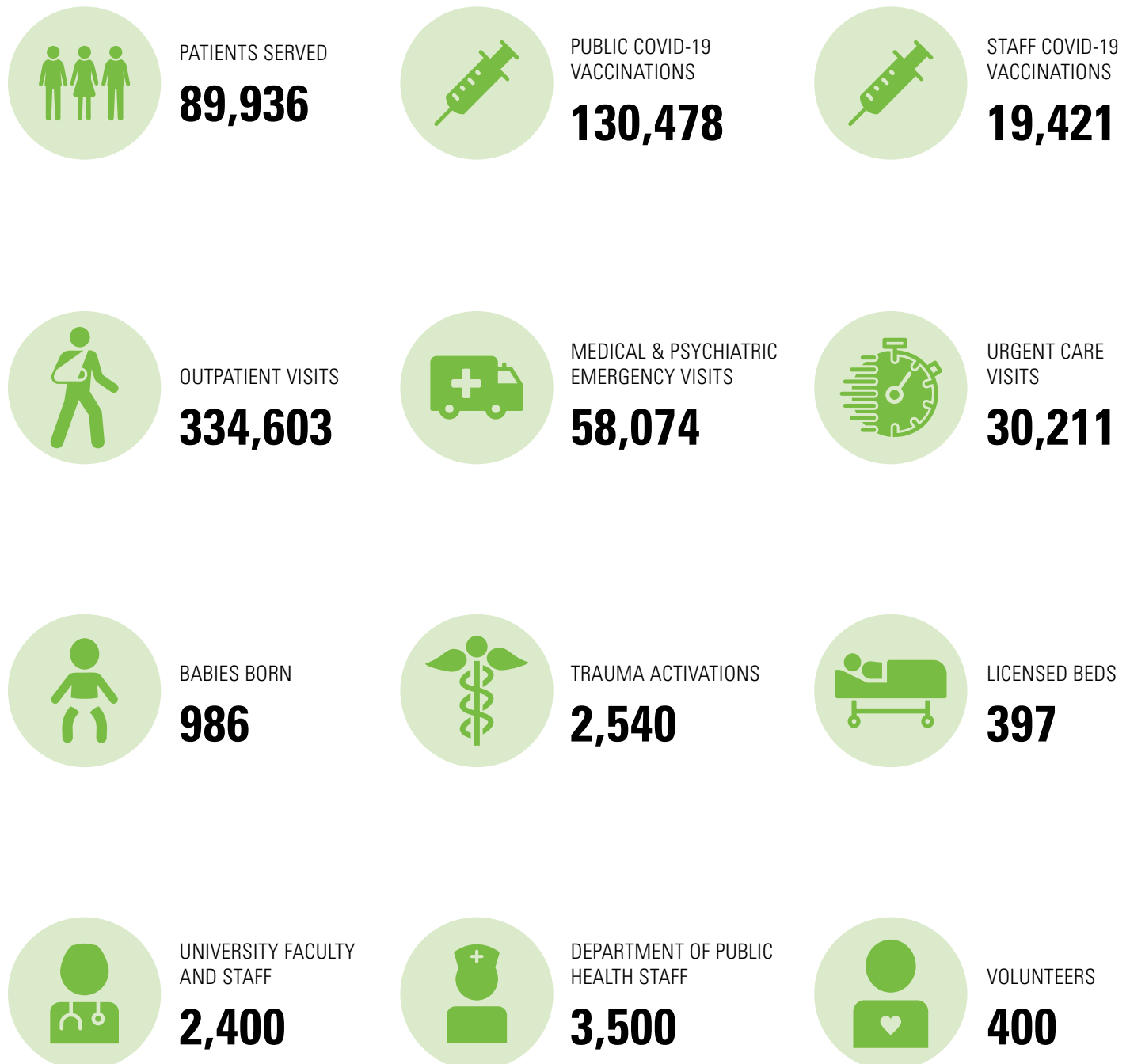


# ZSFG by the Numbers



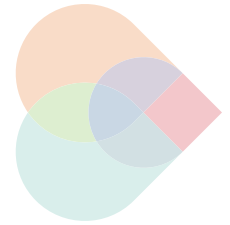
FISCAL YEAR 2020-2021

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# ZSFG by the Numbers



## Gender\*

	FY 19-20	FY 20-21
Male	52%	52%
Female	48%	48%

## Race/Ethnicity

	FY 19-20	FY 20-21
African American	15%	14%
Asian/Pac Islanders	21%	22%
Native American	43%	45%
Hispanics	37%	37%
White	18%	17%
Other	6%	6%

## Age

	FY 19-20	FY 20-21
Under 18	12%	11%
18-24	7%	7%
25-44	31%	31%
45-64	32%	33%
Over 64	18%	18%

## 4A Skilled Nursing Care

	FY 19-20	FY 20-21
Average Length of Stay	35	31

## Behavioral Health Center\*\*

	FY 19-20	FY 20-21
Mental Health Rehabilitation Center Admissions	N/A	57
Mental Health Rehabilitation Center Days	N/A	13,359

\*ZSFG is committed to improving sex and gender identity, equity and inclusion reporting. There is a workgroup currently dedicated to developing standard work to collect it uniformly.  
 \*\*Adult Residential Facility and Residential Care Facility for the Elderly data is unavailable in Epic.

## Adult Urgent Care

	FY 19-20	FY 20-21
Unique patients (excl. Pediatric Urgent Care)	24,946	25,056

## Acute Care Services

	FY 19-20	FY 20-21
Acute Admissions	16,094	15,527
Acute Psychiatric Admissions	1,047	842
Acute Patient Days	81,027	79,555
Acute Psychiatric Days	17,165	16,871
Medical/Surgical Services Average Daily Census	222	218
Acute Psychiatry Average Daily Census	47	46

## Ambulatory Visits

	FY 19-20	FY 20-21
Total Ambulatory Visits	338,085	334,603
Primary Care In-Person Visits	75,866	60,641
Primary Care Telehealth Visits	14,318	37,221
Specialty Care In-Person Visits	141,347	124,998
Specialty Care Telehealth Visits	15,120	39,973
Non-Admit Emergency Encounters (excludes inpatient admits)	57,764	41,559
Urgent Care (includes Pediatric Urgent Care)	33,670	30,211

## Diagnostic and Other Services

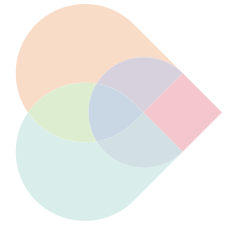
	FY 19-20	FY 20-21
Total Diagnostic & Other Services	221,695	238,108

*Due to changes with our new electronic health record system this year, the Diagnostic and Other Services data capture process has changed, and this year's numbers cannot be directly compared to that of previous years.*

## Emergency Services

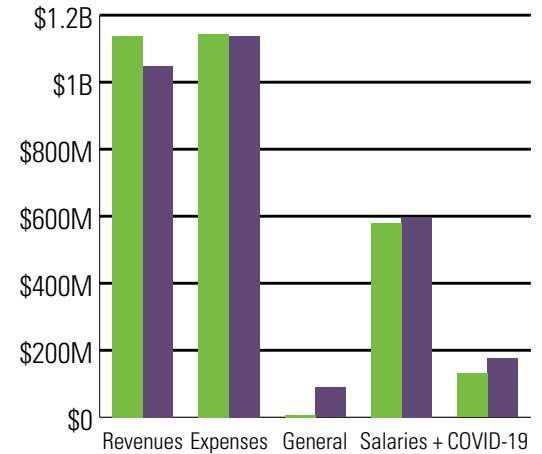
	FY 19-20	FY 20-21
Emergency Visits (includes inpatient admits)	68,783	53,409
Psych Emergency Visits (includes inpatient admits)	6,050	4,665

# ZSFG by the Numbers



## Financials

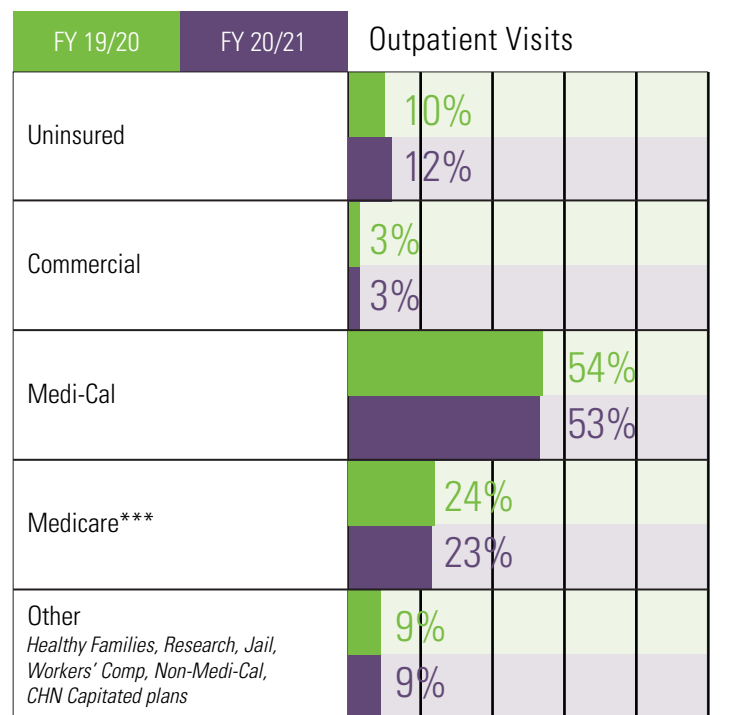
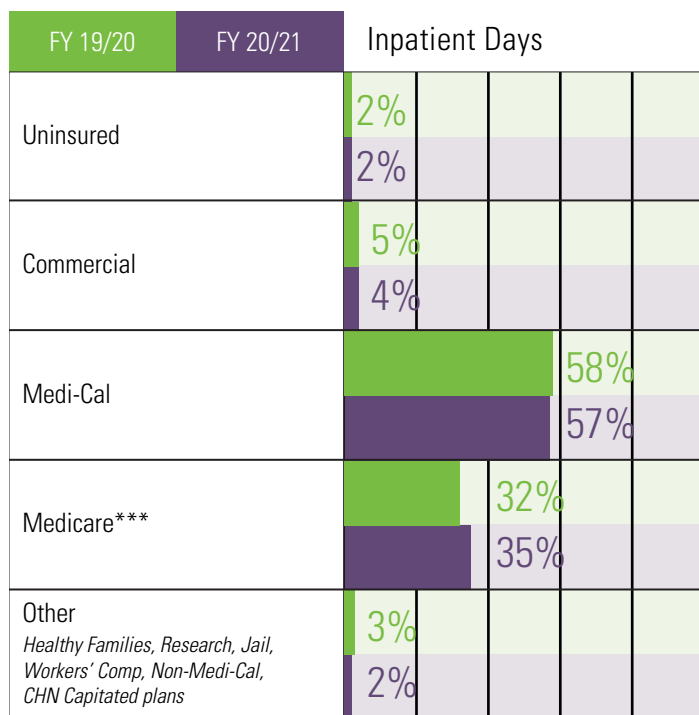
	FY 19-20	FY 20-21
Total Operating Revenues	\$1,137,363,376	\$1,048,688,450
Total Operating Expenses	\$1,143,475,761	\$1,137,390,783
General Fund	\$6,112,385*	\$88,702,333**
Salaries and Fringe Benefits <i>(included in total operating expenses)</i>	\$579,920,734	\$594,837,437
Total Department of Public Health COVID Expenditure <i>(not incld. in Operating Exp)</i>	\$130,944,019	\$175,729,115



\* One-time revenue resulted in reduction of General Fund Support in FY19-20

\*\* The data is unaudited and subject to change

## Payor Sources

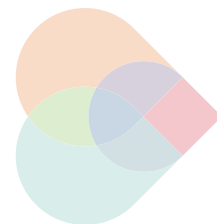


0% 20% 40% 60% 80% 100%

0% 20% 40% 60% 80% 100%

\*\*\*Medi-Medi patients are included in Medicare

# Partnership with UCSF



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. This partnership provides faculty from all four schools: Dentistry, Medicine, Nursing and Pharmacy.

## School of Dentistry

The School of Dentistry operates the UCSF Oral and Maxillofacial Surgery Clinic, which provides inpatient and outpatient services such as trauma surgery for the jaw and facial bone fractures, surgical correction of maxillofacial skeletal and soft tissue deformities and diagnosis and disease.

**In 2021, UCSF's School of Dentistry was the top recipient of National Institutes of Health research funding of all US dental schools, receiving \$25,903,058.**

## School of Medicine

The ZSFG rotation ranks as the most popular among UCSF medical residents. After their classroom training, residents complete their education with rotations at ZSFG, the VA Hospital and UCSF Medical Center's Parnassus campus. So on any given day, a third of UCSF's physicians-in-training are at ZSFG.

**In 2020, UCSF's School of Medicine ranked #6 in research and #2 in primary care by US News & World Report.**

## School of Nursing

The School of Nursing offers a nurse-midwifery education program that has graduated hundreds of nurse-midwives and has provided more than 12,000 women with midwifery care for their births, about half of which are at ZSFG.

**In 2020, UCSF's School of Nursing ranked #1 among public institutions of National Health Institute funding, capturing \$11.5 million in competitive grants.**

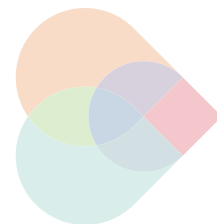
## School of Pharmacy

The School of Pharmacy manages the California Poison Control Center, which consists of four answering sites, including ZSFG. UCSF Pharmacy students can also complete their core clinical rotations in ZSFG's Hospital Pharmacy Operations, Outpatient Pharmacy, Ambulatory Care Clinics, and General Medicine department.

**In the 2020-2021 academic year, UCSF's School of Pharmacy was rated #2 by US News for best graduate schools.**



# Partnership with UCSF



## STATE OF UCSF RESEARCH AT ZSFG

UCSF continues to be a leading research facility, remaining the top public recipient of National Institutes of Health (NIH) funding for the 14th year in a row. At ZSFG there are over 800 UCSF principal investigators, researchers and research support working on 915 funded awards, exceeding over \$200 million every year. Below are just a few of the incredible projects that UCSF researchers have worked on this past year.

### Vivek Jain, M.D.

#### Faster Results Mean Better Outcomes for HIV Patients

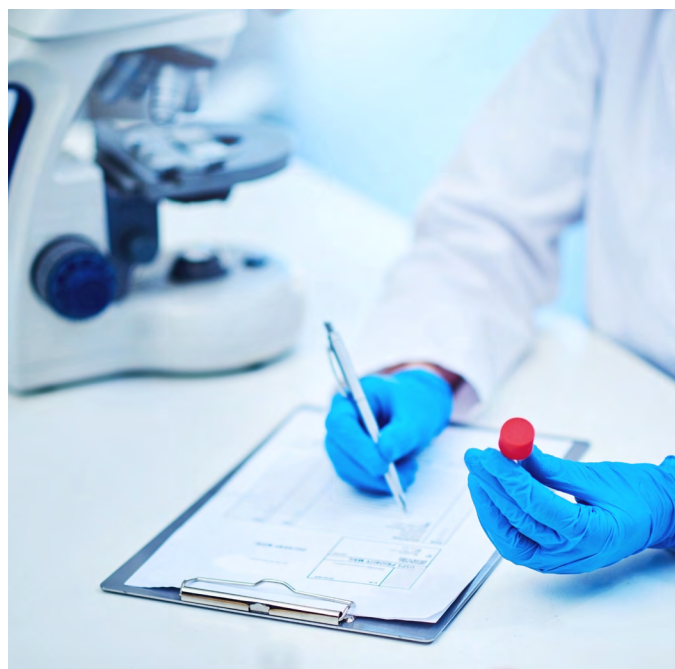
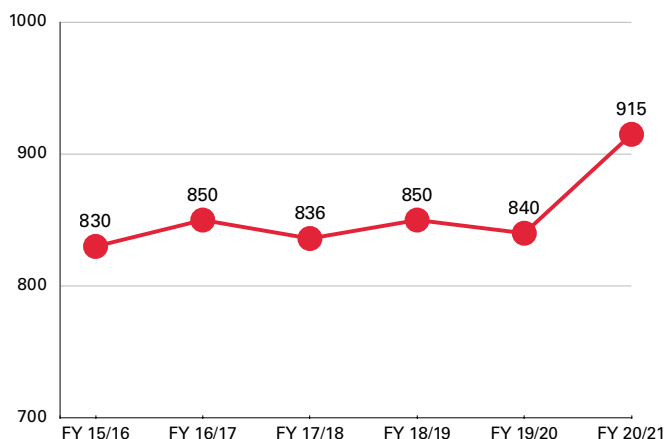
Dr. Vivek Jain, his team of UCSF Scientists, and a team from Makerere University in Kampala, Uganda have developed and tested an intervention that shortens the time it takes for patients to get their HIV test results. This study found a significant increase in viral suppression among the patients who received their test results more quickly due to this intervention as viral suppression was 83.1 percent in the intervention clinics and 76.0 percent in the control clinics.

### Geoff Manley, M.D.

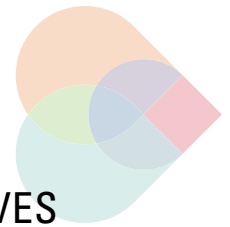
#### Long-Term Prognosis for Some Patients With Severe Brain Injury Better Than Expected, Study Shows

Dr. Geoff Manley, his team from UCSF and colleagues from the Medical College of Wisconsin and Spaulding Rehabilitation Hospital found that 1 in 4 patients who were in a vegetative state due to a moderate to severe TBI regained orientation between 2 weeks and 12 months of their injury.

## UCSF Research at ZSFG Award Count



# Partnership with UCSF



## DEPARTMENT OF PSYCHIATRY AND BEHAVIORAL HEALTH INITIATIVES

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This fiscal year, ZSFG's department of Psychiatry, which is mostly comprised of UCSF staff, prioritized behavioral health to align with the City of San Francisco. Below are a few of the key initiatives that the department has begun working on and will continue into FY2122.

### **HOUDINI LINK**

The Division of Substance Abuse and Addiction Medicine's (DSAAM) HOUDINI LINK (Hospital Opioid Use Disorder treatment INItiation and LINKage to care) - over a three year period 150 patients who were admitted to the ZSFG Emergency Department or inpatient units and had opioid use disorder were enrolled. This project successfully improved post-hospitalization linkage to community-based medication-assisted treatment, decreased substance use and improved quality of life for patients. It was so successful that Mayor Breed funded it as an exemplar program to address the city's overdose epidemic.

### **Citywide Case Management**

Case Managers are working with philanthropic partners on (1) a project focused on digitally enhanced intensive case management and implementation of contingency (incentive based) management of substance use disorders in criminal-justice-involved clients with serious mental illness (SMI); and (2) developing best practice protocols for using telephonic and digital interventions to support chronically homeless clients with SMI. The philanthropic partner is also working with The Division of Infant Child and Adolescent Psychiatry in co-designing a digital app with transitional age youth in foster care for behavioral health navigation and engagement.

### **The Division of Trauma Recovery Services**

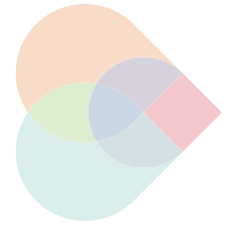
The Division of Trauma Recovery Services is working with the State of California and other states to replicate the Trauma Recovery Center (TRC) model and provide technical assistance to new TRCs. TRCs provide integrated and multidisciplinary care focused on mental health and case management to victims of violent crime. Over the past seven years, the number of TRCs in California has increased to 19, and in the last several years an additional 20 TRCs were established in Florida, Georgia, Illinois, Iowa, Ohio, Pennsylvania, and New Jersey.

### **The Transform Mental Behavioral Health Fund**

The Department of Psychiatry is a partner in The Transform Mental Behavioral Health Fund (TMBHF), an initiative supported by the San Francisco General Hospital Foundation (the Foundation), which was established to address rising mental and behavioral Health needs throughout the City and County of San Francisco. Through this fund, Patient Navigators (PNs) are being hired to serve as a part of a comprehensive patient navigation program that works with vulnerable and underserved patients at ZSFG. These PNs will work across the following programs: The Addiction Care Team, Behavioral Emergency Response Team, Inpatient Psychiatry, Psychiatric Emergency Services, Social Medicine, Solid Start, and Team Lily.



# Partnership with the SF General Hospital Foundation

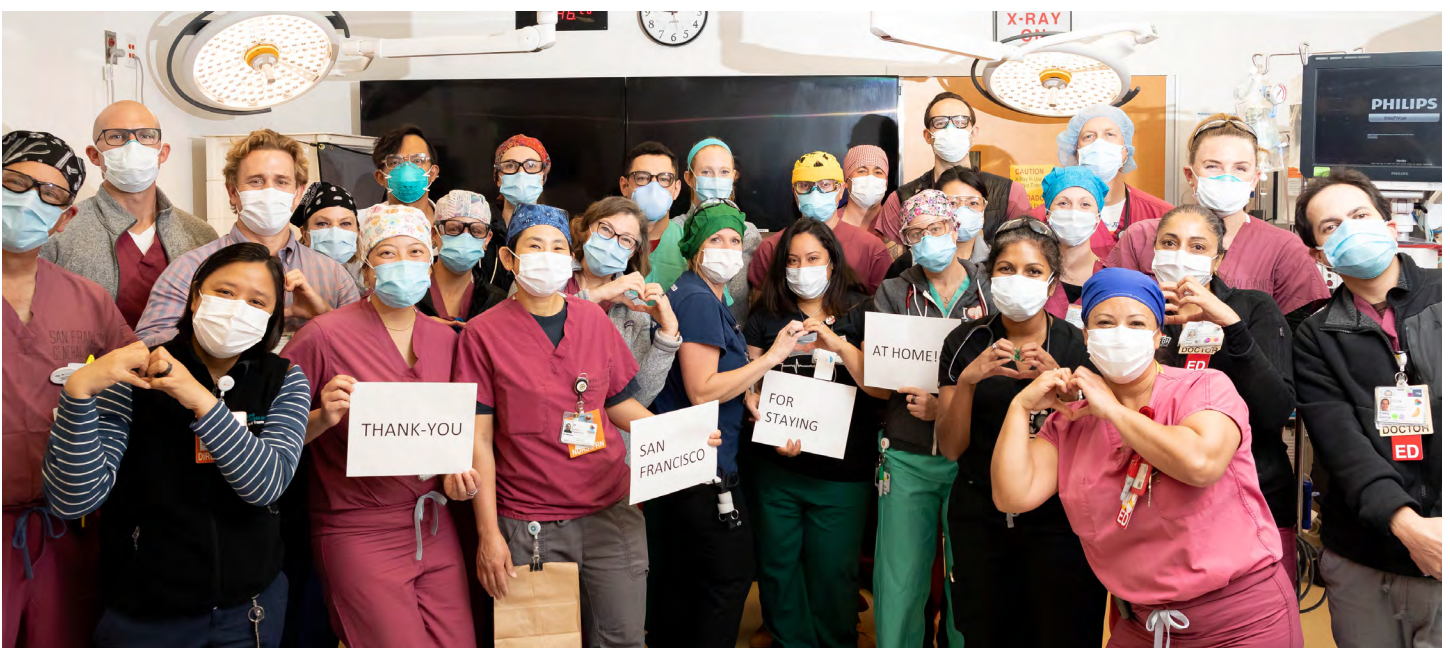


The San Francisco General Hospital Foundation (SFGHF) was established in 1993 and has since supported ZSFG in raising critical funds to support our patients and community. For nearly thirty years, ZSFG's partnership with the Foundation has reflected the spirit and values that represent San Francisco – equity, compassion, respect and a commitment to care for everyone in our city, including the most vulnerable.

The Foundation's mission is to promote excellence in research, education and care for all at ZSFG and their vision is to provide the hospital with the financial resources needed to ensure it remains the Heart of Our City and one of the nation's finest public hospitals, delivering exceptional comprehensive healthcare and trauma services to anyone in need. Since its inception, the Foundation has raised over \$220 million in support for ZSFG and recently set up a ZSFG COVID 19 fund to further support the organization during this public health crisis, raising \$5 million.

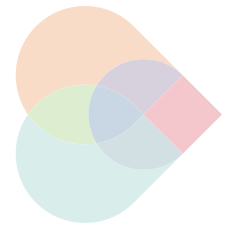
Furthermore, they have partnered with our organization on many events and initiatives. For example, every year the Foundation puts on the annual Hearts in SF event – a fundraiser to support our frontline staff and the incredible local artists in the city. Additionally, SFGHF funds the ZSFG Hearts Grants. Since 2004, these grants support equity and innovation projects throughout the hospital as a way to supplement patient care. ZSFG would not be able to provide the high-quality patient care that they do without the support of SFGHF. Many thanks to the Foundation for their continued support over the past thirty years!

- Foundation Raised over **\$220 million** in support
- Raised **\$5 million** for Covid-19 Support
- Supported 27 Hearts Grants grants with **\$500K**





# Partnership with the SF General Hospital Foundation



## 2021 Hearts in SF Event

On Thursday, February 11th, the San Francisco General Hospital Foundation (SFGHF) hosted the first-ever virtual Hearts in SF event. This year's event was free to all for the first time thanks to the generosity of its individual and corporate sponsors. With incredible outreach and support, 2,142 people registered for the event, including many of our own team at ZSFG, which was more than double than any previous years.

This year's event was emceed by the "voice of the Giants" Renel Brooks-Moon and featured heart-felt tributes from Governor Gavin Newsom and Mayor London Breed, with two wonderful videos about the Solid Start program and the Richard Fine People's Clinic.

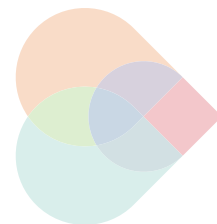
Dr. Susan Ehrlich, Dr. Robert Rodriguez, one of our emergency medicine physicians and a member of President Biden's COVID-19 Task Force, and Kim Meredith, CEO of the SFGHF discussed the transformational work of ZSFG during the pandemic and honored each of your expertise, resilience and deep commitment to our patients. There were fantastic musical performances: Kim Nalley Band's beautiful jazz rendition of Lean on Me, a special performance by Bob Weir from the Grateful Dead and Santana.

Finally, this year there were over 300 bidders on the Hearts in San Francisco sculptures, nearly all of which sold and together raised almost \$100,000. The talent was clearly on display with "Justice," created by Andre Campbell Jr., a moving tribute to the pain and hope of this past year's focus on structural racism and racial inequities. One of our team members, Marco Oliver Dugan Lopez, created a mini Heart "Digital Health Convergence", which was inspired from the Epic launch.



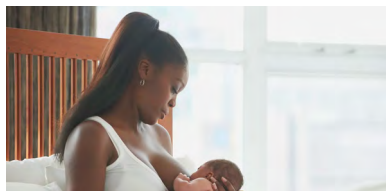
# Partnership with the SF General Hospital Foundation

2021 HEARTS GRANTEES



## Breastfeeding Promoting Incentives

The proposed project will provide incentives to patients attending ZSFG breastfeeding classes.



## MHRC Supportive Transitions

This proposed project will provide patients with therapeutic items and resources for coping, discharge, and home supplies to support easy transition.

## Improving Recruitment & Retention of BIPOC Staff

Increasing the workforce awareness of white supremacy yields a more anti-racist environment for the clients, many who have experiences racism and oppression.

## CHANGE SF and La Borinqueña

ZSFG Department of Psychiatry, ZSFG Latinx Task Force and ZSFG Black Task Force propose a Youth Mental Health Campaign and Ambassadors Program for ZSFG patients and youth in San Francisco communities focused on trauma, resilience, and positive racial identity.

## Beyond Medical Care

Care Experience will establish a mechanism to highlight patients in need of comfort items during their hospital stay, supporting them during the transition from hospital to community and supporting them through upsetting experiences while at ZSFG.

## Sensory Rooms & Healing Alternatives

The Psychiatry department will create and use sensory rooms to provide a calm, nurturing, safe space to promote healing and recovery.

## AHP & Chill HIV Prevention Workshop Series

AHP & Chill offers health information for black and brown men and transgender people who are disproportionately at risk for HIV, STDs and other health disparities.

## Diabetes Education Materials

Discharge counseling is not reducing readmissions for Asian/Native Hawaiian/Pacific Islanders (ANHPI). Most diabetes education videos are in English & Spanish.



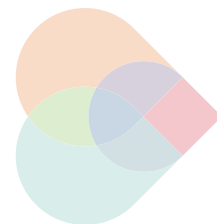
## Messaging Campaign for Colorectal Cancer Screening

Gastroenterology proposes a low-cost, one-time messaging campaign utilizing mailings and/or text messaging to announce this change to the San Francisco Health Network population.

## Culturally Responsive Pharmaceutical Care

The proposed project will provide culturally responsive pharmaceutical care through language, understanding, and compassion. This can ensure ZSFG Pharmacy communicates prescription instructions with cultural relevance to ZSFG patients with limited English proficiency.

# Partnership with the SF General Hospital Foundation



## 2021 HEARTS GRANTEES

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### Team Engagement to Improve Clinic Workflow, Patient Care, and Access to Care

The proposed project will provide an opportunity for the team to do a root cause analysis, have staff voice out concerns, discuss barriers, and work together to find solutions to improve workflow, and clinical staff roles.

### Addressing Barriers to Colon Cancer Care

The proposed project aims to gain a better understanding and address barriers encountered by patients diagnosed with colon cancer at ZSFG when orchestrating their medical and surgical cancer care.

### Reduce Disparities in Childhood Obesity

The proposed project will bring on an independent contractor to survey areas of improvement in order to track follow up and ensure access to lifestyle education around childhood obesity.

### Robotic Pets for Hospitalized Older Adults

This project aims to use an innovative, technological, non-pharmacologic intervention to reduce delirium and agitation in hospitalized older adults with dementia.



### Community Outreach Spot a Stroke

This project aims to increase stroke awareness and promote healthful habits to decrease stroke risk.

### Wet to Dry Improving Urinary Incontinence Care

To improve the care of women with urinary incontinence, OBGYN proposes to buy portable TENS units for patients to do home treatment and purchase a new office-based urodynamic testing machine.

### Hidradenitis Suppurativa Support Group

This project will provide patients an opportunity to join Hope for HS, an established organization that provides a forum for patients to connect with one another, share personal experiences, and coping strategies. Patients who attend Hope for HS will receive incentives for their participation.

### BIPOC Nursing Externship

The program will recruit 10 nursing students each summer to participate in the externship. At the end of the program, the students will receive a letter of recognition for their preceptorship. The department will evaluate whether the program improves BIPOC recruitment at ZSFG.

### Care for Immigrant Patients Seeking Asylum

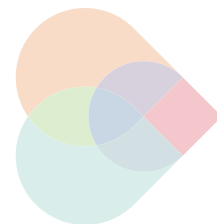
Clinicians will partner with Bay Area Legal to help immigrant patients who are afraid for their safety to obtain lawful status in the U.S. through a grant of asylum.

### Improving Care for Patients with Substance Use Disorders

Addiction Care Team will refer patients to CM at the Bridge Clinic, ZSFG's outpatient SUD clinic, and to Heart Plus, an addiction/cardiology CM clinic for patients with heart failure and stimulant use.



# Partnership with the SF General Hospital Foundation



## 2021 HEARTS GRANTEES

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### Helmets for All in Need

The helmet program will provide youth or adult patients in need with access to a helmet and general TBI and helmet safety education.



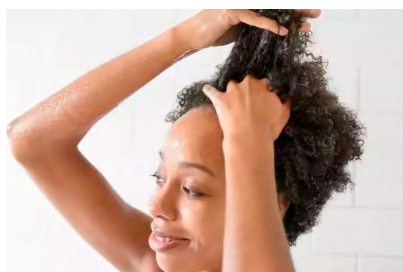
### Hospitalized Patient Education and Communication

The project aims to standardize the use of tools and resources to enhance disease education delivered to patients.

### Code Lavender

A team responds within a reasonable time, to perform a rapid assessment and provide wellness resources for healthcare workers during and immediately following a trauma incident.

### BIPOC Hair Care



This project will provide specialized hair care products to meet the unique needs of our BIPOC patients. In addition, Intensive

Care Unit clinicians will be educated on the cultural significance of hair care and its relation to fostering an inclusive care environment.

### Reducing Emergency Department Workplace Violence

Patients and staff have conveyed that installing secured televisions in the behavioral health rooms would be an effective distraction technique to calm down and manage anger and anxiety.

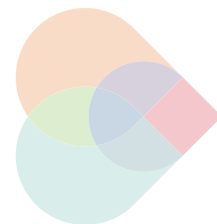
### Pregnancy Pop-Up Village in Bayview

Designing Justice + Designing Space will be brought on to build an engagement space and provide facilitation between institutional and community partners.

### Patient-Centered Approach to Reduce Colon Surgery Infections

Members of perioperative anesthesia and surgery clinics will lead patient education classes focused on bowel preparation, cleansing, hydration, and glucose control before surgery.

# COVID-19 Response & Recovery



## COVID-19 RESPONSE

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This past year, ZSFG has continued responding to the COVID-19 pandemic, while also focusing on recovery for our staff, patients and community after a year and a half of trauma.

### COVID-19 Response

At the beginning of FY2021, ZSFG was preparing for the second surge of the pandemic. During this time, our organization hit two major milestones – having the largest number of COVID+ patients in the hospital since the pandemic began and having had the most ICU patients in the hospital since moving into Building 25, more than five years ago.

Through it all, ZSFG continued the pandemic response by maintaining our masking, social distancing, hand washing and eye protection guidelines, as well as innovating and adapting to new challenges as they arose.

### Hospital Innovation

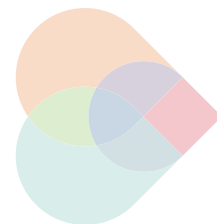
#### Urgent Care Clinic

Teams across the hospital created new and innovative ways to respond to the pandemic and improve our services for years to come. One of the best examples is our Urgent Care Clinic (UCC), which evolved not just its services but also its physical space to better serve our patients and our larger team, especially the Emergency Department and clinics.

For many years, San Francisco's health care safety net has relied on the ZSFG UCC to provide timely urgent care services for patients. **Since the winter of 2017, the UCC has been a critical part of our efforts to level-load urgent patient demand across the ZSFG campus.** In particular, the UCC had for some time accepted lower acuity patients from the Emergency Department (ED) after completing a medical screening examination (MSE).



# COVID-19 Response & Recovery



## COVID-19 RESPONSE

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When COVID-19 struck in March 2020, the clinic quickly created a surge plan that utilized some of our underutilized lobby space, making the clinic environment safer for their team and patients. They also tested a number of ways to decrease exam room turnover time and to support COVID-19 guideline knowledge and utilization among staff. By implementing these initiatives, the UCC had some incredible accomplishments:

- Eliminated barriers to the Emergency Department transferring patients to the UCC;
- Reduced the percentage of all respiratory patients seen in the UCC to 59% (now 41% are seen in the Building 5 lobby); and
- Saved at least 21 exam room hours per day (about 5 clinic hours per day from patient triage and navigation alone)
- Because of these amazing accomplishments, the UCC was invited to present at this year's international Lean Healthcare Academic Conference at Stanford.

### Occupational Health

Our Occupational Health and Safety (OHS) COVID-19 Team was created to address the pandemic. More than most, this team has very much been on the leading edge of change. To be most effective, its team and workflows have shifted and changed over

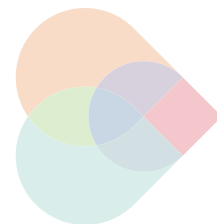
time, "like building sandcastles on a beach," as one of its members described. The structure of the team currently includes triage/intake, providers, case investigation/contact tracing, and vaccination and testing teams. The scope of what this relatively small team does is enormous, all in the service of keeping staff safe from COVID-19. Because of their efforts and the individual efforts of our employees, ZSFG had a total of 258 cases diagnosed among staff on campus.

**That's about 3.2% of the total population working here. Comparing that percentage to 3.9% of S.F., 8.8% of California, and 8.7% of the U.S. population who have tested positive, means that staff coming to work at ZSFG have been relatively safe from becoming infected with COVID.**

What the OHS team does to help keep those case numbers low is staggering. Among other things, per day they respond to as many as 130 calls from the OHS COVID and vaccine hotlines, schedule up to 39 COVID tests, and complete as many as 7 case investigations, each with multiple contacts to be traced. They are also responsible for the 4A Skilled Nursing Facility and Behavioral Health Center staff surveillance testing that happens on a weekly or monthly basis. Part of what has supported the team's rapid changes and effectiveness has been their devotion to engaging and empowering staff through the ZSFG Way and the Daily Management System. During their daily huddles, they review new improvement ideas, standard work, small tests of change they've implemented, data, barriers and celebrations.



# COVID-19 Response & Recovery



## COVID-19 RESPONSE



### COVID-19 Vaccination

Another key component of our organization's response to the pandemic was and continues to be the administration of the COVID-19 vaccinations. On December 11th, the United States Food and Drug Administration (FDA) granted Emergency Use Authorization (EUA) for the Pfizer/BioNTech COVID vaccine. **Within a week the vaccine was sent out to providers across the U.S., including to ZSFG. In its first shipment of doses, ZSFG received 1,950 vaccines of the Pfizer/BioNTech vaccine.**

Healthcare workers were the first population to receive the vaccine.

On Tuesday, December 15th, five of our ZSFG staff received the first doses of the COVID-19 vaccine at ZSFG and in San Francisco. The five pioneers were: Antonio Gomez, Medical Director of Critical Care; Phung Nguyen, RN, Intensive Care Unit (ICU); Starr Knight, Emergency Medicine doctor; Alexandra Ames, Computed Tomography technician; and Otis Morgan, RN, Medical-Surgical COVID-19 unit.

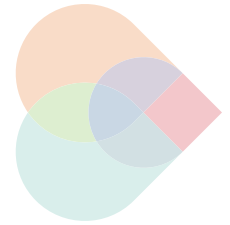
Within a month, two staff vaccination clinics had been set up in CARR Auditorium and the 4E Clinic (opened January 11th), with approximately 850 staff vaccinated per day at each site. In total, over 14,600 vaccines had been administered to staff and 99% of clinical and non-clinical staff who wanted to receive the vaccine were able to receive their first dose by January 17th.

By the end of January, as the majority of staff had received their first dose of the vaccine, **ZSFG rearranged the vaccination clinics to focus on patient vaccinations, with a goal of 1,200 vaccinations per day.** The CARR Auditorium shifted to patient vaccinations on January 25th and the Learning Center opened as an official patient vaccination site on January 20th.





# COVID-19 Response & Recovery



## COVID-19 RESPONSE

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In February, to further support our vaccination efforts, 12 members of the national Guard were deployed to ZSFG to support our efforts. 6 team members provided clinical support and 6 provided administrative support.

**At our peak, ZSFG was vaccinating 2,000 patients and community members per day. Because of these continuous efforts by ZSFG and the City, on May 19th, San Francisco celebrated one million COVID-19 vaccines! Of those 1 million doses, ZSFG contributed to over 120,000 of them. On May 31st, San Francisco reached another milestone of providing at least one dose of the vaccine to 70% of the city's population.**

That, in addition to 77% of San Franciscans over the age of 12 and 89% of those over the age of 65. ZSFG was again a major contributor to these statistics, providing nearly 20% of all San Francisco vaccinations and nearly 66% of all vaccines provided by the SFHN.

### Family Day Events

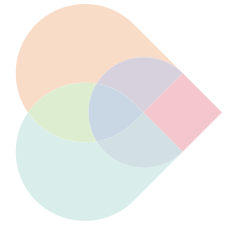
To increase patient vaccinations – on Saturday May 29th and June 5th, ZSFG hosted Family Day events to promote COVID-19 vaccinations throughout the community. These events were open to anyone over the age of 12 and took place from 9am-3pm on campus. Our deepest gratitude to the sponsors who provided live entertainment, food and giveaways for those receiving the vaccine.

### Booster Vaccine Dose

On August 19th, ZSFG began administering the 3rd dose of the COVID-19 mRNA vaccine dose to patients and staff with moderate to severe immune compromise whose first 2 doses were Pfizer-BioNTech or Moderna COVID-19 vaccine, as advised by the FDA. Additionally, by this time, close to 90% of SFHN staff were fully vaccinated, concerted efforts were made to reduce disparities with respect to vaccinations, and the team ensured that patients were vaccinated at all points of their care on the ZSFG campus. Many thanks to Dr. Lukejohn Day, Chief Medical Officer, Rosaly Ferrer, Director of Specialty Clinics, Merjo Roca, Urgent Care Clinic Nurse Manager, and Sandra Szeto, Urgent Care Clinic Charge Nurse, for leading our vaccination efforts.



# COVID-19 Response & Recovery



## RECOVERY

### COVID-19 Recovery

After a year and a half of trauma, it is important that ZSFG ends this year with gratitude for all that we have accomplished, while also maintaining resilience moving into our new future.

### Resilience Garden

Having resilience has been one of the keys to surviving the COVID pandemic, and supporting resilience comes in many ways. One of the remarkable ways this is being supported on our campus is by our unsung heroes in our facilities and groundskeeping team: Anile Woods, David Carroll, Mario Reyna and Everett Pinkney. They have always been so resourceful in keeping our grounds safe and beautiful: their newest project uses our current circumstances to commemorate and further beautify our grounds.



This latest project is the Resilience Garden, tucked in near Buildings 30, 40 and 9. Dedicated to all ZSFG staff during the COVID-19 pandemic, it connects the historic role of ZSFG in infectious crises in San Francisco: from the Bubonic Plague in 1900, the Spanish Flu in 1918, HIV/AIDS beginning in the 1980s, and now COVID-19 in 2020/2021. Anile noted that:

*“The idea really came from my deep frustration over why our flags aren’t at half mast, why we don’t have a national day of mourning, why we as a society aren’t recognizing the pain and struggle of what we have been going through.... coupled with my love of the history of this place and how our hospital has been an important touchstone through the historic plagues and pandemics of the last 100 years.”*



### One-Year Anniversary of COVID-19

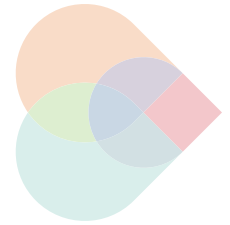
February 25, 2021 marked the one-year anniversary of Mayor London Breed’s declaration of a State of Emergency in San Francisco due to the imminent threat of COVID-19.

One year later: 118 million cases diagnosed in the world and more than 29 million cases and 500,000 deaths in the U.S. All of that illness and death and the resulting complete upset of our world, due to one new disease, in one year.

**Mayor Breed was one of the first leaders in the country to declare a local state of emergency, prioritizing preparation and equity.** This declaration



# COVID-19 Response & Recovery



## RECOVERY

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would allow the city to obtain more resources and prioritize the community's safety. Equity and the possible stigma against the Asian American, specifically the Chinese American, community, loomed large at that time. These two things, it turns out, have been key organizing principles for the city as it has faced down the pandemic. From that day in February last year, San Francisco has been as prepared as any locality in the country, using science to guide our decision making and resulting in one of the lowest case rates and THE lowest death rate of any urban area in the country. Equity and the fight against disparities have also guided our work as the pandemic has had an outsized impact on our LatinX and Black communities and hate crimes have persisted against Asian Americans across the Bay Area. Clearly, addressing structural racism, health care disparities and xenophobia must continue to be our focus going forward.

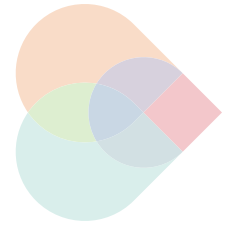
### A Moment to Pause

To honor the sacrifices and commitment our staff have made in service of this city, our Care Experience team gathered anniversary photos that captured moments throughout the past year. These photos submitted by all staff were then exhibited in an issue of A Moment to Pause and displayed in the Cafeteria, Building 80/90 and on the Building 25 Mezzanine.

To further commemorate this milestone – on March 17th, Mayor Breed and a team of city leaders joined a diverse group of approximately 100 staff and providers, a line of people waiting to be vaccinated, and a few attentive patients to mark the anniversary of the Mayor's first Shelter in Place Order.



# COVID-19 Response & Recovery



## RECOVERY

She expressed sincere gratitude and inspiration, invoking the image of San Francisco as a phoenix, rising from the ashes. Her powerful, official statement marking this date, reads as follows:



“

*“A year ago, I said that issuing the Stay-at-Home Order would be a defining moment for our City and that has certainly been true. While we weren’t quite sure what lay before us, we placed our trust in public health, and in each other. Many of us stayed at home to slow the spread of the virus in our community, and our actions saved lives. Many others continued to show up to work, day after day, putting their lives on the line. We could not have made it through this year without the health care workers, grocery clerks, police officers, firefighters, bus drivers, restaurant workers, street cleaners, outreach workers, and countless others who kept us safe and kept our city running. We are so grateful for their services and sacrifice.*

*Today is a day to reflect on all that we were able to accomplish when we worked together, when we took care of one another and made choices to protect the health of our neighbors and our entire city. Today is also a day to look towards what lies ahead. When we*

*first announced this order, I believed in the resilience of San Francisco and the people of this City. Over the past year, that belief has only grown stronger, proven day after day by every act of selflessness for the greater good. There is no doubt in my mind that if we can get through this, we can do anything.*

*I am hopeful for the future. I am hopeful for our City. We are not yet out of this pandemic, and there is still a lot more work ahead of us. But as we look ahead and get on the road to recovery, I am confident that we can build a more equitable, just, and thriving San Francisco.”*

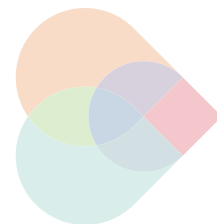
**—Mayor London Breed**

Our Director of Public Health, Dr. Grant Colfax, expressed gratitude and emotion in his remarks, reflecting how, unknowingly, his time here as a resident battling HIV/AIDS on the front lines, prepared him to face down this pandemic decades later. And our own, Dr. Gabriel Ortiz, beautifully rounded out the presentations focusing on the words that characterize where he is now: reflection, resilience, gratitude, hope.

## Returning Safely Together

By the end of July 2021, San Francisco, like the rest of the nation and the world, entered their fourth surge. In response, ZSFG continually adapted to the rapidly changing environment and ensured that all staff and patients return safely together. However, by the end of July 2021, San Francisco, like the rest of the nation and the world, entered their fourth surge. In response, ZSFG continually adapted to the rapidly changing environment and ensured that all staff and patients return safely together.





## RECOVERY

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### Staff Policy and Procedure Updates

On April 29th, our Screening Team removed temperature checks from our daily staff screening process. The data has shown that temperature screening generally only detects a low number of positive cases. ZSFG has had zero positive temperature screenings, and this updated practice better aligns with CDPH and CDC guidelines.

On June 22nd, ZSFG adopted the “Safer Return Together” guidance and updated our staff screening policy to no longer require proof of completed screening questions or the provision of screening stickers, upon entering clinical buildings. Now, only staff ID badges are necessary to enter the buildings. However, **to continue keeping everyone safe, staff are required to continue self-monitoring their symptoms, daily, and wearing their masks at all times.**

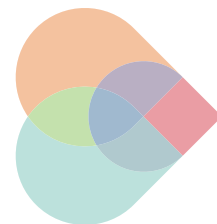
### Mandatory Staff Vaccinations

On July 8th, the San Francisco Health Order mandated that any city employee working in a high risk setting, such as ZSFG, is required to be vaccinated, with limited exceptions, in order to protect the health and safety of our patients and staff. ZSFG continues to work with Human Resources to ensure that staff have entered their vaccination status into the City portal and that they have an accurate count of those who are unvaccinated. OHS and Clinical labs are operationalizing the testing protocols accordingly.

ZSFG’s COVID-19 response and recovery has highlighted our resilience and ability to quickly adapt. The team will continue to respond with agility to ensure all staff and patients return safely together.



# Highlights



## Countdown to 2021 – Staff Appreciation Event

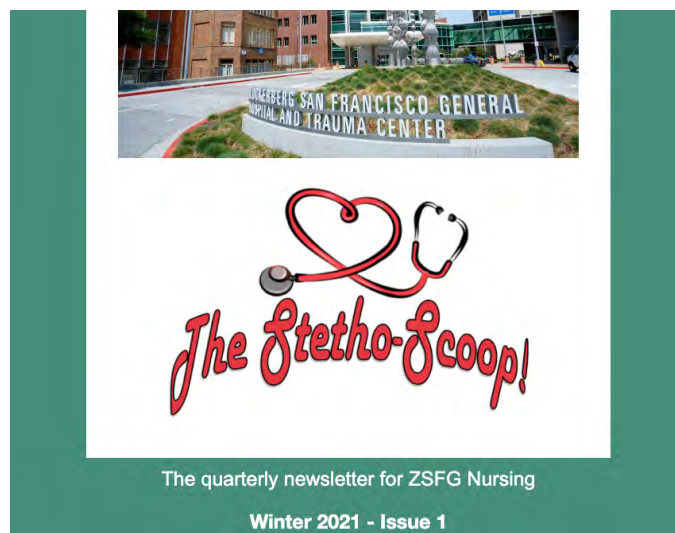
As ZSFG closed 2020, the Care Experience team coordinated ten activities, opportunities for self-reflection and small tokens of gratitude for all staff. To kick off the countdown celebration, Chef Mike hosted the virtual ugly sweater contest, where staff and departments were encouraged to submit pictures and videos of their ugliest sweaters. Over 400 staff voted on the top three winners of the contest, who won gift cards and ZSFG apparel. Other celebrations throughout the ten days included all-staff giveaways of hot chocolate and cloth masks, a special holiday menu in the cafeteria, a poetry walk, scavenger hunt, chalk the walk event, and donation day.

**Many thanks to Care Experience for coordinating these wonderful events to express their gratitude to our staff for their unwavering commitment to our organization.**



## Inaugural Nursing Newsletter

On December 24, 2020, the inaugural edition of the quarterly nursing newsletter, “The Stetho-Scoop” was published to ZSFG Nursing staff. Led by Chief Nursing Officer, Terry Dentoni, and Nurse Manager Justin Dauterman, this quarterly newsletter aims to highlight and share important information with the Department of Nursing.

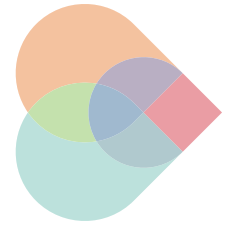


This first edition of the newsletter covered timely information about the COVID-19 vaccinations on campus and the SF COVID-19 statistics stratified by race. It also highlighted the work being done across different nursing units to address racism and health equity, such as the development of the Critical Care Diversity Council in the ICU and the creation of discharge kits to our patients who have been disproportionately impacted by COVID-19. Furthermore, staff and departments were celebrated, opportunities were shared, and much more.

**Many thanks to our Nursing leadership for creating this new avenue of communication for nursing staff!**



# Highlights



## Zero Catheter Associated Urinary Tract Infections

Preliminary results reported from May 2021 reveal that the Critical Care units had zero catheter associated urinary tract infections (CAUTI)!

Nationwide, critical care patients have a higher incidence of CAUTI. Our Intensive Care Unit (ICU) has implemented efforts in antibiotic stewardship and the CAUTI prevention bundle. Even with these interventions, CAUTI cases spiked to four in January.

As a small test of change, the ICU and the Neuro/Trauma team developed and implemented a new algorithm.

**At their annual education course, ICU nursing staff were taught the new algorithm, reviewed CAUTI best practices and participated in a hands-on skills portion where each nurse demonstrated sterile insertion and aseptic maintenance techniques.** From there the team implemented the algorithm to perform a small test of change.

The zero CAUTI cases in May is a strong indication that these targeted countermeasures have made a major impact on all ICU patients. Many thanks to our ICU team for their innovative idea and drive to provide the highest quality care for our patients!

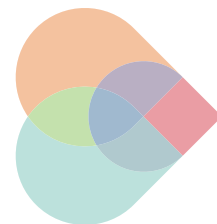
## 10th Anniversary of the Wellness Center



On June 15, 2021, ZSFG's Wellness Program celebrated their 10-year anniversary! ZSFG Community Wellness has successfully provided innovative, culturally, and linguistically accessible wellness programs and services for our staff, patients, their families, and all San Franciscans since 2011.



# Highlights



In honor of this incredible milestone, the Wellness Program hosted the 10 Working Days of Wellness event, from June 2nd through June 15th. Throughout the week, they offered COVID-friendly yoga classes, strength training classes, and massages for staff on the Building 25 rooftop. To conclude the celebration, on June 15th, they hosted a half-mile wellness walk, which is marked through and around the campus. Staff can use the stickers to guide their wellness walks throughout the year.

**Many thanks to our Wellness Program for their amazing work over the past 10 years. ZSFG is deeply grateful for their continued efforts to promote health and wellness for our patients and staff.**



## Successful Surveys

### JC Disease Specific Certification Survey

On Wednesday, April 28th, ZSFG hosted our first ever virtual survey – the Joint Commission Disease Specific Certification Survey for the Primary Stroke Center Program and Traumatic Brain Injury (TBI) Program.

After reviewing the Advanced Primary Stroke Program, the surveyor confirmed that there were “no requirements for improvement” and zero deficiencies! Overall, she was inspired by our organization. She was extremely complimentary of the programs, staff and providers, and described ZSFG as a data driven organization with staff who believe in the programs and care they deliver.

**Many thanks to all our staff within these programs that interacted with the surveyor, as they did a wonderful job communicating and demonstrating their expert knowledge and care for our patients!**

### The Joint Commission Triennial Accreditation Survey

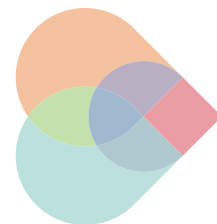
On Tuesday, May 4th, ZSFG welcomed seven surveyors from the Joint Commission for our Triennial Accreditation Survey. Our surveyors consisted of five nurses, one engineer, and one physician. .

All surveyors exited by the fourth day, Friday, May 7th, and shared very complimentary words about the staff they had met. They described our staff as enthusiastic and consistent in their approach to their work and commented on our strong safety culture and data driven approach.

Many thanks to all our staff for their continued excellence, and particular thanks to Adrian Smith, Leslie Safier and our outstanding quality team for shepherding all of us successfully through the survey!



# Highlights



## The Joint Commission Revisit Survey

On Wednesday, August 11th, The Joint Commission conducted their revisit survey of ZSFG, to follow up on their findings from the Triennial survey back in May.

Following the revisit, the surveyor confirmed that there were no additional findings and **ZSFG “passed” with flying colors!**

**Congratulations and many thanks to the Perioperative, Maternal and Child Health, Ambulatory and Anesthesia teams for their response to the findings in May! ZSFG looks forward to our next survey in approximately 3 years.**



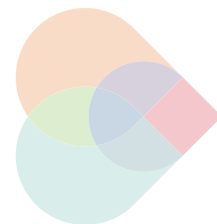
## The American College of Surgeons Commission Cancer Survey

On May 6th, ZSFG hosted our second virtual survey for the American College of Surgeons Commission’s Cancer Survey. This survey was originally scheduled for May 2020 to review the ZSFG Cancer Program but was delayed due to COVID-19.

During their exit interview, the surveyors commended our Cancer Program for their excellent multidisciplinary support, strong infrastructure, outstanding goals and excellent performance on metrics. Additionally, surveyors noted that the program exhibited strengths in Cancer Registry, Genetic Counseling, Palliative Care, Monitoring Psychosocial Distress, and Survivorship Care Plans. Finally, the program was commended for their robust navigation system, excellent pathology reports, and impactful quality improvement and guideline compliant care presentations by Dr. Ana I. Velázquez Mañana and Dr. Rebecca DeBoer.



# Building our Future



This past year, even with the COVID-19 pandemic, ZSFG continued to make strides in building our hospital's future through multiple capital projects that will improve our facilities to best serve our patients. Below are the projects that have taken place over this year.

## B5 2nd Floor

### Cafeteria Refresh - Enabling

- Patching & Painting of the cafeteria is complete
- Southside flooring complete – the staff alternate break site has been moved to this side of the cafeteria.
- The Northside flooring is expected to be complete by the end of July.



B5 2nd Floor Cafeteria



3rd Floor

## B5, 3rd Floor

### Rehabilitation Services Relocation

- 97% of construction is complete
- Occupancy will follow the Transition phase.
- Dialysis Relocation Project
- In Bid process. While some early scope has already started the official start of this project will follow OSHPD occupancy sign-off of the Rehabilitation Project

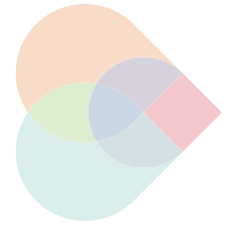
## B5, 6th Floor Construction

### 6H Shared Office Space

- 99% of construction is complete
- Fire-alarm testing took place in mid-July
- Occupancy is expected: Early-Fall 2021



6th Floor Shared Office Space



## Security Projects

### **B25, Security Improvements**

- Purpose: Restricts access to back of house areas of Power Plant
- Scope: Creates a secure elevator lobby and entry vestibule. Includes a new transaction window at service desk.
- Status: Reviewing Design Submittals. Contract anticipated for mid July.

### **Patient Safety Project -Mezzanine Safety**

- Purpose: Restricts access to potential fall or jump risk
- Scope: Creates a 7-foot-tall glass barrier between the mezzanine pathway and balcony.
- Status: Construction, glass received, OSHPD approved calculations. Installation will be scheduled once an inspector is assigned.

### **Campus Access Restrictions**

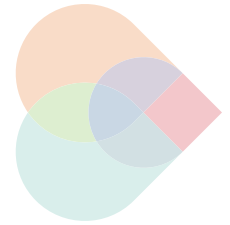
- Purpose: Continued diligence requires restricts access into buildings
- Scope: Securing entrances to maintain 3 main points of entry (Bldg 5 South, Bldg 25, and Bldg 80/90)
- Status: B5 & B25 Lobby's have been reconfigured to improve flow.

### **Building 5 Seismic Retrofit**

- The work includes: column strengthening, sunshade removal, increased expansion joint.
- Early scope includes 7 locations. 4 have been completed and 3 are underway.
- Enabling work has begun inside Pharmacy
- Work has begun in 1C3 & 1C5 (Sheriffs & Eligibility)
- Interior work has begun in main & OPD Lobby
- Exterior work has begun on the west side near the main lobby entrance.
- Planning for relocation of M-Wing clinics underway.



# True North Strategies



## TRUE NORTH OVERVIEW

True North is ZSFG’s unwavering commitment to our mission, vision, values, strategies and metrics that represent our efforts 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 on following page). The Executive Leadership Team focused on driving improvements to ensure ZSFG achieves 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.



FY2021 was a year of rebuilding for our strategic work. With the continuing pandemic and deployment of key leaders, our Kaizen Promotion Office (KPO) pivoted its strategic initiatives to better serve ZSFG’s COVID-19 response. In July 2020, the KPO restarted strategic planning with tools and processes designed for increased flexibility, prioritization, and rapid cycle implementation for the uncertain future.

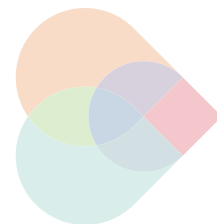
True North Goal	Measure	CY2021 Actuals	Target
Equity	Departments Driving Equity	57%	50%
Safety	Patient Safety Composite Score	50%	75% (3 out of 4)
Quality	Access & Flow During COVID-19	57.1%	80% (4 out of 5)
Care Experience	Real-time Survey Implementation	23.8%	33% by 8/31 66% by 9/30 100% by 10/31
Developing our People	Operationalizing Thriving at Work Strategy Composite	33.3%	33% by 7/31 66% by 8/31 100% by 12/31
Financial Stewardship	Salary Variance**	-\$16.799	\$0.00

\*This year’s scorecard reflects calendar year 2021, instead of fiscal year 2020/2021, due to the timing of ZSDG’s strategic work.

\*\*The COVID-19-related costs have not yet been separated out of our operating fund to be charged to the COVID-19 budget. Therefore, these variances will appear inflated, but once these costs are removed, ZSFG is projected to have a salary variance of \$0.00.



# True North Strategies



## TRUE NORTH OVERVIEW

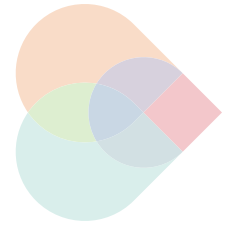
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In November 2020, the KPO facilitated a Hoshin Strategic Planning Session for the ZSFG Executive Team. Through this process the team approved 6 key performance indicators (KPI) and corresponding strategies which align with ZSFG'S True North Pillars and replaced the previous 17 KPI and 4 strategies. They also assigned executive owners and operational teams that would develop and implement organization-wide improvement plans. Aiyana Johnson, ZSFG Chief Experience Officer, stated that "the Hoshin process this year was respectful of the pandemic we were trying to manage. The dynamic tools that were introduced enabled us to have meaningful discussions about what was important while being flexible enough to change direction if needed. It allowed us to be strategically resilient."

ZSFG has pivoted to be more aligned with our priorities, even throughout the pandemic, and remains committed to achieving our strategic goals in order to better serve our staff and patients. The following strategies represent ZSFG's initiatives for improvement over calendar year 2021.



# True North Strategies



## EQUITY

At ZSFG, equity means that there is a fair and adjusted opportunity for all to participate and have, which applies to health, resources, hiring opportunities, retention, workforce development, and overall experience.

The pandemic has underscored the urgency and importance of our equity work, highlighting the major health care disparities within our patient population. For example, in April 2020, approximately 75% of ICU cases at ZSFG were Latinx and by December 2020, 50% of positive COVID-19 cases in San Francisco were Latinx. Additionally, our workforce does not represent the segmented population we serve. ZSFG understands that the journey to equity requires a multifaceted

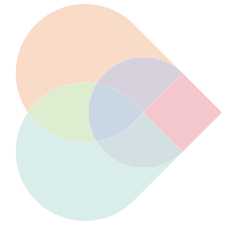
approach that addresses the negative outcomes which stem from institutional racism and patterns of unequal and inequitable practices. Although change is difficult, the strong commitment is palpable towards an equitable solution and inclusion for all.

ZSFG's goal is for its organizational commitment to equity to be at an Institutional Evolution level where the systematic barriers that inhibit the progress of equitable policies and practices are removed, equity strategies are proactively advanced, and staff and providers invest time and financial resources towards developing an environment of belonging. Over the next year, the team aims to achieve the following targets in order to reach this equity goal.

Selected Metrics	Baseline	Target	Due Date
% of departments that have equity drivers with countermeasures.	30%	50%	Q4 2021
% of surveyed employees that respond affirmatively that their department is actively improving racial equity.	45%	55%	Q4 2021
% of surveyed Black/African American employees that respond affirmatively that their department is actively improving racial equity.	28%	33%	Q4 2021



# True North Strategies



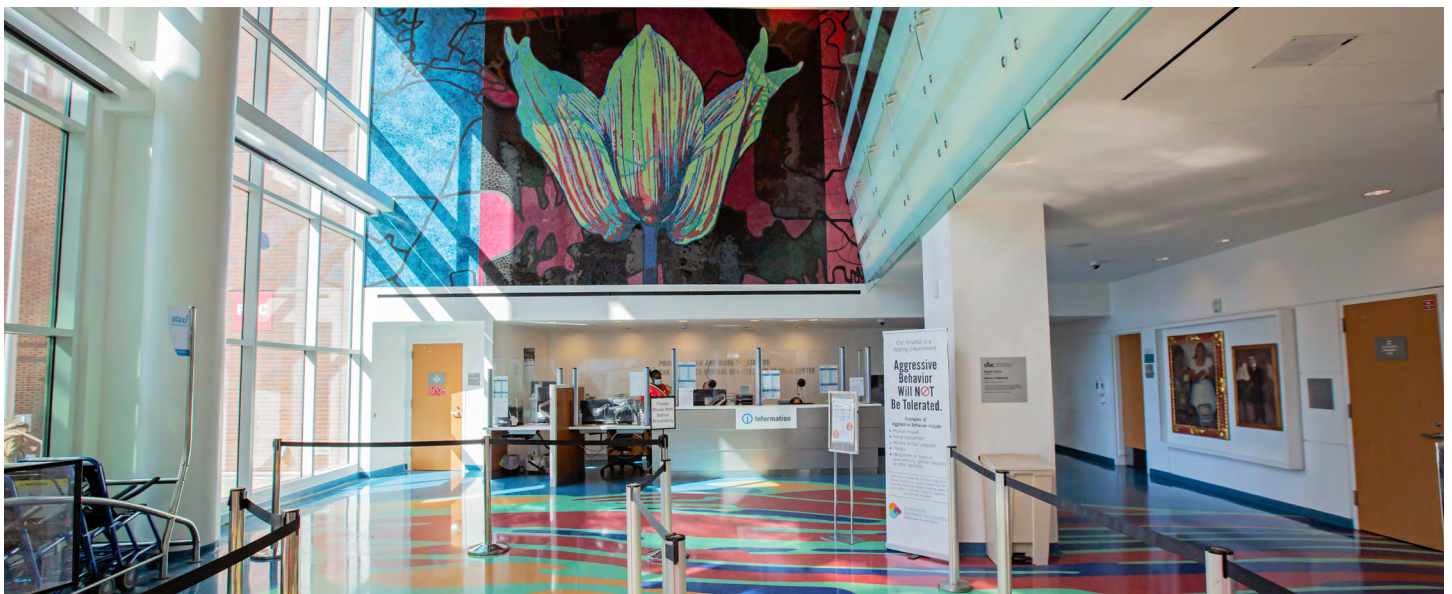
## SAFETY

As healthcare providers, it is our responsibility to provide safe, high quality care to the patients we serve. ZSFG leadership prioritized safety through the Hoshin process in FY 16-18 and saw significant reductions in harm events. However, over the past few years with changes in executive safety focus, a transition to the Epic system, and the COVID-19 pandemic, there has been an increase in harm events.

To monitor patient harm data, the team has identified the following four metrics for the hospital improve on, which are being tracked via the monthly patient safety dashboard, Patient Safety and Performance Improvement Committee reports, the daily management system, root cause analysis, and condition-specific task forces.

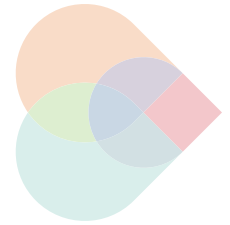
Selected Metrics	Baseline (FY 19-20)	Target (FY20-21)
Catheter Associated Urinary Tract Infection (rate/1,000 urinary catheter days)	2.82 (38 total)	2.26 (~30 total, ~2/month)
Central Line Associated Bloodstream Infection (rate/1,000 central line days)	0.97 (10 total)	0.77(~8 total, ~1/month)
Colon Surgical Site infection (infections/procedure count)	.16(13 total)	.13(~10 total, ~1/month)
Falls with injury (med surg, 4A, ED, inpatient psych) (rate/1,000 Midnight Census)	0.28 (51total)	0.22(~40 total, ~3.5/month)

Moving forward, the team will continue to test and implement countermeasures that will improve our progress on the selected metrics.





# True North Strategies



## QUALITY

Healthcare quality falls into multiple domains that span effectiveness, efficiency, equity, patient centeredness, safety, and timeliness. Previously, the majority of ZSFG's quality work has been fragmented and siloed, as well as only focused on the inpatient quality indicators. At the same time, the COVID-19 pandemic has turned much of ZSFG's efforts to operational readiness with less of a focus on improving quality indicators. However, operational flow and access to care are critical to several quality elements as well as better prepare our organization for ongoing COVID-19 surges.

While ZSFG is engaged in the COVID-19 pandemic it must continue its True North goal of improving access and quality care for our patients. Yet, ZSFG lacks a clear and unified approach for how to drive, improve and sustain improvements with respect to quality across our key operational areas.

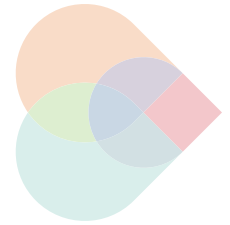
Therefore, the next steps for this strategy are to ensure the consistent tracking of the following indicators across operational areas, improve any that are off-target and develop a plan to communicate our progress to frontline staff.

Operational Area (Metric)	Baseline	Target (Dec 2021)
Emergency Department (ambulance diversion rate)	58.3%	< 40%
Medical-Surgical/Critical Care units (bed cleaning request turnaround time)	86.5 minutes	< 60 minutes
Department of Care Coordination (LLOC patient days)	1,192 days	< 950 days
Perioperative and procedural areas (clinics with OR block utilization > 80%)	60%	80%
Outpatient specialty care clinics (clinics with TNAA < 21 days)	84.8%	90%





# True North Strategies



## CARE EXPERIENCE

Five years ago, Care Experience (CEX) was introduced to ZSFG to bring executive and strategic level focus on the patient experience. Since the development of CEX, the organization has undergone transformational events. During this time, CEX focused their efforts on supporting organizational priorities, but has been unable to quantify their impact on the patient experience due to limited measurement tools. Over the last decade, ZSFG has gained some insight on what the organization does well and what can be improved through the required CAHPS/patient experience survey. CEX will work to better quantify the patient experience at ZSFG by:

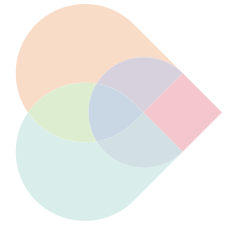
1. Continuing to roll out their real-time survey pilot to seven more departments across campus;
2. Developing an operational strategic plan; and
3. Fully operationalizing the Care Experience survey strategy.

Once achieved, our CEX team will be able to not only quantify the patient experience, but also better understand where ZSFG can improve the quality of care for our patients and community.



Operational Area (Metric)	Target	Target Date
By June 2021 implement real time survey at ZSFG in seven (7) clinical areas		
Operationalize Care Experience Survey Strategy Composite	33%	8/31
	66%	9/30
	100%	10/31
Complete data portal training	100%	8/31
Implement service alert workflow	100%	9/30
Develop data communication standard work	100%	10/31
By January 2022, develop an operational A3 aligned with data results		

# True North Strategies



## DEVELOPING OUR PEOPLE

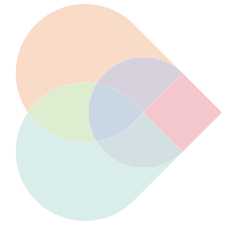
ZSFG’s most valuable resource are the approximately 6,000 [DPH and UCSF] resilient staff and providers that enable the organization to meet our True North goals and fulfill our purpose to our patients and community. Over the past five years, our staff and providers have experienced incredible change – moving into a new acute care building in 2016, implementing Epic in 2019 and working through a worldwide pandemic in “survival mode” over the past year and a half. Thus, COVID-19 thrust our focus to addressing our staff and providers’ basic needs of safety, stability and security during the first phase of the pandemic. This second phase provides us an opportunity to rethink how to engage a more fatigued workforce while reintegrating staff who have been working remotely or deployed elsewhere. COVID-19 has grounded us in four human experience principles that are important to our staff and providers: communication, wellness, safety and recognition. With this focus, the team strives to develop a framework that sustains the changes that have been implemented throughout the pandemic and foster a thriving work environment where our staff and providers feel safe and valued so they can provide the safest & most consistent care to our patients, while being a value added to their teams.

At the same time, ZSFG understands that improving staff wellness and engagement requires a combined effort with other key strategic initiatives, such as Equity, Safety and Care Experience. Additionally, some high-value areas of staff wellness are out of ZSFG leadership’s control such as parking, staffing and increased bonuses and salaries. Nonetheless, the team remains committed to improving the staff engagement focus areas of recognition, wellness, and communication by operationalizing the Thriving at Work Composite Strategy.



Operational Area (Metric)	Baseline	Target Date
Thriving at Work Composite (recognition, wellness & communication)	2 out of 3 metrics on target	12/31
Operationalizing Thriving at Work Strategy Composite	33% 66% 100%	7/31 8/31 12/31

# True North Strategies



## FINANCIAL STEWARDSHIP

With the shutdown of San Francisco in March 2020 due to COVID-19, came economic difficulties felt throughout the country. In San Francisco specifically, there was an initial projected loss of \$1.7B. Moving forward, SF and ZSFG are now faced with balancing the shortfall while maintaining critical city functions, prioritizing vulnerable populations, and continuing to respond to COVID 19.

In order to achieve this goal, ZSFG’s Finance team implemented a major countermeasure this year of introducing the Finance and Operations summits which included:

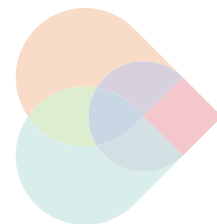
- Reporting of available data to directors and executives via Tableau every two weeks, that included drill down functionality to invoice and/or employee depending on the report.
- Monthly meetings between the Finance Team and each Director and Executive to review data. These meetings occurred for Pharmacy, Nursing, Ancillary Services, Admin, and Quality totaling 19 service lines.
- Agreement on metrics, interpretation of data and areas of focus for financial performance, development of action plans and monthly follow-up.

Moving forward, the team will continue to host these monthly summits and strengthen the partnership between the operational teams and finance team. Additionally, Finance will continue tracking factors related and not related to COVID-19 which may contribute to budget overages and develop plans to address any issues that arise in order to remain within our decreased budget.

Selected Metrics	Baseline	Target
By June 2021 decrease salary variance	-\$2.4M	\$0.00



# Staff Celebrations



## Annual Medical Staff Meeting

In early June, UCSF held their Annual Medical Staff Meeting. Doctors Grant Colfax, Edward Chow and Talmadge King expressed their deep gratitude for our medical staff. Additionally, the Community Primary Care and Krevans awards were presented to our accomplished resident physicians. The final award of the night is always given to the Rapaport Awardee, an award named after Eliot Rapaport, a cardiologist who devoted more than 40 years of his life to SFGH in a number of leadership positions, including Vice Dean of UCSF at SFGH. Presented by Sue Carlisle, this year's award went to **Diane Havlir**, Chief of the HIV, Infectious Diseases and Global Health Division here at ZSFG.



Diane Havlir, 2021 Rapaport Awardee

Diane's had a truly remarkable life and career. Most notably she has focused her career on the underserved and vulnerable, and saved lives around the world through her work in HIV/AIDS and now with Covid-19. She truly

represents the best of what ZSFG and our partnership with UCSF is all about: exceptional and compassionate care, teaching and research with a local, national and worldwide impact.

Much appreciation to all of ZSFG's medical staff for their continued excellence in serving San Francisco's patients!

## ZSFG Annual Employee Celebration

Each year, ZSFG celebrates our staff's many years of service, via the Annual Employee Dinner. Though virtual this year due to COVID-19, the Executive Team still sought to honor those who have devoted much of their working lives to ZSFG. Remarkably, these dedicated individuals have served our patients and our team for between 10 and 40 years!

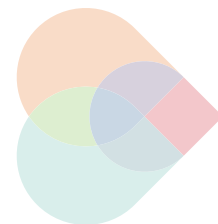
This year, the Executive Team honored staff through various virtual platforms including a CEO Note, a feature in our daily communication system – the Daily Digest, and a portion of our virtual, monthly Management Forum. At the Forum, our Chief Experience Officer, Aiyana Johnson, led the celebration while our list of 252 honorees was on display. Susan Ehrlich then honored two staff, one employed by DPH and one employed by UCSF, who have devoted decades of service and whose service is truly exemplary. This year, those two individuals were **Mr. Isaac Gaston** and **Dr. Alan Gelb**.

Mr. Isaac Gaston has been a porter for ZSFG's Environmental Services Department for the past 35 years. He is an incredibly diligent and hardworking employee, who is an extremely friendly and well-liked. Isaac is someone who goes above and beyond his regular duties to ensure our hospital remains a clean and safe environment for our staff and patients. Isaac's manager, Louis Moreno, says, "Every morning I meet with him during rounds and he always greets everyone with a smile. He is a good and consistent worker, but also very humble in his great work. He always keeps his area extremely clean."

Dr. Alan Gelb has a record of contributions to ZSFG and UCSF beginning way back when he was a medical student in 1973. Now, almost 48 years later, Dr. Gelb has distinguished himself in many areas. At ZSFG,



# Staff Celebrations

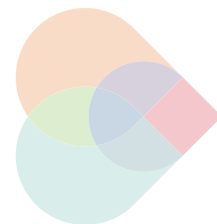


Dr. Gelb serves several leadership roles, including Chair of the Clinical Practice Group Compliance Committee, Credentials Committee Chairman, and Risk Management Committee. He also serves as a member of the Medical-Legal Committee at the American College of Emergency Physicians (ACEP). He is our Lead Physician in Emergency Department Information Technology and serves a critical role in managing our electronic medical records.

Our deepest gratitude to Mr. Gaston for his 35 years of service and to Dr. Gelb for his 40 years of service! ZSFG would also like to thank and congratulate all the honorees for their incredible work and commitment to this organization, our patients and community. Our staff is our greatest asset, and we would not be the remarkable institution we are today without the amazing work they all do every day.



# Staff Celebrations



## Nurses Week 2021

May 6-12 is National Nurses Week! This year has been unlike any other in recent nursing history, which makes this year's nurses week more profoundly significant. ZSFG could not have cared for our patients without the incredible contributions of our nursing staff, who made many personal sacrifices in service of San Francisco. Our Chief Nursing Officer, Terry Dentoni, stated,

*“The tremendous caring, compassion, empathy and dedication you all have shown is more than I could have ever imagined.”*



ZSFG honored our nursing staff through a nurses' week giveaway, a special congratulatory edition of the Nursing Newsletter, the Daisy Award announcement, and the O'Connell Award announcement.

Our deepest gratitude to all our nurses and nursing staff for their unwavering commitment to our patients and community!



## Patient Safety Hero Award Winner – John Ikea

On February 17th, John Ikeda, ZSFG Emergency Department (ED) Medical Evaluation Assistant, was watching the CBS Nightly News report that highlighted counterfeit 3M N95 masks in the US supply chain. He recalled noticing that the quality of the N95 masks he wears, daily, had recently changed compared to previous 3M N95 masks he had worn.

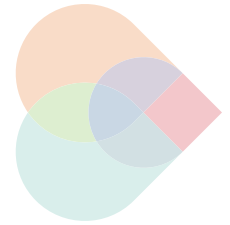


John compared them to the listed counterfeit serial numbers, he found that they matched, and immediately notified ED Leadership.

Because of these heroic efforts, Nursing Leadership was proud to announce John Ikeda as the recipient of the March 2021 Patient Safety Hero Award! John has worked in the ZSFG Emergency Department (ED) as a Medical Evaluation Assistant for the past 8 years and is a shining example of the incredible staff who work at ZSFG. Many thanks to John for his attention to detail and initiative in advocating for patient and staff safety.



# Staff Celebrations



## Mary Mercer Day

Dr. Grant Colfax, Director of Health for San Francisco's Department of Public Health, officially honored June 23rd as Mary Mercer Day in San Francisco! Dr. Mercer, an Emergency Department Physician at ZSFG, had been deployed to San Francisco's COVID-19 Command Center since the pandemic began in March 2021.

Dr. Mercer spearheaded San Francisco's COVID-19 vaccination effort and famously provided the air transportation to rescue 1,002 doses of the Pfizer vaccine from Eureka, California. On top of this valiant endeavor, Dr. Mercer's heroic leadership was a key reason why the City vaccinated 81% of our eligible population by June 23rd, 2021. San Francisco's COVID-19 response would not have been nearly as successful without the incredible contribution by Dr. Mary Mercer!

## Jim Marks Day

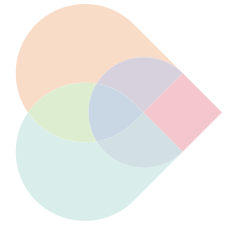
Mayor London Breed officially proclaimed July 20, 2021 as Jim Marks Day! One of our long-time faculty, Dr. Jim Marks, has been the city's remarkable leader in the COVID-19 response effort since the beginning of the pandemic. Dr. Jim Marks initially led the Advanced Planning Unit of San Francisco's COVID-19 Command Center – a forward-thinking body for data analysts and information systems personnel, which was tasked with gathering and synthesizing data to better understand COVID-19 and inform an appropriate response.

Eventually, under the Citywide Unified Command, Dr. Marks became the Planning Section Chief where he engaged with City leaders to mitigate impacts through intervention measures like policies, programs, and systems.

Many thanks to Dr. Jim Marks, and all the other incredible staff from across DPH and the City, who supported San Francisco's pandemic response over the past year and a half, including Lizzy Connelly and Chris Ross from ZSFG; Eric Raffin and Laura Krehbiel from DPH IT; Trang Nguyen and Wayne Enanoria from DPH Population Health Division; and Carla Beak, Wendy Lee, Emily Vontsolos, Emily Lisker and Alice Kassinger from the Controller's Office City Performance Unit.



# Our Patients



## PATIENT LOVE LETTERS

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*“Dear Doctors and Nurses, thank you for saving people’s lives and giving people checkups to make sure they are healthy!! Also, you guys are the best!! Also stay healthy!!”* ◆

*“To the Health Care Team – Thank you for getting up each day, for the long hours, for being in harms way, for protecting us, for the dedication in isolation, for your commitment, for you.”* ◆

*“To: the SF General Staff & Emergency Personnel, thank you for relieving the suffering of others. Thank you for being a positive addition to humanity, your work is appreciated. I’m grateful.”*

*“Thank you! You are doing brave and important work that is truly making a difference in our world. From the bottom of our hearts, we are so grateful, sending love and strength.”* ◆

*“We appreciate all your hard work and dedication to help others in these turbulent times. Thank you for your efforts as you are doing God’s work. You are all in our thoughts and prayers. We will get through together.”* ◆

*“Wow, thank you so much for ALL you do! I’m not even sure where to begin with all of my appreciation for you and everything you are doing in this great time of need. Know I am staying home and thinking about you and your family every day. We wouldn’t get through this without you! Thank you!”* ◆

*“Dear Zuckerberg Frontliners, thank you so much for your work in the community, especially during these hard times. Thank you for your courage and strength – your love and care you give. Please be safe and well as we all pull through together.”* ◆

*“Dear frontline workers, medical staff, nurses, support and janitors, all, all of you at the General! Thank you! This is an extraordinary time for us all and you all are our heroes!”* ◆

*“Dear Heroes, you are amazing! We are forever grateful for all that you do. You keep showing up and we promise to keep staying home and social distancing. Thank you from the bottom of our hearts for all of your continued dedication and devotion to the patients and families impacted by this pandemic. Because of you we will get through this. Stay safe. Stay well.”* ◆

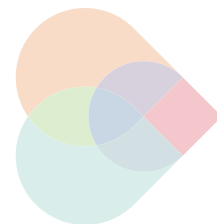
*“Thank you!! Words cannot describe how awesome you are for working on the front lines against COVID-19. Thank you for your sacrifice! Putting yourself at risk to help others, I aspire to be as giving, selfless and devoted as you. Please look after your own health and well-being during this trying time. Take breaks when you can, drink water and of course get that caffeine! Once again, thank you for all that you do.”* ◆

*“Dear COVID-19 Response Team, you are AMAZING! Thank you so much for all the hard work you do. You are tremendously appreciated! You work day and night to make sure others are healthy. Truly you are SELFLESS! You are kind, committed, dedicated, and respected. It is people like you that help keep others going, such inspiration should be admired. You are GREAT! We have so much gratitude towards you! Hopefully you are also taking care of yourself and staying safe and healthy! We are praying for you always. Thank you so much!”* ◆





# Profiles



## ZSFG EXECUTIVE TEAM

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**Adrian Smith, RN, MSN**  
CHIEF QUALITY OFFICER



**Andrea Turner, JD, MBA, CNMT, ACHE**  
CHIEF OPERATIONS OFFICER



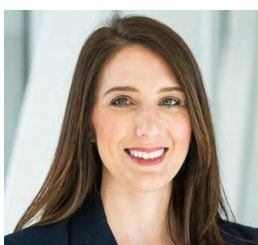
**Aiyana Johnson, MSW, MPH**  
CHIEF EXPERIENCE OFFICER



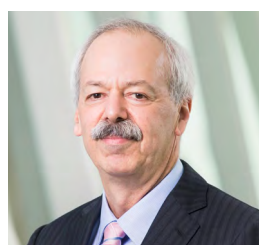
**Brent Andrew, MPP, MS**  
CHIEF COMMUNICATIONS OFFICER



**Dave Woods, Pharm D**  
CHIEF PHARMACY OFFICER



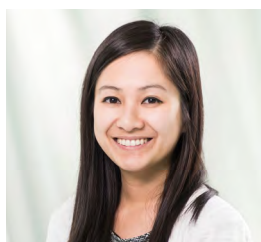
**Jennifer Boffi, MPH**  
CHIEF FINANCIAL OFFICER



**Jim Marks, PhD, MD**  
CHIEF OF PERFORMANCE EXCELLENCE



**Karen Hill**  
DIRECTOR OF MERIT  
AND STAFFING RESOURCES



**Kim Nguyen, MHSA**  
DIRECTOR OF  
ADMINISTRATIVE OPERATIONS



**Lisa Winston, MD**  
CHIEF OF MEDICAL STAFF



**Luke John Day, MD**  
CHIEF MEDICAL OFFICER



**Margaret Damiano, MBA**  
ASSOCIATE DEAN FOR ADMINISTRATION  
AND FINANCE, UCSF



**Neda Ratanawongsa, MD**  
CHIEF MEDICAL  
INFORMATICS OFFICER



**Sue Carlisle, PhD, MD**  
VICE DEAN, UCSF

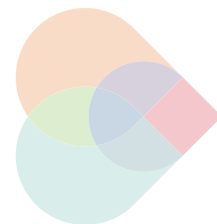


**Susan P. Ehrlich, MPP, MD**  
CHIEF EXECUTIVE OFFICER



**Terry Dentoni, MSN, RN, CNL**  
CHIEF NURSING OFFICER

# Profiles



## SAN FRANCISCO HEALTH COMMISSION

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As SFDPH's governing and policy-making body, the San Francisco Health Commission is mandated by City and 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 full Health Commission meets on the first and third Tuesday of each month at 4:00 p.m. in Room 300 at 101 Grove Street. The Health Commission's committee structure consists of:

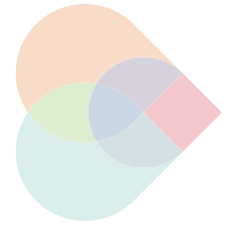
- The Zuckerberg SF General Joint Conference Committee
- The Laguna Honda Hospital Joint Conference Committee
- The Community and Public Health Committee
- The Finance and Planning Committee

The Health Commission also participates in the following external bodies:

- San Francisco Health Plan Board of Directors
- Zuckerberg SF General Foundation Board of Directors
- San Francisco Public Health Foundation Board of Directors
- In-Home Supportive Services Public Authority Governing Board



# Profiles



## SAN FRANCISCO HEALTH COMMISSION

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### ZSFG Joint Conference Committee

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**Edward A. Chow, M.D., ZSFG JCC Chair**

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over fifty 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. Commissioner Chow currently chairs the Zuckerberg San Francisco General Hospital Joint Conference Committee; he is also a member of the Finance and Planning Committee and Laguna Honda Hospital Joint Conference Committee. He was appointed to the Health Commission in 1989.



**Laurie Green, M.D., Health Commission Vice President**

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 40 years. In 1989 she co-founded Pacific Women's Obstetrics & Gynecology Medical Group, the second all-female OB/GYN practice in San Francisco, providing state-of-the-art, empathic obstetrics and gynecology care in a woman-run environment. Dr. Green is also the Founder, President, and Chair of the Board of The MAVEN Project, which engages physicians to volunteer their clinical expertise via telehealth technology to medically under-resourced communities in the Bay Area and across the country. Commissioner Green was appointed to the Health Commission in 2018 and is a member of the Joint Conference Committees of Laguna Honda Hospital and Zuckerberg San Francisco General Hospital, where she trained.

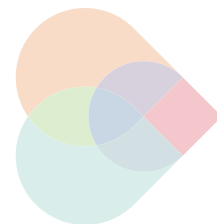


**Susan Belinda Christian, J.D.**

Commissioner Christian is an Assistant District Attorney in San Francisco. She is currently a co-chair of District Attorney Boudin's Community Health Advisory Committee. From 2012 through 2019, she was assigned to the Behavioral Health Court—a collaborative, multidisciplinary court providing treatment and rehabilitation for people whose criminal justice involvement is tied to behavioral health disorders. In 2012, she was appointed to the San Francisco Human Rights Commission, where she served four terms as Commission Chair and worked with the Mayor's Office to create and implement a pilot program for Implicit Bias trainings for City employees. Commissioner Christian is a member of the ZSFG Joint Conference Committee and the Community & Public Health Committee. She was appointed to the Health Commission in 2020.



# Profiles



## SAN FRANCISCO HEALTH COMMISSION

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**Dan Bernal, Health Commission President**

Commissioner Bernal is Chief of Staff for Speaker of the House Nancy Pelosi. He has dedicated his career to public service, having served in the White House under President Bill Clinton and as a presidential appointee at the U.S. Department of Education. As Congress debated the Affordable Care Act, he supported Speaker Pelosi's efforts to build support for the legislation in California by convening diverse stakeholders and coordinating activities among Bay Area Members of Congress. He continues to serve as a valuable resource to the California Democratic Congressional Delegation, key policy makers, and advocates in the fight to protect and improve the Affordable Care Act. He was appointed to the Health Commission in 2017.



**Cecilia Chung, Finance and Planning Committee Chair**

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBT equality, and prisoner rights. She is the Senior Strategist of Transgender Law Center and has served on a number of planning bodies, which includes the San Francisco HIV Health Services Planning Council, Transgender Community Advisory Board for UCSF TRANS and the Visioning Change Initiative of the California HIV/AIDS Research Program. She is a past member of the Presidential Advisory Council on HIV/AIDS. Commissioner Chung chairs the Finance and Planning Committee and is a member of the Community and Public Health Committee. She was appointed to the Health Commission in 2012.



**Suzanne Giraudo, Ph.D., Community and Public Health Committee Chair**

Dr. Giraudo is a psychologist and is the Clinical Director of the California Pacific Medical Center Department of Pediatrics Child Development Center. In addition to her clinical expertise, Dr. Giraudo's professional background includes development, administration, and supervision of pediatric clinical programs, grant administration, and teaching. She is the founder and trustee of the DeMarillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraudo is chair of the Community and Public Health Committee and represents the Health Commission on the San Francisco General Hospital Foundation. She was appointed to the Health Commission in 2019.



**Tessie M. Guillermo, LHH JCC Chair**

Commissioner Guillermo is the Chair of the Board of Directors of CommonSpirit, the largest national non-profit health system in the United States. She is the former President and CEO of ZeroDivide, a philanthropy and consultancy that developed innovative digital equity strategies in support of low-income communities. Commissioner Guillermo was the founding CEO of the Asian and Pacific Islander American Health Forum, leading this national minority health policy/advocacy organization for 15 years. Commissioner Guillermo was appointed to the Health Commission in 2018 and chairs the Laguna Honda Hospital Joint Conference Committee.



**Mark Morewitz, MSW, Health Commission Executive Secretary**

Mr. Morewitz has worked in public health research, program development and evaluation, and non-profit administration. First hired at the SFDPH in 1992, he has worked in HIV service contracting and monitoring; provided social work services; and served as the Director of the DPH Forensic AIDS Project. He has served as the Health Commission Executive Secretary since 2009.





ZSFG would like to express  
our deepest gratitude to our  
patients and the community of  
San Francisco.



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