



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# ZSFG FY 23-24 ANNUAL REPORT

Susan Ehrlich, MD, MPP  
October 22, 2024



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco  
Department of Public Health

# About ZSFG

## Who We Are

- Part of DPH's SF Health Network
- Only Trauma Center for SF & Northern San Mateo County
- City's only 24/7 psychiatric emergency service
- Top academic medical center partnering with UCSF

## Who We Serve

- ~100,000 patients per year
- 20% of ambulance calls in the city
- A diverse patient population providing services in >20 languages



# About ZSFG



## OUR MISSION

Provide quality health care and trauma services with compassion and respect



## OUR VISION

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



## OUR VALUES

### Joy in our Work

Staff satisfaction is related to higher quality of care and outcomes for our patients

### Compassionate Care

Our deep social justice mission is how we distinguish ourselves

### Thirst in Learning

A learning organization allows for transformation and continuous improvement

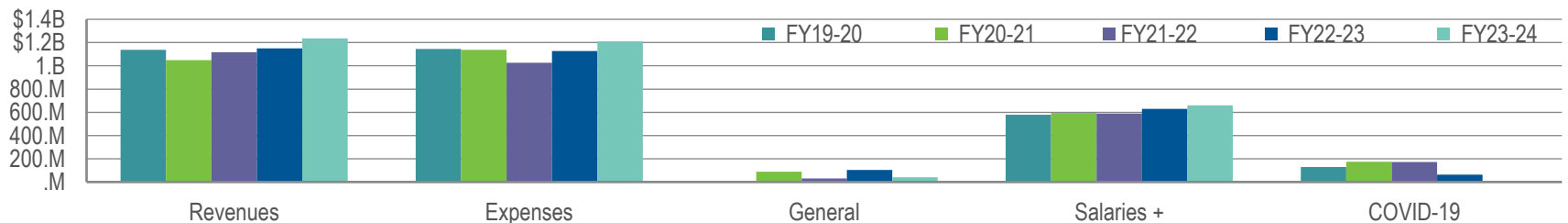
# ZSFG By the Numbers



# ZSFG Financials

<b>Financials</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24 PRELIMINARY</b>
Total Operating Revenue <i>(inclusive of General Fund Support)</i>	1,137,363,376	1,048,688,450	1,117,120,715	1,150,065,916	1,235,846,192
Total Operating Expenditure	1,143,475,761	1,137,390,783	1,024,981,855	1,127,205,193	1,210,625,811
General Fund Support <i>(net)</i>	6,112,385	88,702,333*	32,170,878	105,105,133*	41,734,407*
Salaries & Fringe Benefits <i>(including operating expenses)</i>	579,920,734	594,837,437	588,873,873	630,380,106	660,132,463
Total Department of Public Health Covid-19 Expenditure <i>(not including operating expenses)</i>	130,944,019	175,729,115	172,853,115	64,850,516	N/A

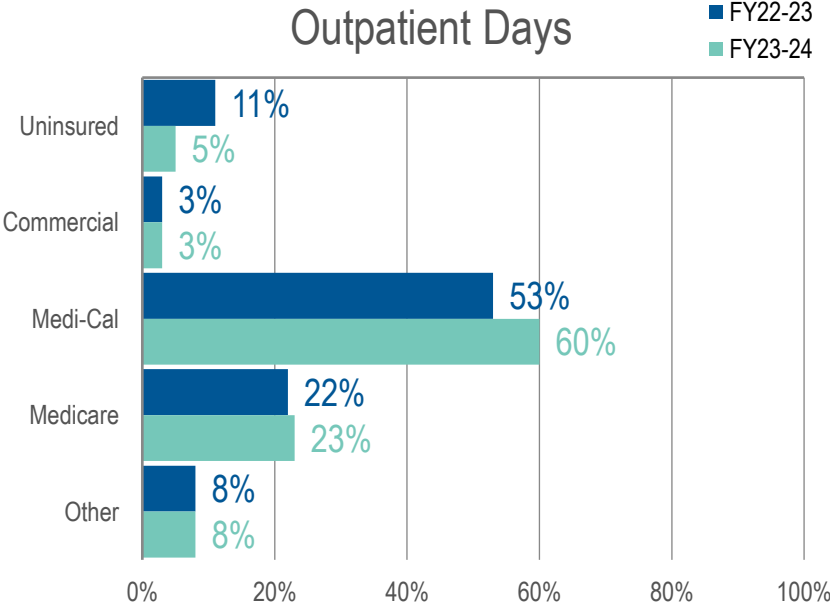
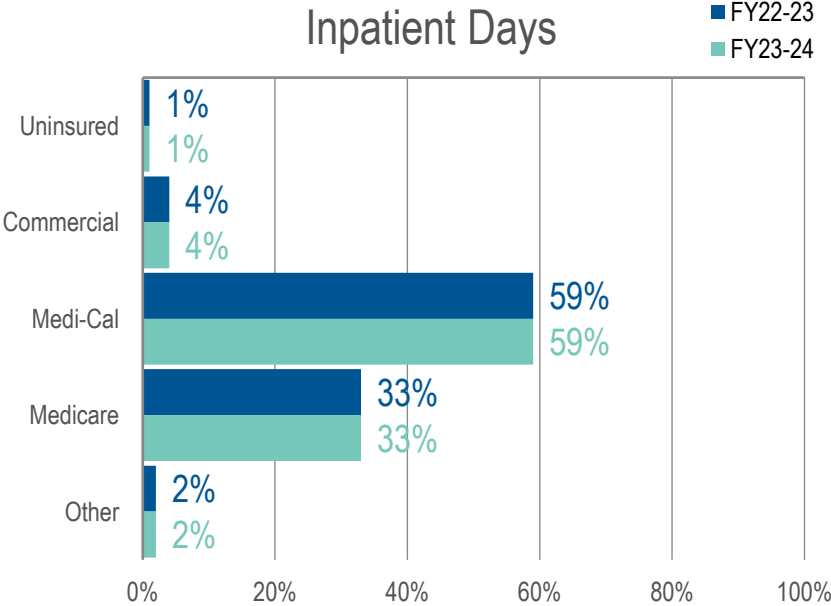
\*FY2024 General Fund Support may change due to Controller adjustments



\*\*FY 2023 General Fund Support may change due to Controller adjustments

# ZSFG Payor Sources

## Payor Sources



# Honors and Awards



## ZSFG Receives LGBTQ+ Healthcare Equality Leader Designation

For the second year, ZSFG met rigorous requirements from the Human Rights Campaign Foundation to receive the leader designation.



## BERT Team Receives Equity Quality Leaders Award

The California Association of Public Hospitals and Health Systems honored BERT, reaffirming the impact BERT makes on improving equity in our healthcare system.



## NICU Gold Star Award Winners

ZSFG's NICU received a gold star from the California Perinatal Quality Care Collaborative for going above and beyond to collect data for the collaborative database.



# Highlights

## Talk with Dr. Anthony Fauci

ZSFG hosted a talk with the former Director of the National Institute of Allergy and Infectious Diseases on the lessons learned from the Covid-19 pandemic.

## ZSFG Earns Additional Star

The Centers for Medicare and Medicaid Services awarded ZSFG an additional star, demonstrating progress toward meeting True North goals.





# Highlights



## Emergency Response Preparation and Activation

ZSFG engaged in two mass casualty incident exercises and held a weeklong incident command activation during the APEC conference.



## Cardiology Team Commended by America's Essential Hospitals

In December, the Cardiology team received recognition in a report for creating a pathway that reduced heart failure readmission rates.

# Staff Experience and Wellness

The Staff Experience team, part of ZSFG's Care Experience Department, continued to deliver innovative programs with a strong focus on engagement and safety.

## Employee Engagement

- More than half of DPH staff at ZSFG completed the DPH Employee Engagement Survey
- The ZSFG Staff Experience Team hosted two town halls in November to share survey results and solicit input.



## Wellness

- Wellness Center programming included yoga, Zumba, pet therapy sessions, chair massages, and culturally responsive celebrations.
- During Gratitude Month in November, Staff Experience provided a daily gratitude calendar with activities to help staff celebrate each other.



# Staff Experience and Wellness



## New Training Officers

The Department of Education and Training (DET) welcomed two full-time training officers to lead the relaunch of the workplace violence prevention training at ZSFG.



## ZSFG's Security Escort Pilot Program

The pilot program began stationing healthcare security trained officers at strategic locations throughout campus to escort employees to their vehicles during shift changes.



# Nursing

## Engaging and Developing Our Workforce

ZSFG worked closely with DPH's human resources department to streamline hiring and expedite onboarding of registered nurses. ZSFG closed the fiscal year with the most budgeted RN positions in its history and met budgeted staffing levels.

## Promotions

ZSFG proudly promoted several staff to registered nurse and nurse manager positions.



**“What I love most working at ZSFG is the opportunity to support and serve a diverse community with compassionate care ... I focus on strong communication, valuing diverse perspectives and prioritizing patient-centered approach.” – Wendy Falcon Santana, RN**

# Surveys

As more regulatory surveys resumed last year, hospital staff consistently rose to the occasion, demonstrating adherence to best practices and commitment to quality care and safety.



## **The Joint Commission (TJC) Triennial Reaccreditation Survey and Revisit Survey**

ZSFG hosted the TJC and received reaccreditation for both the hospital and nursing care center.

## **Centers for Medicare and Medicaid Services (CMS) 4A Skilled Nursing Facility (SNF) Survey**

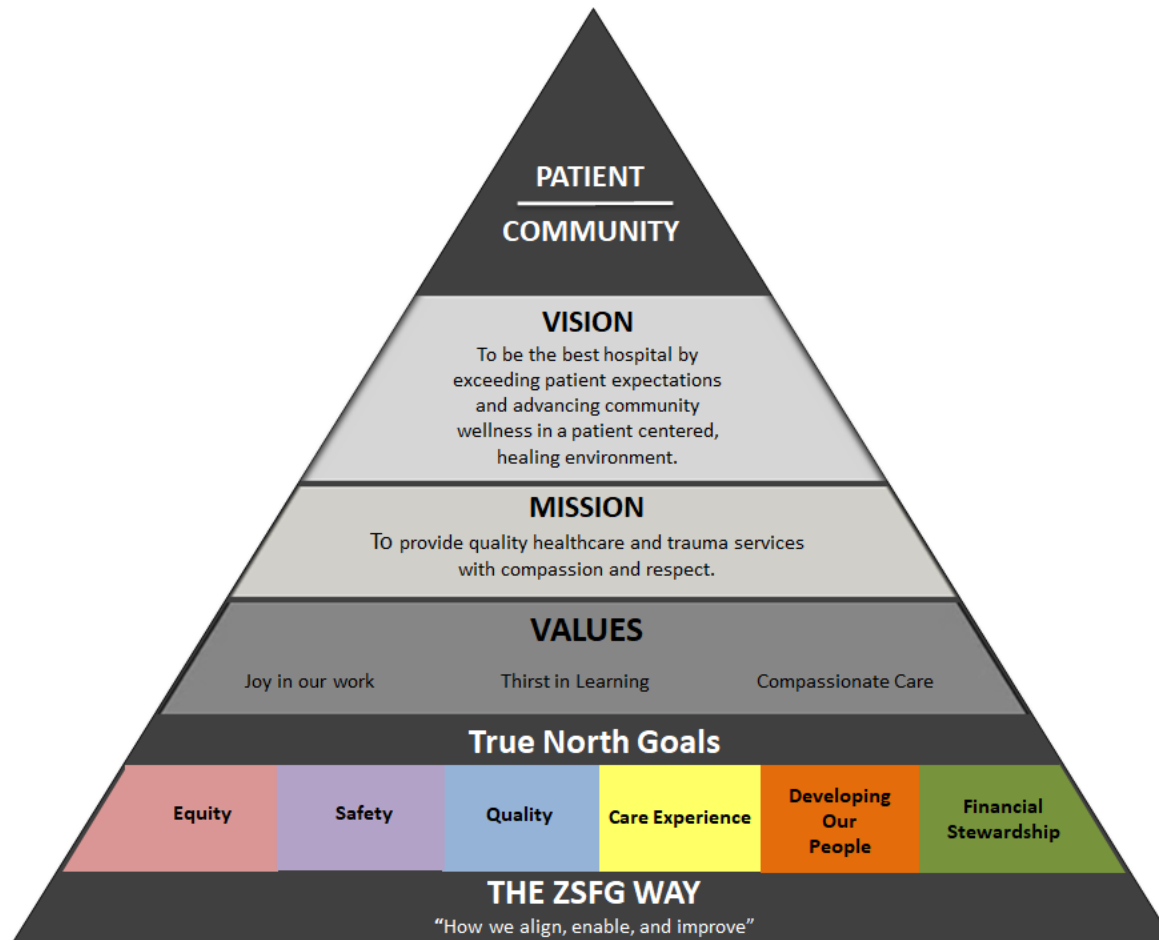
CDPH/CMS recertified the 4A SNF, commending their high-quality of care.

## **Baby-Friendly USA Recertification Survey**

Surveyors from Baby Friendly USA recertified the Family Birth Center team and complimented them for exceptional delivery of care.

# True North Strategies

## TRUE NORTH OVERVIEW





# True North Strategies

## TRUE NORTH OVERVIEW

True North Pillar	True North Metric	Baseline	Target	Actual
<b>Equity</b>	“Departments Driving Equity”	74%	65%	79%
<b>Quality</b>	Emergency Department ambulance diversion rate (%)	47%	35%	48%
	Department of Care Coordination lower level of care (patient days)	1,674	1,100	1,854
	Outpatient specialty care clinics with TNAA <= 21 days (% clinics)	85%	90%	86%
	Emergency Department left without being seen rate (%)	6.8%	4.0%	6.3%
	Perioperative – Operating Room add-on case completion (%)	58%	95%	65%
	<b>Safety, Care Experience</b>	Hospital-Acquired Pressure Injuries	.20	.20
Falls with Injury		.60	.45	.73
Sepsis Bundle Compliance		~25%	59%	28.3%
<b>Safety, Developing Our People</b>	Physical assaults with Injury	Average of 6 per month	<4 per month	Average of 5 per month
<b>Financial Stewardship</b>	Hospital Billing Denial Rates	18.6%	17%	16.9%

# Capital Projects

BUILDING OUR FUTURE



## Seismic Work in Building 5 Continued

The seismic renovation project reached a major milestone with completion of more than half of the 211 seismic improvements, ensuring the outpatient services building is ready for a major seismic event.



## Psychiatric Emergency Services Expansion

Construction of the new 6,927 square foot space began and is projected to double capacity for treating patients.



## Opening Otolaryngology/ ENT Clinic

Capital and Facilities Services teams configured a dedicated space for the ENT clinic and installed a testing hearing booth, allowing staff to treat more patients in a larger and more patient-friendly space.

# UCSF at ZSFG

## RESEARCH HIGHLIGHTS

### UCSF @ ZSFG Research Numbers

Total:	\$222.3M	Research Awards at ZSFG:	1,089
Non-Federal:	\$107.6M	Principal Investigators at ZSFG:	351
Federal:	\$114.7M		

### Ophthalmology

Found higher prevalence of ocular disease among unhoused population



### Anesthesia

Found pulse oximeters to be less accurate in people with darker skin tone



### Neurological Surgery

Research resulted in FDA approval of fast diagnostic blood test for concussions



### Orthopedic Surgery

Studied mechanisms of inflammation leading to delayed bone healing in elderly



# Partnership with the SF General Hospital Foundation

## Introducing the Community Impact Award

BEST Team (Bridge and Engagement Services) honored at Hearts in SF Gala

## Equity and Innovation Grants

Awarded more than 500 grants and \$12 million since 2004

## Transform Mental & Behavioral Health Fund

Raised more than \$8 million to date for mental health programs, services & improvements:

- Addiction Care Team
- In-Patient Psychiatry
- Psychiatric Emergency Services
- Social Medicine
- Solid Start
- Team Lily





# Community Outreach



## Patient/Family Member Forum Series

ZSFG Diversity, Equity, and Inclusion (DEI) Department partnered with the DPH Office of Health Equity (OHE) to host a series of forums to gather feedback from patients and their families about their experience at ZSFG.



## Overdose Prevention

ZSFG participated in a citywide event with SFHN and DPH to raise awareness about overdoses, combat the stigma around addiction, and increase knowledge about substance use disorder treatment.

# Staff Celebrations



## ZSFG Hosts Inaugural Equity Awards

ZSFG's DEI team and the Equity Council Committee honored staff, managers, and teams who made ZSFG a place where everyone feels valued, included, and welcomed.



## Risk Management Team Milestone

The team celebrated 10,000 SAFE report submissions through the ZSFG Safety Reporting System since the online tool went live in 2023.



## Trauma Awareness Month

ZSFG honored the thousands of lives lost and took a stand against gun violence.



# Our Patients

IN THEIR OWN WORDS



## Michael's Story

I was rushed to the ER at ZSFG after a near fatal motorcycle accident in May 2023. After 18 months of treatment, I was able to walk again. That was such a great day. I couldn't have gotten to this point in my recovery if it weren't for all the doctors, orthopedic surgeons, nurses, paramedics, social workers, and physical therapists who helped me after my accident. They all play a part.



## Maria's Story

I have been coming to the Avon Breast Center at ZSFG for 20 years and the staff is always caring and respectful. They make it easy for me to understand my treatment options – and I am grateful they explain everything in Spanish, my first language.

# Profiles

## ZSFG EXECUTIVE TEAM



Susan P. Ehrlich, MD, MPP  
Chief Executive Officer



Jeff Critchfield, MD  
Interim Vice Dean



Gillian Otway, MSN, RN  
Chief Nursing Officer



Gabriel Ortiz, MD  
Chief Medical Officer



Angelica Jourdain, JD, MHA  
Chief Administrative Officer



Adrian Smith, RN, MSN  
Chief Quality Officer



Christine Falvey, MPA  
Chief Communications Officer



Eric Wu, MPA  
Chief Financial Officer



Mary Mercer, MD, MPH  
Chief of Staff



Hemal Kanzaria, MD  
Chief Performance  
Excellence Officer



Angelica Almeida, PhD  
Chief Integrative Officer



Laurae Pearson  
Associate Dean  
Administration and Finance



Aiyana Johnson, MSW, MPH  
Chief Experience Officer

# Profiles

## SAN FRANCISCO HEALTH COMMISSION



Dan Bernal,  
Health Commission President  
January 2017 – October 2023



Laurie Green, M.D.,  
Health Commission President  
October 2023 - Present



Edward A. Chow, M.D.



Tessie M. Guillermo  
Health Commission Vice President



Cecilia Chung



Suzanne Giraud, Ph.D.



Susan Belinda Christian, J.D.



Karim Salgado



Mark Morewitz, MSW,



# In Summary



**Continuous  
Improvement:**  
True North Goals



**Wellness and  
Engagement:**  
ZSFG Community



**Gratitude:**  
San Francisco  
Community





**THANK YOU**

ZSFG is deeply grateful to the community of San Francisco.