

Fiscal Year  
2023-2024  
Annual Report

ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER



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SAN FRANCISCO GENERAL  
Hospital and Trauma Center



San Francisco  
Department of Public Health



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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# Welcome



## Ready and Resilient

I am proud to present Zuckerberg San Francisco General Hospital and Trauma Center's Annual Report that demonstrates, once again, the commitment, resilience, and excellence of our staff who work every day in service to our patients.

We all work together to build a culture of continuous improvement that enhances both patient care and staff well-being. We do this through our True North mission, vision, values, strategies, and metrics and by fostering an environment where staff regularly evaluate and refine their practices, always learning, always adapting. This dynamic approach creates a responsive health care system that prioritizes patient well-being and safety. And that's because, as the only Level 1 Trauma Center serving San Francisco, we have to be the best at what we do.

Our commitment to continuous improvement lives within every department, whether patient care, staff experience, environmental services, facilities, or capital projects. This year's annual report highlights many strides we made over the last year that I am thrilled to share with you. We are connecting with our community through outreach in deeper and more meaningful ways by soliciting feedback from some of the most underserved populations in our city. To further reduce disparities in patient care and staff experience, we are embedding equity goals and initiatives in every department of the hospital, and a large majority reported an equity improvement last year. And for the first time, we held our Annual Equity Awards to recognize staff who advanced equity at the hospital.

Ultimately, continuous improvement nurtures a motivated and engaged workforce who are ready for whatever challenges come our way. This dedication translates into higher quality care and improved patient satisfaction. We wouldn't want anything less than excellence for our San Francisco community.

The work reflected in this year's report would not be possible without support from the San Francisco Department of Public Health, the San Francisco Health Network, the San Francisco Health Commission, and our vital partnerships with UCSF and the San Francisco General Hospital Foundation. They all have our deep gratitude.

As always, it is an honor to serve you.

A handwritten signature in purple ink, appearing to read 'Susan P. Ehrlich'.

**Susan P. Ehrlich, MD, MPP**  
**Chief Executive Officer**

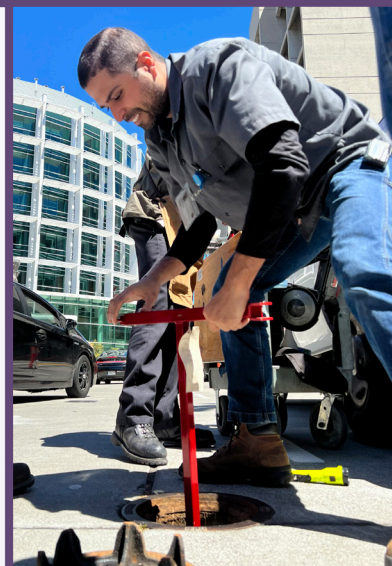
# About ZSFG and the San Francisco Health Network



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

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

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





# About ZSFG and the San Francisco Health Network

## Acute Hospital & Level 1 Trauma Center

Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, operated by the City and County of San Francisco's Department of Public Health (DPH). 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 and the only Level 1 Trauma Center in San Francisco.

## High Value Care

ZSFG is an integral part of the public health care delivery system working in partnership with SFHN to improve the health of the San Francisco community. We provide patients with timely, efficient, high-quality, and effective care in a welcoming and safe environment.

We are also one of the nation's top academic medical centers, partnering with the University of California San Francisco (UCSF) School of Medicine, Dentistry, Nursing, and Pharmacy on clinical training and research.

## Our Patients

ZSFG serves more than 100,000 patients every year with 20 percent of all ambulances in San Francisco being directed to ZSFG. We serve a diverse patient population, providing services in more than 20 languages to San Francisco's ethnically and racially diverse communities.

## San Francisco Health Network (SFHN)

ZSFG is part of SFHN, DPH's integrated delivery system of care. SFHN was launched in 2014 as San Francisco's first complete system of care with the goal of improving the value of services provided to patients, staff, and all San Franciscans. The mission of SFHN is to provide high-quality health care that enables all San Franciscans live vibrant healthy lives, regardless of income, immigration status, or insurance coverage. The vision of SFHN is to be every San Franciscan's first choice for health care and well-being.



San Francisco  
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ZSFG operates the only Level 1 Trauma Center serving San Francisco and Northern San Mateo County and serves as the hub of the City's disaster response in an earthquake or major crisis.

# About ZSFG and the San Francisco Health Network

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## Acute Care

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

## Urgent Care

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

## Ambulatory Care

As part of the San Francisco Health Network, ZSFG operates four of 14 SFHN primary care clinics. ZSFG is the network's sole provider of specialty care services.

## 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.

## UCSF at ZSFG

Since 1873, UCSF has been a partner in public health with ZSFG. Through this unique affiliation, UCSF physicians and scientists provide top-notch medical care and cutting-edge research that is available to all San Franciscans.

## Academics and Research

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

**Ranked Tier 1** in Research and Primary Care by US News and World Report Best Medical Schools

**1,540** University faculty & staff

**576** Active faculty on ZSFG medical staff

**659** Courtesy faculty on ZSFG medical staff

**305** Affiliated professionals

**1,030** House staff that rotate throughout the year at ZSFG

**800** Residents

**230** Clinical fellows

## 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/Trauma
- ◆ Geriatrics
- ◆ Obstetrics/Gynecology
- ◆ Hematology/Oncology
- ◆ Infectious Diseases
- ◆ Nephrology
- ◆ Neurology
- ◆ Neurosurgery
- ◆ Ophthalmology
- ◆ Oral and Maxillofacial Surgery
- ◆ Orthopedic Surgery
- ◆ Otolaryngology (ENT)
- ◆ OTOP-Ward 92
- ◆ Pain Clinic
- ◆ Palliative Care
- ◆ Plastic Surgery
- ◆ Pulmonary
- ◆ Rheumatology
- ◆ Vascular Surgery
- ◆ Urology





# ZSFG by the Numbers

FISCAL YEAR 2023-2024

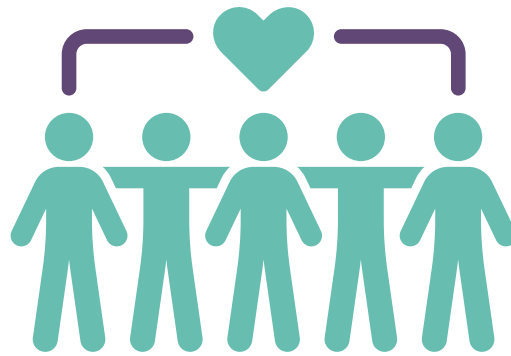


Patients Served

**101,759**

Department of  
Public Health Staff

**3,254**



UCSF Staff  
at ZSFG

**2,570**



Trauma Activations

**2,203**



Medical and Psychiatric  
Care Emergency Visits

**69,273**



Urgent Care Visits

**48,394**



Licensed Beds

**397**

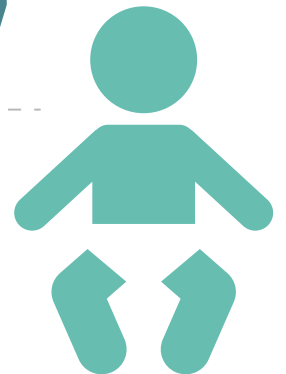


Outpatient Visits

**291,361**

Babies Born

**1,205**



# ZSFG by the Numbers FISCAL YEAR 2023-2024

FY 22-23 FY 23-24

## Gender

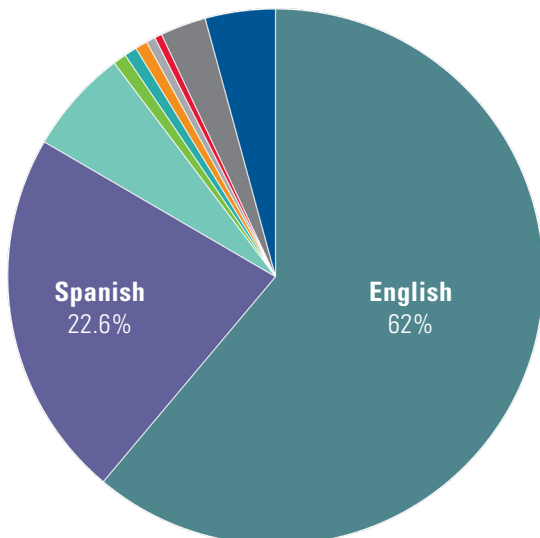
Male	51%	50%
Female	49%	50%

## Race/Ethnicity

Black / African American	13%	13%
Asian	20%	20%
Native Hawaiian or Pacific Islander	1%	1%
Native American	0.45%	0.45%
Latine/x	42%	43%
White	16%	16%
Other / Unknown	6%	7%

## Primary Language Patient Demographic

English	62%
Spanish	22.6%
Cantonese	6.4%
Mandarin	0.81%
Russian	0.77%
Vietnamese	0.75%
Tagalog	0.56%
Toishanese	0.45%
Other	2.8%
No Data	4.3%



FY 22-23 FY 23-24

## Age

Under 18	13%	13%
18-24	7%	7%
25-44	31%	31%
45-64	30%	30%
Over 64	19%	19%

## 4A Skilled Nursing Care

Average Length of Stay	35	31
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## Mental Health Rehabilitation Center

Mental Health Rehab Admissions	56	53
Mental Health Rehab Days	13,394	13,584

## Emergency Services

Emergency Visits <i>(includes inpatient admits)</i>	59,829	65,130
Psychiatric Emergency Visits <i>(includes inpatient admits)</i>	4,320	4,143
Urgent Care Visits	44,887	48,394

## Acute Care Services

Acute Admissions	12,516	12,978
Acute Psychiatric Admissions	712	567
Acute Patient Days	89,286	91,247
Acute Psychiatric Days	17,277	17,870
Average Daily Census for Medical/ Surgical Services	245	249
Acute Psychiatry Average Daily Census	47	48

## Office Visits

Visits*	280,592	291,361
Primary Care In-Person Visits	85,572	93,222
Primary Care Telehealth Visits	16,566	13,181
Specialty Care In-Person Visits	154,851	162,216
Specialty Care Telehealth Visits	23,603	22,742
Diagnostic and Other Services	250,078	258,706

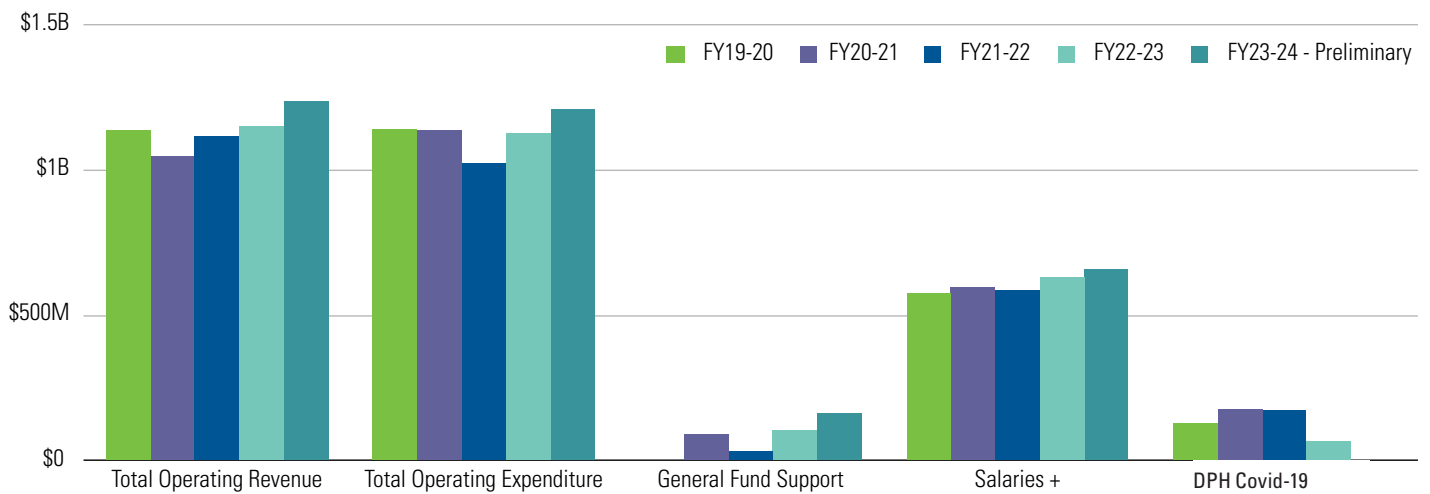
\*Numbers include primary and specialty care visits



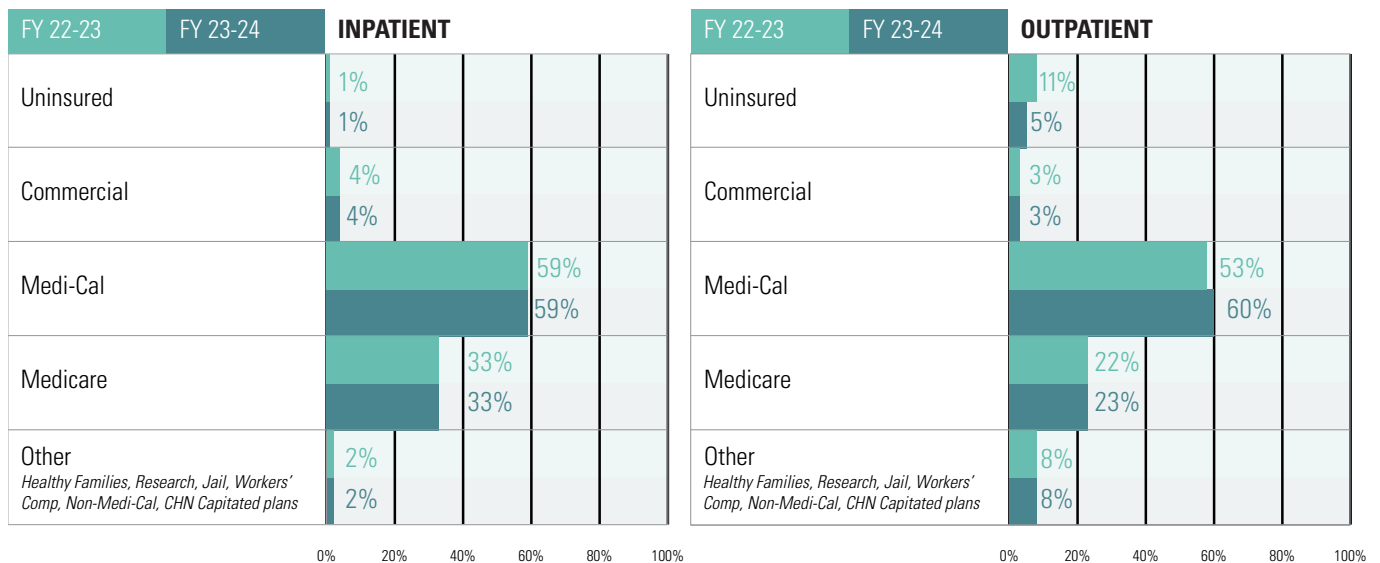
# ZSFG by the Numbers FISCAL YEAR 2023-2024

Financials	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24 PRELIMINARY
Total Operating Revenue	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



## Payor Sources



# Honors and Awards

The following honors, awards, and recognitions are a testament to the hospital's quality of care, services, and overall performance. These recognitions would not be possible without the hard work by all of our dedicated staff. Following is a selection of honors and awards.

## The American Society of Gastrointestinal Endoscopy (ASGE) Honors ZSFG

ASGE applauded ZSFG for its ongoing commitment to quality and safety in gastrointestinal endoscopy, as evidenced by meeting the Endoscopy Unit Recognition Program's rigorous criteria. ZSFG Endoscopy is the only unit in San Francisco that holds this honor.

## Emergency Department Recognized at ACEP Scientific Assembly

The ZSFG Emergency Department team received recognition in October 2023 at the American College of Emergency Physicians (ACEP) Scientific Assembly in Philadelphia for their Quality Improvement challenge submission. ZSFG staff highlighted the team's efforts in diversity, equity, and inclusion, in their presentation, "Lost in Interpretation: Addressing Gaps in Interpreter Use Documentation," which won in the Reducing Disparities category.



During the month of Pride on June 11, 2024, Dr. Ehrlich received a Certificate of Honor from the San Francisco Board of Supervisors for her commitment to care and community.

## California Health and Human Services Agency Names ZSFG to Maternity Honor Roll

California Health and Human Services included ZSFG in its annual Maternity Honor Roll as one of the hospitals in the state that consistently demonstrates a strong culture of safety across multiple departments.

Specifically, ZSFG met the 23.6 percent c-section rate target for low-risk births among first time pregnant people. The agency uses this criterion because c-sections increase a birthing person's risk for an adverse event.



# Honors and Awards



## Dr. Andre Campbell Honored by Mayor London Breed

Mayor London Breed proclaimed November 2, 2023, as Dr. Andre Campbell Day at a celebration in City Hall. Dr. Campbell also received a commendation from Governor Gavin Newsom and a resolution in his name from the California State Legislature for his achievements.

Dr. Campbell's contributions are many, including initiating both the Surgical Care Fellowship and the Acute Care Surgery Fellowship within the Department of Surgery, primarily based at ZSFG. His commitment to education and unwavering dedication to providing the highest level of patient care have culminated in these well-deserved recognitions.

Dr. Andre Campbell also recently concluded his term serving as the 28th President of the Society of Black Academic Surgeons. Dr. Campbell provides care to trauma patients at ZSFG and also serves as a professor of surgery and the Vice Chair of Diversity, Equity, and Inclusion at UCSF.

## BERT Team Receives Equity Quality Leaders Award

In December 2023, the California Association of Public Hospitals and Health Systems (CAPH) awarded ZSFG's Behavioral Emergency Response Team (BERT) with the Quality Leaders Award for Equity. CAPH helps shape policies for California's public hospitals, with a focus on improving equity in our healthcare system. Recognition from such a distinguished organization reaffirms the impact of the BERT program in advancing equity and safety within the hospital community.



# Honors and Awards

## ZSFG Receives LGBTQ+ Healthcare Equality Leader Designation

For the second year in a row, the Human Rights Campaign Foundation recognized ZSFG as an LGBTQ+ Healthcare Equality Leader in its annual Healthcare Equality Index. The Human Rights Campaign Foundation is the educational arm of the Human Rights Campaign, America's largest civil rights organization working to achieve equality for LGBTQ+ people.

ZSFG met rigorous requirements in order to receive the Healthcare Equality Leader designation, including collecting sexual orientation and gender identity information from patients to track health care needs for the LGBTQ+ community, requiring bias elimination training by staff, and using preferred pronouns in health records.

This recognition is a testament to ZSFG's ongoing efforts to provide culturally supportive and gender-affirming care to LGBTQ+ patients, eliminate disparities in health care access and outcomes, and champion equality and inclusivity in every aspect of the hospital's work.



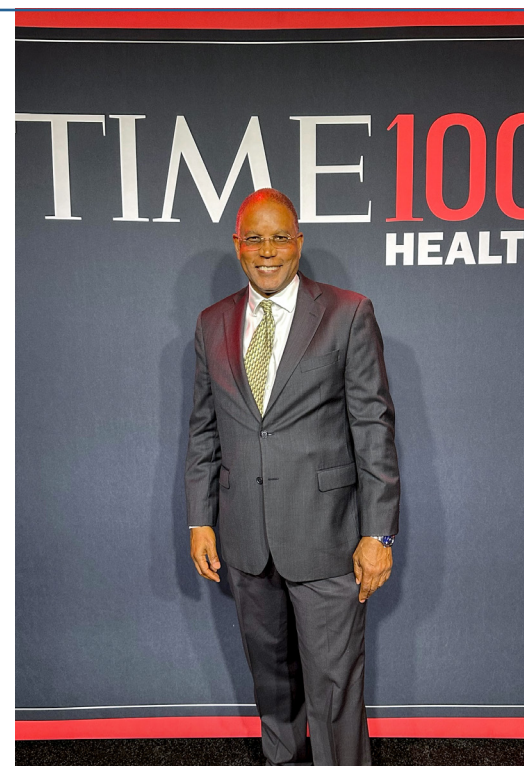
## Dr. Neil Powe Recognized by TIME Magazine

This fiscal year, Neil Powe, MD, MPH, MBA, Chief of Medicine at ZSFG and a professor at UCSF, was recognized by TIME100 as one of the most influential people in Health of 2024 for his work fighting transplant bias.

In 2020, Dr. Powe and Cynthia Delgado, MD, a nephrologist at UCSF and the San Francisco Veterans Affairs Medical Center, co-chaired a task force formed by the National Kidney Foundation and the American Society of Nephrology to review how race factors into how patients are evaluated for kidney transplants.

Many Black/African American (B/AA) candidates were placed too low on kidney transplant wait lists, due to the way some indicators factored their race into the ranking.

The United Network for Organ Sharing began using a revised evaluation based on recommendations from Drs. Powe and Delgado to improve wait times for B/AA patients already on the list.





# Honors and Awards

## Department of Emergency Management Awards ZSFG's Theresa Sandholdt with EMS Hospital Provider Award

In May 2024, Mayor Breed joined the Department of Emergency Management, Dr. Colfax, Dr. Ehrlich, Dr. Colwell, and other City leaders to honor San Francisco Emergency Medical Services (EMS) providers during the 2024 San Francisco EMS Awards. Theresa Sandholdt, RN, EMS liaison, and base hospital coordinator at ZSFG received the EMS Hospital Provider award this year. The award recognizes staff who exhibit exemplary performance in quality of patient care, or who has performed an extraordinary act in attempting to save a life.



Theresa has been an emergency nurse with ZSFG for the past 22 years and the EMS coordinator for the hospital for the past seven. With her decades of experience providing critical care to patients in need, she was recognized for her pivotal role as the liaison between EMS and the hospital's Emergency Department staff.



## NICU Gold Star Award Winners

ZSFG's Neonatal Intensive Care Unit (NICU) received a Gold Star from the California Perinatal Quality Care Collaborative. The Gold Star is awarded to NICUs that go above and beyond to collect and submit data to the California Perinatal Quality Care Collaborative database. This work was made possible by dedicated staff led by Gillian Otway, MSN, RN, Chief Nursing Officer, and the NICU Leadership Team Srujana Rallabandi, MBBS, MPH, Shilu Ramchand, Liezl Uy, and Jenny Ng.





# Highlights

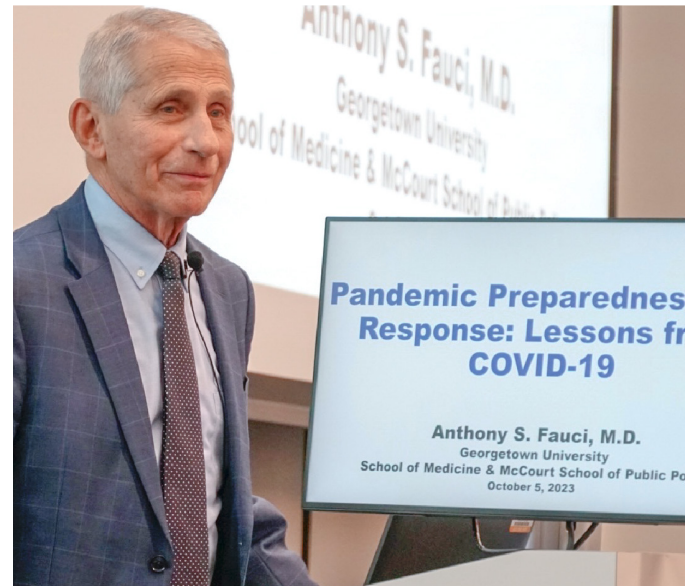
The past fiscal year included significant events and initiatives that underscored ZSFG's commitment to excellence in healthcare. From engaging conversations with leading public health experts, such as Anthony Fauci, MD, and Department of Health & Human Services (HSS) Director Secretary Xavier Becerra, to efforts in emergency preparedness and advancements in heart failure care, ZSFG has strengthened its ability to serve our community. These highlights reflect our dedication to continuous improvement and providing equitable healthcare for all.

## A Conversation with Dr. Fauci about Covid-19 Lessons Learned

In partnership with DPH and UCSF, ZSFG hosted a talk by Dr. Fauci at UCSF Pride Hall in October 2023. The former Director of the National Institute of Allergy and Infectious Diseases engaged the audience in a conversation on the lessons learned from the Covid-19 pandemic that included a Q&A session. DPH Director Grant Colfax, MD; Dr. Ehrlich; other DPH, ZSFG, and UCSF leaders; and staff who were stationed at the Covid-19 incident command center during the pandemic attended the event.

Dr. Fauci also shared his experience of decades in public service and applauded San Francisco's Covid-19 response of mandatory masking, stay-at-home orders, and vaccine accessibility and equity.

The success of San Francisco's Covid-19 response relied on quickly putting public health principles into action and adapting to outcomes in real time through the lens of health equity, which was informed by Dr. Fauci's leadership.



## ZSFG Earned Additional Star from Centers for Medicare & Medicaid Services

ZSFG earned an additional star from the Centers for Medicare & Medicaid Services (CMS) in July 2023, demonstrating the significant progress ZSFG is making toward achieving its True North goals of equity, safety, quality, care experience, financial stewardship, and, above all, continuous improvement. The CMS star rating is made up of more than 40 measures, including mortality rates, safety of care, readmissions, reported patient experiences, and timely and effective care. ZSFG diligently validated and submitted data to CMS and found many opportunities to align our Star rating with hospital-wide performance improvement efforts.

# Highlights



## Emergency Response Preparation and Activation

This fiscal year, ZSFG engaged in two mass casualty incident exercises (MCI) and held a weeklong incident command activation as San Francisco hosted the international Asia-Pacific Economic Cooperation Summit, which brought world leaders and more than 20,000 people to the city. ZSFG’s Hospital Incident Command System was activated and the team worked with DPH’s Emergency Preparedness and Response team and the City’s Emergency Operations Center. As the only Level One Trauma Center in San Francisco, the hospital plays a unique role when national and world leaders visit.

DPH coordinated with UCSF during the two MCI exercises. Staff received refreshers on triage systems and the Incident Command System. In particular, the Emergency Department practiced disaster communications and workflows, including triaging, assessing, and treating patients. ZSFG also engaged other hospitals and departments, including the City’s EMS, and Fire and Police departments during the exercises. These activations engage hospital staff and strengthen our partnerships with other city agencies, ensuring that the hospital is prepared for the next emergency.



## HSS Secretary Becerra Visits ZSFG to Advocate for Reproductive Health

In January 2024, HSS Secretary Xavier Becerra visited ZSFG and met with staff at UCSF Pride Hall.

Daniel Grossman, MD, of UCSF’s Advancing New Standards in Reproductive Health, a collaborative research group at UCSF, facilitated the discussion, which focused on national reproductive health issues, necessary legislative changes, and the ongoing commitment to women’s health rights. Secretary Becerra acknowledged ZSFG and UCSF’s leadership in women’s health rights and in providing compassionate care to everyone.

# Highlights

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## Emergency Department (ED) Triage Improvement Event

As part of ZSFG’s strategic plan to improve flow and access, the ED participated in a three-day improvement workshop with the goal of reducing the hospital’s “left without being seen” rate. This workshop served as a forum for a multi-disciplinary team of physicians, nurse practitioners, nurses, and executive sponsors to review current state workflows across all roles, identify areas of opportunity related to patient flow and communication, and develop a future state that supports staff and patients in receiving the right care, at the right time, in the right place.

Following the workshop, the core team is working on further testing and refining each recommendation, with a phased rollout that is supported by dedicated coaches in triage to coach staff around new workflows.

## Ending the Masking Health Order for Covid-19

As Covid-19 hospitalizations continued to decline last fiscal year, ZSFG continued to stabilize and normalize operations. The San Francisco Health Officer Order that required masking in all healthcare settings expired on May 1, 2024, and returned decision-making back to individual medical centers and health networks. In response, ZSFG updated its masking guidelines, taking into account input from ZSFG and SFHN stakeholders across a wide variety of clinical areas and programs that serve a diverse patient population. With the goal of optimizing patient care as well as patient and staff safety, ZSFG required staff to mask when performing direct patient care unless it interfered with treatment. Staff were also required to mask in patient rooms or near patients in clinical settings such as nurse stations.

Additionally, outpatient clinics and procedural areas resumed normal schedules. ZSFG continues with Covid-19 protocols to mitigate risk of asymptomatic transmission to patients and staff through use of surveillance testing and exposure follow up.

## NOVA-12 SF Walk to Raise Breast Health Awareness

On October 14, 2023, Avon Breast Center staff and patients joined hundreds of other walkers on NOVA-12 SF, a 12-mile walk that included the Golden Gate Bridge, to raise awareness for breast cancer detection and treatment. The walk represents the 12 percent of women who develop breast cancer, and the winding route through the city – from Fort Mason to the Bayview Opera House – highlights breast cancer disparities in our local community. Staff educated the public about the risk of breast cancer and encouraged them to talk to their providers about breast cancer screenings.



## Med-Surg Nursing Training Program

Through the months of April to June 2024, the Med-Surg Department held nursing trainings to ensure that our new nursing school graduate hires are well-prepared to care for patients on the inpatient units and contribute as future problem solvers and leaders. The program included local experts delivering the latest training on opioid use disorder, wound care, falls prevention, the Kaizen Promotion Office, IV care, and telemetry.



# Highlights



## ZSFG's Cardiology Team Recognized in America's Essential Hospitals Newest Report

In December 2023, the ZSFG Cardiology team was recognized in "America's Essential Hospitals" report, "Novel Hospital Initiatives to Target Cardiovascular Disease Disparities." As part of the interdisciplinary Heart Team initiative, staff in the Cardiology Department developed and implemented a Heart Failure Care Pathway in the electronic health record that incorporated machine learning based risk prediction and patient specific decision support tailored to the population's needs by targeting social determinants of health. This intervention led to a more than 13 percent drop in 30-day readmission rates, a reduction in the mortality rate, and a decrease in racial disparities in readmissions.



## Transforming Heart Failure Care at ZSFG

Heart failure is a major health issue, impacting millions of Americans annually, with a disproportionate impact on Black/African American (B/AA) patients. Before 2017, ZSFG confronted substantial challenges in managing heart failure cases, including high readmission and mortality rates, as well as considerable care disparities for B/AA patients.

To address these challenges, SFHN and ZSFG initiated a comprehensive heart failure population health and health equity initiative. They formed a "Heart Team" comprised of heart failure experts and primary care providers and specialists from Addiction Medicine, Palliative Care, and Social Medicine. Together they established the HeartPlus Clinic, a single clinical home for managing patients with heart failure with substance use issues. The work led to the following remarkable results:

- A **13% absolute reduction** in 30-day all-cause readmission rates
- A **6% reduction** in 1-year heart failure mortality
- The **elimination of equity gaps** between B/AA patients and the general heart population.



# Highlights

## UCSF Pride Hall Ribbon Cutting

Hospital and community leaders attended a ribbon cutting of UCSF Pride Hall on September 12, 2023, culminating 20 years of collaboration between San Francisco leadership and the UCSF Chancellor's team and the School of Medicine, and further strengthening the 151-year partnership between DPH and UCSF. The state-of-the-art facility serves as a hub of research and academics in improving health outcomes for the ZSFG patient community and beyond, as well as providing a training ground for the next generation of physicians and scientists. This is an incredible accomplishment and milestone for the entire ZSFG community.



## Dedication of Dr. David Sanchez Way

On July 13, 2023, Dr. Colfax – along with Health Commissioner Dan Bernal, Vice Dean for the School of Medicine at ZSFG Elena Fuentes-Afflick, MD, elected members of the City, and community members – joined in the celebration of the official street dedication of Dr. David Sanchez Way between Building 5 and the new UCSF Pride Hall. Dr. David Sanchez's family joined the dedication as friends and colleagues shared their deep appreciation and memories of Dr. Sanchez.

Dr. Sanchez was a beloved advocate and leader in the city who served on the San Francisco Health Commission for 22 years and was instrumental in connecting ZSFG to the community through the development of significant programs for children, urban health, and the Latine/x community. After his 36-year tenure with UCSF, he retired in 2005 and passed away peacefully in December 2020.



# Staff Experience and Wellness

The physical and mental well-being of our dedicated staff of caregivers is critical to ensuring ZSFG is prepared to care for the residents of San Francisco.

This fiscal year, ZSFG continued its focus on staff wellness with innovative programs and a focus on staff input and engagement. Over the past year, the Staff Experience team, operating within ZSFG's Care Experience Department, continued to make significant strides to enhance the comprehensive wellness of our staff.



## Employee Engagement

In order to better support staff well-being and improve patient experience, staff were invited to provide input on the DPH Employee Engagement Survey. More than 50 percent of DPH staff at ZSFG completed the survey.

The Staff Experience team analyzed the survey data and identified areas to increase efforts including addressing employee well-being, keeping staff safe, providing resources and increasing communication. ZSFG leadership is working with the Staff Experience team to develop an employee strategic plan around these key areas to help cultivate a superior work environment that benefits staff and elevates ZSFG's standard of care.

In November 2023, the Staff Experience team held two all-staff town hall meetings to present the results of the employee engagement survey. These sessions provided employees with an opportunity to ask questions and offer additional feedback. From February to May 2024, leader sessions were conducted, during which department-specific data was shared through dashboards, and leaders received coaching and guidance to identify areas for improvement.

The survey results shaped ZSFG's strategy, "Thriving Together: Building a Supportive and Safe Environment for ZSFG's Dedicated Workforce." This initiative is led by Chief Experience Officer Aiyana Johnson and supported by a diverse team of stakeholders. The strategic goals focus on improving staff experience and addressing physical assaults that result in injury.



# Staff Experience and Wellness

## Wellness Center Programming

ZSFG's Wellness Center continued to program a rich variety of events and activities to nourish the minds, bodies, and souls of our staff. Every week staff had the opportunity to relax during a noontime well-being lounge or improve their physical fitness at yoga, Zumba, and Total Body Bootcamp classes. The Pet Therapy Well-Being Pop Up, featuring some adorable and friendly dogs brought to campus by the San Francisco Society for the Prevention of Cruelty to Animals, continued to be popular with staff, as were the regular massage therapy sessions and Valentine's Day hot chocolate social. Throughout the year, the Wellness Center hosted cultural events such as the Heritage Hour, a jazz music performance during Black History month, and a serenity lounge during Asian American Pacific Islander month.



## Gratitude Month

Noting the growing body of scientific evidence that practicing gratitude every day can lower blood pressure and improve mood, the Staff Experience Team continued its Gratitude Month programming in November. The program included a daily gratitude calendar full of wonderful activities to help staff celebrate themselves and each other. Staff enjoyed a rejuvenating day spa, hand massages, tarot card readings, and nourishing treats. Practicing gratitude is also beneficial to providing care and interacting with patients and colleagues.



# Staff Experience and Wellness

## New Training Officers

In May 2024, the Department of Education and Training (DET) welcomed two full-time training officers to lead the relaunch of workplace violence prevention training at ZSFG. This revamped program will leverage curriculum from the Crisis Prevention Institute (CPI), emphasizing communication, proactive verbal de-escalation strategies, and safety intervention skills. The initiative marks a significant shift to a centralized training model managed by DET, underscoring workplace violence prevention as a critical element of ZSFG's campus safety strategy. The training will focus on five priority areas: The Emergency Department, Psychiatry/Psychiatric Emergency Services, Medical Surgery, Urgent Care, and the Behavioral Health Center.



## ZSFG's Security Escort Pilot Program

As part of ZSFG's ongoing efforts to improve the safety of staff on campus, hospital leaders launched the new Security Escort Pilot Program in collaboration with hospital security staff, the Care Experience team, and DPH Security. In August 2023, the pilot program began stationing healthcare security-trained officers at strategic locations throughout campus to escort employees to their vehicles during shift changes. The security officers monitored foot traffic and deterred suspicious activities. Employees could also request safety vehicle escorts outside of scheduled shift changes by contacting the Sheriff's Office directly.



# Nursing

## Engaging and Developing Our Workforce

Nursing staff at ZSFG represent the diversity of the community and provide compassionate care to our patients. Nationwide, nursing staff is in high demand, and ZSFG is no exception. To ensure the best care for our patients and support for our staff, ZSFG worked closely with DPH's Human Resources Department to streamline the hiring process and expedite the onboarding of registered nurses at the hospital. In the last year we have stabilized our RN workforce by adding new full-time RN positions, and we have improved retention through wellness programs and career advancement. As a result, ZSFG closed the fiscal year with the most budgeted RN positions in its history and met our budgeted staffing levels.

In addition, we proudly promoted several staff to registered nurse and nurse manager positions.

## Registered Nurse Promotions

### **Vivian Li, RN**

Medical Surgical Department  
Promoted from Certified Nursing Assistant

### **Roberta Javier, RN, BSN, PHN**

Medical Surgical Department Oncology/Palliative Care  
Promoted from Monitoring and Evaluations Assistant/  
Emergency Tech

### **Wendy Falcon Santana, RN**

Medical Surgical Department  
Promoted from Medical Evaluations Assistant

### **Bernadette Richard**

Medical Surgical Department  
Promoted from Monitoring and Evaluation Assistant



*"I love working at ZSFG because every week I meet new patients that teach me new things and skills about nursing, and I continuously find new and more efficient ways to meet their needs."*

– Vivian Li, RN

## Nurse Manager Promotions

### **Sukhdeep Randhawa, RN, BSN**

Inpatient Med Surg Nurse Manager

### **Frank Ladra, RN, BSN**

Inpatient Med Surg Nurse Manager

### **Jennifer Berke, MSN, MPA, RN, PHN**

Nurse Manager of Nursing Workforce Development, Quality, and Clinical Education

### **Charisse Li, RN, BSN, PHN**

San Francisco Behavioral Health Center Director

### **Joan Pauline Torres**

Behavioral Emergency Response Team (BERT) Nurse Manager

### **Celeste Arbis, RN, BSN**

Nurse Manager of Neuro and Surgical Intensive Care Unit

### **Tonia Vega**

Children's Health Clinic Nurse Manager

*"What I love most working at ZSFG is the opportunity to serve and support our 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. Through teamwork and shared dedication to excellence, our staff showcased their expertise and professionalism to meet or exceed standards and receive commendation from surveyors.

## The Joint Commission (TJC) Triennial Rec accreditation Survey and Revisit Survey

From February 13 through February 16, 2024, ZSFG hosted four TJC surveyors as the hospital and nursing care center programs were evaluated. Interdisciplinary colleagues worked together on improvement projects.

In March 2024, one TJC surveyor returned for a half-day revisit to reassess high-level disinfection processes to ensure ZSFG continues to provide quality and safe care to patients. ZSFG was awarded a successful triennial accreditation by The Joint Commission for both the hospital and nursing care center.

## The Joint Commission (TJC) Clinical Laboratory Survey

From June 11 through June 14, 2024, ZSFG hosted two TJC surveyors. The clinical laboratory and pathology teams took the lead to show the excellent work provided to ensure quality and safe care to ZSFG patients.



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

In June 2023, the 4A Skilled Nursing Facility was surveyed by the California Department of Public Health (CDPH)/CMS for its annual recertification evaluation. 4A SNF and hospital teammates demonstrated the high-quality care, highlighting a safe and hospitable place for 4A residents to feel at home as they heal and recover.

## American College of Surgeons (ACS) Trauma Survey

A successful Level 1 Trauma Program reverification was completed in July 2023 with zero deficiencies identified. This two-day virtual survey was conducted by the American College of Surgeons to ensure ZSFG meets necessary resources and personnel to provide optimal care for trauma patients.



# Surveys

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## **CDPH/FDA Avon Breast Center Annual Inspection**

In October 2023, coinciding with Breast Cancer Awareness Month, the Radiologic Health Branch of CDPH and FDA (Mammography Quality Standards Act) survey concluded at the Avon Comprehensive Breast Center with no findings.

## **DHCS Ward 93: OTOP Annual Survey**

In January 2024, one surveyor from the Department of Healthcare Services (DHCS) conducted an annual audit for a three-day on-site visit. Stellar remarks were shared by the surveyor about the program. No significant findings were identified.

## **American College of Surgeons Commission on Cancer (CoC) Reaccreditation Survey**

On March 28, 2024, ZSFG Cancer Program hosted its first site review at UCSF Pride Hall, welcoming one CoC Surveyor for an in-person visit. Cancer care activities from calendar years 2021 through 2023 were evaluated. During the visit, the site reviewer commended the Cancer Committee for exercising its collective voice in advocating for a Palliative Care Program that was revamped in October 2022. They celebrated the remarkably high enrollment to cancer clinical trials, the excellent discussions about effects of Covid-19 on breast cancer diagnostics and treatment, and barriers to care.

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

In November 2023, ZSFG hosted a two-day virtual Baby-Friendly USA recertification survey, which occurs every five years. The surveyors complimented the Family Birth Center team and supporting partners for the exceptional delivery of care, resulting in a low number of improvement opportunities and re-certification.

## **CMS Psychiatry Complaint Validation Survey**

From March 26 through April 3, 2024, the CDPH, representing the CMS, investigated complaints by residents on the inpatient psychiatry units at ZSFG. The Psychiatry Department, in partnership with the Department of Care Coordination (DOCC), Social Work, and Patient Access (Eligibility) departments, rapidly responded by developing, implementing, and auditing to ensure quality and equitable care are in place for all ZSFG's inpatient psychiatric residents.

## **Behavioral Health Center (BHC) – Mental Health Rehabilitation Center (MHRC) Annual Survey**

In June 2024, ZSFG hosted three surveyors from the Department of Health Care Services (DHCS) while they conducted a three-day on-site evaluation of the BHC facility. The surveyors complimented staff on impeccable documentation of nursing notes, camaraderie and communication between staff and clients, as well as the MHRC's above and beyond hospitality.





# True North Strategies

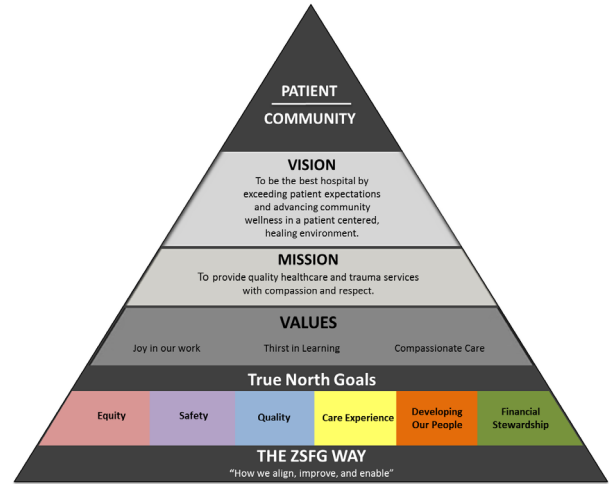
## OVERVIEW

True North is ZSFG’s unwavering commitment to the mission, vision, values, strategies, and metrics that represent our efforts to becoming the healthcare organization of choice for patients and staff. To ensure we are moving in the right direction, ZSFG developed a True North Scorecard.

The Executive Leadership Team focused on driving improvements to ensure ZSFG achieves our True North strategic goals by using A3 Thinking, Countermeasure Summaries, and the Daily Management System. At the base of this triangle are our True North Pillars: Equity, Safety, Quality, Care Experience, Developing Our People, and Financial Stewardship, which are underpinned by the system we use to guide improvement work, The ZSFG Way.

In 2023-2024, the Kaizen Promotion Office (KPO) facilitated a series of strategic planning sessions with the Executive Team to reflect on our past year’s performance and identify opportunities to further improve current strategies.

These strategic planning sessions resulted in the ZSFG Executive Team establishing annual performance metrics and accompanying strategic plan with executive owners and defined operational teams.



Fiscal year 2023-2024 focused on the continued refining of last year’s deployed strategies and the operationalizing of two new strategic initiatives.

ZSFG 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 fiscal year 2023-2024. The hospital’s goals are set ambitiously high reflecting our commitment to continuous improvement.

	Harmonizing and Synergizing Access and Flow Across the ZSFG Campus	Achieving Safe & Equitable Patient Care	Achieving Safe & Equitable Staff Experience	Revenue Cycle Optimization
	<b>Equity</b>			
<b>True North Pillar</b>	<b>Quality</b>	<b>Safety, Care Experience</b>	<b>Safety, Developing Our People</b>	<b>Financial Stewardship</b>
	Emergency Department Ambulance Diversion Rate	Hospital-Acquired Pressure Injuries	Physical assaults with injury	Hospital Billing Denial Rates
	Emergency Department Left Without Being Seen Rate	Falls with Injury		
<b>True North Metric</b>	Operating Room Add-on Case Completion Rate	Sepsis Bundle Compliance		
	Third Next Available Appointment Days			
	Lower Level of Care Patient Days			

At ZSFG, we believe everyone should have a fair and just opportunity to be as healthy as possible. Equity is different from equality: People with the greatest needs and fewest resources require more support to equalize opportunities and health outcomes.

Our goal is to address ongoing concerns about health disparities for San Francisco's populations of color and create an inclusive environment where all members of our community feel valued.

ZSFG continued its journey to becoming an anti-racist, equitable, and inclusive organization by focusing on three strategic areas: ensure workforce equity, eliminate health disparities, and build a culture of inclusion and belonging.

During fiscal year 2023-2024, ZSFG's Department of Diversity, Equity, and Inclusion (DEI) and its partners accomplished the following:

- **Equity-Driven Performance Improvement:**  
Embedded Equity throughout ZSFG True North by:
  - Increasing the percentage of departments with equity drivers in their annual Performance Improvement/Patient Safety reports from 65% to 80% by providing technical assistance for departments to identify and address disparities.
  - Including equity in each strategic initiative by stratifying ZSFG strategic annual targets and long-term outcomes by Race, Ethnicity, and Preferred Language (REAL).
- **Workforce Policies & Procedures:** Reviewed and modified hiring, promotion, and retention policies/practices to ensure equitable treatment by:
  - Advising the Human Resources Department on integrating equity into hiring, training, performance review, and discipline policies and practices.
  - Analyzing staff demographics by classification and race/ethnicity to focus employee equity efforts.
  - Publishing an onboarding assessment tool to support departments in setting up new staff for success.



Selected Metrics	Baseline (FY 22-23)	Target (FY 23-24)	Actual (FY 23-24)
% of departments with active improvement initiatives around equity and reducing disparities	74%	65%	<b>79%</b>

- Supervisor/Team Support: Provided resources to support supervisors/teams in creating inclusive and equitable workplace cultures by:**
  - Continuing the Relationship-Centered Communication for Equity in Teamwork (RCC-ET) trainings, led by six diverse frontline staff.
  - Adding “Advancing DEI” requirement for managers to obtain bonus compensation.
  - Coordinating staff event for Latine/x Month, and creating mezzanine displays for Latine/x, Native American, Black History, and Asian American & Pacific Islander months.
  - Integrating equity framework into ZSFG’s workplace prevention training (Crisis Prevention Institute).
- Equity Leadership: Strengthened equity leadership training for ZSFG workforce by:**
  - Creating the first Annual Equity Awards to recognize leaders, individual contributors, and teams at ZSFG for their contributions to advance equity through holding a ceremony and posting videos highlighting their work on ZSFG channels.
  - Building a support group for this year’s ZSFG Equity Champions cohort.
  - Providing technical assistance to ZSFG departments on DEI.
- Communication: Increased external and internal online communication regarding ZSFG equity efforts by:**
  - Creating the first ZSFG Equity Progress Report, which will be issued in September 2024.
  - Expanding the staff DEI website, sharing resources and opportunities and updating the external website for patients and community members.
  - Keeping staff updated through a quarterly newsletter.
- Patient Engagement: Established mechanisms for feedback from underserved patients/communities by:**
  - Coordinating patient review of informed consent form to ensure comprehension.
  - Hosting six public forums, drawing more than 150 patients and family members from across San Francisco with the highest percentage of ZSFG patients, including Mission, Excelsior, Bayview/Hunter Point, Visitacion Valley, and Civic Center/Soma neighborhoods. Three forums were conducted in Spanish, one was conducted in Cantonese, one targeted unhoused patients, and one targeted Black/African American community members.
  - Launching a patient survey that received more than 700 responses regarding access, cultural and linguistic responsiveness, and fairness/respectfulness of treatment.



## Harmonizing and Synergizing Access and Flow Across the ZSFG Campus

Healthcare quality falls into multiple domains that span effectiveness, efficiency, equity, patient centeredness, safety, and timeliness. In fiscal year 2023-2024, ZSFG turned its quality improvement efforts to operational readiness, specifically a focus on patient flow and improving access to care. In partnership with DPH and the SFHN, ZSFG identified key flow and access metrics that support flows challenges, but also align and support patient access across the entire care continuum network.

This strategic initiative sets forth a plan to:

- Reduce the amount of time ZSFG's Emergency Department (ED) diverts ambulances.
- Reduce the percentage of patients who leave the ED before being seen by a provider.
- Reduce the length of stay for inpatients with a lower level of care medical acuity.
- Increase the percentage of inpatients who receive indicated urgent surgical care within 24 hours.
- Increase the appointment availability rate for specialty clinics on campus.

These quality indicators are critical to supporting our patients and community in receiving the right care, at the right time, in the right place.

Over the last fiscal year, ZSFG implemented the following countermeasures to improve flow and access on campus:

- Increased funding to support additional attending-only teams for medicine, family medicine, and critical care.
- Opened unit H58 and funded an additional medicine faculty inpatient service.
- Utilized med-surg nurses in the Emergency Department to help with increased patient boarding.
- Created a dedicated lower level of care team that consists of a social worker, nurse, and physician, to round daily on lower level of care patients and help with complex discharges.
- Established a process for the Department of Care Coordination to identify early discharges and provide support to inpatient teams to help with discharges.
- Added additional day and weekend hours in Specialty Care Clinics to help provide more outpatient access and earlier appointments for patients.
- Formed partnership between the Urgent Care Clinic and the ED to evaluate and treat less critically ill patients to help decompress the ED waiting room.
- Conducted a rapid improvement workshop in the ED to engage staff and patients around improvements to the triage process.
- Secured funds to support the opening of a ninth Operating Room dedicated to performing inpatient surgeries.



# True North Strategies QUALITY

The next steps for this strategy are to ensure the consistent tracking of the following indicators across operational areas, and targeted problem solving to address those off-target, including the development of plans to communicate our progress to frontline staff.

Selected Metrics	Baseline (FY 22-23)	Target (FY 23-24)	Actual (FY 23-24)
Emergency Department Ambulance Diversion Rate (%)	47%	35%	48%
Emergency Department Left Without Being Seen Rate (%)	6.8%	4.0%	6.3%
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%
Perioperative – Operating Room Add-on Case Completion %	58%	95%	65%





## Achieving Safe & Equitable Patient Care

As healthcare providers, it is our responsibility to provide safe, high-quality care to the patients we serve. ZSFG leadership prioritized workplace safety through prior strategic planning cycles and saw significant reductions in harm events. While the Covid-19 pandemic resulted in an increase in harm events here and nationally, ZSFG leadership reviewed and strengthened our focus. Through our strategic planning process and by studying data associated with the chosen metrics, we made updates to the Harm Dashboard. To enable change to happen and be operationalized, teams from leadership and staff doing the work came together to create and reinvigorate Harm Taskforces for the key performance indicators. DPH also implemented a new, electronic incident-reporting software, called SAFE. The user-friendly nature and sophistication of the new system has yielded a much higher volume of reports from staff, and consequently provided more data to study.

To reduce patient harm, the team targeted three metrics for improvement. These harm events are being tracked through the monthly patient safety dashboard, Patient Safety and Performance Improvement Committee reports, the Daily Management System, root cause analysis, and condition-specific task forces.



Over the past fiscal year, the patient safety team has found success in:

- Implementing a new adverse event reporting system (SAFE).
- Re-invigorating current patient safety program and filling key vacancies.
- Partnering with the DEI team to review disparities in harm events.
- Launching unit-based leadership teams for high-risk areas to monitor and analyze harm data on a regular cadence.

Moving forward, the team will continue to support clinical departments in implementing countermeasures, while also determining what other patient harm events should be the next area of focus.

Selected Metrics	Baseline (FY 22-23)	Target (FY 23-24)	Actual (FY 23-24)
Hospital-Acquired Pressure Injuries	0.20	0.20	<b>0.05</b>
Falls with Injury	0.60	0.45	0.73
Sepsis Bundle Compliance	25%	59%	28.3%



## Achieving Safe & Equitable Staff Experience

Workplace violence is an issue for hospitals across the nation. Healthcare workers are nearly four times more likely than workers in most other industries to experience workplace violence. At ZSFG, the safety and security of our staff, patients, and visitors is one of our highest priorities.

To put this priority into action, ZSFG developed an organization-wide strategic plan with a holistic approach to keeping our patients and staff safe. This strategy focuses on creating an environment where staff feels safe and equipped with the tools to provide care to patients with compassion and respect.

To support our staff’s safety, this strategic plan focused on implementing the following:

- Supporting the Behavioral Emergency Response Team (BERT), which provides 24/7 non-violent crisis intervention and mental health services in Buildings 5 and 25, including a team dedicated to the ED. BERT responders regularly check in with departments and are available when incidents arise.
- Installing security package scanner in the ED lobby to prevent weapons from entering the hospital.
- Supporting department leaders through the ZSFG Workplace Violence Prevention Committee by providing timely and accurate data, engaging front line staff in root cause analysis, and facilitating the communication and sharing of best practices across high-risk areas.
- Violence Prevention Screening Tool to assess patient level of agitation more easily and accurately to use de-escalation techniques more proactively.
- Assault Governance Task Force to review all physical assaults with an equity lens and advise on improvements to response and prevention of these incidents in focused areas of the organization.
- Crisis Prevention Intervention trainers hired by the Department of Education and Training.



Selected Metrics	Baseline (FY 22-23)	Target (FY 23-24)	Actual (FY 23-24)
Reduce the # of physical assaults that lead to injury across 5 high risk areas.	Average of 6 assaults with injury per month, across all areas	On average, less than 4 assaults per month with injury, across all areas	Average of 5 assaults with injury, per month, across all areas



### Revenue Cycle Optimization

In January 2023, we converted to a Fee-for-Service (FFS) model from a capitated model to enhance our ability to capture revenue, ensuring that we can provide more comprehensive and patient-centered care to our community. Patient populations in the FFS model require a higher level of authorization review and denials management to ensure proper payment to ZSFG and the health plan for services provided. Inaccurate or incomplete authorization and denials managements results in lost revenues.

In order to achieve this goal, ZSFG’s Finance Team plans to implement the following countermeasure:

- Establish a Denials Taskforce to define root causes of denials and action plans to manage denial rate.

Moving forward, this team will focus on establishing the described task force to monitor denials, and to support clinical leaders in standardizing clinic schedules and rolling out patient self-scheduling.

Selected Metrics	Baseline (FY 22-23)	Target (FY 23-24)	Actual (FY 23-24)
Hospital Billing Denial Rate	18.6%	17%	16.9%





# Building Our Future

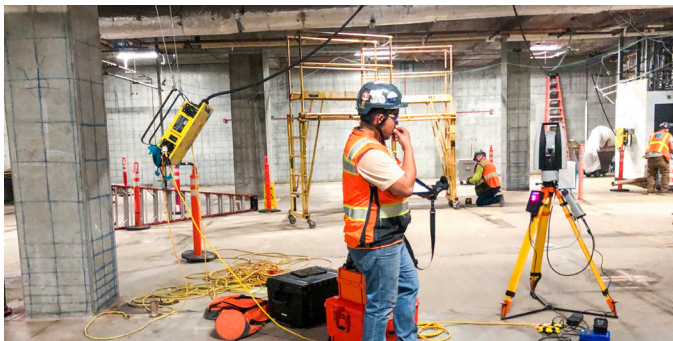
To enhance safety and care, the Capital Projects team, alongside Facilities Services and Environmental Services, worked diligently on upgrades and renovations across the ZSFG campus throughout the past fiscal year. These ongoing construction efforts deliver long-term benefits for both patients and staff. The following examples highlight progress on a selection of ongoing projects over the past year.

## Building 5 Projects



### Ground Floor: Public Health Lab (PHL)

Construction of wall frames and installation of plumbing and electrical systems are underway in the 11,487 square foot space. The project relocates the lab from 101 Grove Street to ZSFG, increasing testing capacity and improving sustainability and safety in case of a seismic event.



### First Floor: Psychiatric Emergency Services

Workers completed the demolition of the 6,927 square foot space and began construction, thanks to funding initiated under the 2016 Health and Safety Bond. Once the project is finished, PES will double its capacity for treating patients.



### First Floor: Pharmacy Upgrades and Improvements

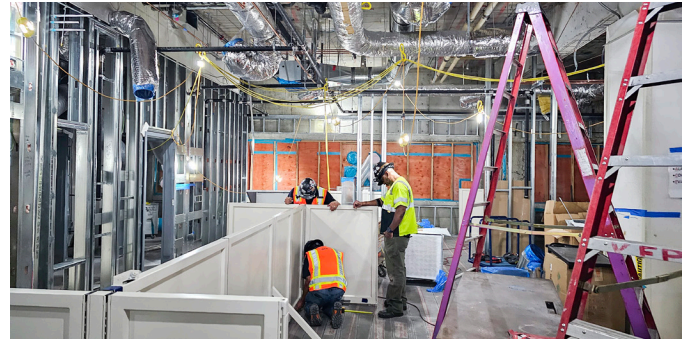
Three of the five phases of the pharmacy renovation project are complete, including upgrades to all modern equipment, installing new flooring, and enhancing the outpatient pharmacy clinic with new finishes.

# Building Our Future

## Second Floor:

### Clinical Lab Renovation and Track Replacement

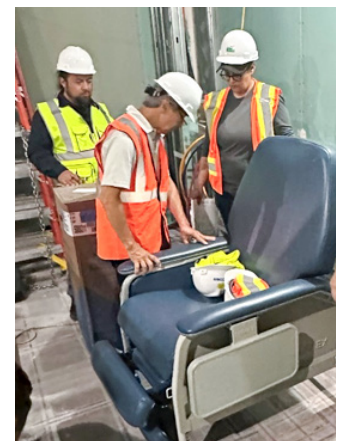
Construction of the new Clinical Lab space neared completion in July 2024, with installation of interior walls, plumbing, and electrical and cooling systems. Once installed, the Clinical Lab's robotic automatic track system will process blood and urine samples more efficiently. Also included in the project are new offices, a break room, a new telecommunications hub, and other lab equipment.



## Third Floor:

### Dialysis Clinic Relocation

A new dialysis clinic with modern equipment is more than halfway complete. Construction continues with installation of walls, patient bays, and dialysis systems, including intricate and high-tech plumbing systems.



## Fourth Floor:

### Opening of Otolaryngology/Ears, Nose and Throat (ENT) Clinic

Working to meet growing patient demand and expand services, the 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.



## Building 5

### Seismic Projects

Last year, the seismic renovation project reached a major milestone with completion of more than half of the 211 seismic upgrades. These retrofits ensure our main outpatient services building is ready for a major seismic event. As part of the seismic work, capital projects, facilities, and environmental services worked together to move patient units out of construction areas and back after work was completed.





# Building Our Future

## Other Campus Improvements

Facilities Services tasked several specialists and engineers to make improvements and enhancements on the hospital campus over the last year. Here are some highlights:



Routine Maintenance of Historic Campus Buildings

## Water Main Repair

ZSFG Facilities Services staff assisted vendors in repairing a ruptured section of piping outside of the service building. Facilities plumbers replaced about 20 feet of pipe in two days to ensure water supply to campus facilities.



Protective Netting Installed on Historic Buildings

## Hand Sanitizer and Soap Dispenser

With staff and patient safety and comfort in mind, ZSFG's Infection Control team collaborated with Environmental Services and Facilities to install new hand soap and sanitizer dispensers throughout buildings 25 and 5 with soap preferred by staff and patients.



Emergency Call boxes



# UCSF at ZSFG

## RESEARCH HIGHLIGHTS

As a leading research university, UCSF claimed the honor of top public recipient of National Institutes of Health funding for the 17th consecutive year. On the ZSFG campus, there are 351 UCSF principal investigators who work on 1,089 funded awards that totaled nearly \$222 million in 2024.

The following projects highlight the impactful work undertaken by UCSF researchers over the last year.



### Department of Anesthesia

Last year Anesthesia published 69 papers and received 12 grants. Following are a few highlights of their work.

#### A STUDY FROM CLINICAL RESEARCH ARM:

“Discharge Opioid Over- and Under-prescription to Patients after General Surgery: A Retrospective Cohort Study.” *J Am Coll Surg*.

This study found that a significant portion of patients were both over and under prescribed opioids at discharge after general surgery procedures. The findings underscore the need for a patient-centered approach to ensure that opioid prescriptions more accurately reflect individual inpatient opioid usage, thereby avoiding the risks associated with both overprescription and under-prescription.

### UCSF @ ZSFG Research Numbers

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

#### SELECTED WORK FROM THE DATA SCIENCE TEAM:

“Low-Dose Corticosteroids for Critically Ill Adults with Severe Pulmonary Infections: A Review.” *JAMA*.

This review outlined that severe pulmonary infections — including Covid-19, community-acquired pneumonia, influenza, and pneumocystis pneumonia — are a leading cause of death among adults worldwide. Treatment with low-dose corticosteroids is associated with decreased mortality for patients with severe Covid-19 infection, severe community-acquired bacterial pneumonia, and moderate-to-severe pneumocystis pneumonia in patients with HIV and may also benefit critically ill patients with respiratory infections who have septic shock and/or acute respiratory disease syndrome.

#### IMPORTANT WORK FROM THE CENTER FOR HEALTH EQUITY IN SURGERY AND ANESTHESIA (CHESA) AND THE UCSF HYPOXIA LAB:

“The performance of 11 fingertip pulse oximeters during hypoxemia in healthy human participants with varied, quantified skin pigment.” *EBioMedicine*.

The Open Oximetry Project was created to improve the safety and precision of pulse oximeters in all populations. This publication highlights that some of the most popular pulse oximeters are indeed less accurate in people with darker skin. The study also demonstrates problems with current regulatory frameworks that enable devices with inequitable performance to enter the market.

## Department of Neurological Surgery

The Department of Neurological Surgery at ZSFG and the Brain and Spinal Injury Center (BASIC) research team produced 144 papers and maintained \$120,324,893 in major grants and contracts over the reporting period. In addition, team members led international efforts to improve traumatic brain injury (TBI) classification guidelines, advanced translation of research into clinical care, implemented national data management and data sharing stewardship standards for open science, and led national policy discussions on physician workload, among other achievements.

The TRACK-TBI NETWORK (Transforming Research and Clinical Knowledge in Traumatic Brain Injury Network) team based at ZSFG played an instrumental role in obtaining US Food and Drug Administration clearance of the Abbott i-STAT TBI point-of-care test that measures signs in the blood associated with brain injury. The test, which returns results in 15 minutes using whole blood, helps clinicians assess patients with suspected concussion, within 24 hours after injury.

In addition, ZSFG clinicians in the department, in partnership with multi-disciplinary clinician experts across UCSF campuses, launched the UCSF Post-Acute Traumatic Brain Injury Program, a service of the Neurorecovery Clinic. The TBI Clinic focuses on supporting patients during the critical first six months of recovery after a brain injury.

## Department of Ophthalmology

Matilda Chan, MD, PhD, and Sriranjani Padmanabhan, MD, conducted a study to define the prevalence of ocular diseases among the homeless/housing insecure (H/HI) population who receive ophthalmic care in San Francisco. The study included a cohort of 4,741 patients, which is the largest cohort of H/HI patients studied for ophthalmic conditions. The results showed a high prevalence of ocular disease and visual



impairment among H/HI individuals, in particular cataracts, diabetic retinopathy, and refractive error. Furthermore, the prevalence of some ophthalmic conditions, such as glaucoma, is higher in H/HI patients compared with the general population. These results are being leveraged to further study methods that can be used to improve visual health outcomes for people experiencing housing insecurity.

## Department of Orthopedic Surgery

Ralph Marcucio, PhD, and Ted Miclau, MD, in collaboration with others at UCSF, have investigated the role of inflammation in delayed healing of bone fractures observed in aged animals. They discovered a protein molecule associated with reducing inflammation was less abundant in elderly animals that heal slowly. Removing this molecule from young animals significantly delayed fracture healing. In humans, variants of these proteins are associated with cognitive disorders of aging, such as Alzheimer's disease. At the same time these patients also often have increased risk of osteoporosis, suggesting a direct link between age-related changes of the brain and changes in the skeleton. Understanding this link can help guide future therapeutic development to improve disorders of aging.

## Transitions



**Gabriel Martin Ortiz, MD**

Appointed Chief Medical Officer



**Mary Mercer, MD, MPH**

Elected Chief of Medical Staff



**Shonul Jain, MD**

Appointed Chief of Pediatrics



**Megan Durr, MD**

Appointed Chief of Otolaryngology

## Awards

### 2024 Holly Smith Award

Elena Fuentes-Afflick, MD, MPH, and Margot Kushel, MD

### San Francisco Business Times Real Estate Deal of the Year 2024

UCSF Pride Hall

### UCSF Health Exceptional Physician Award

Laura H. Rubinos, MD

### 2023 Pearl Birnbaum Hurwitz Award

Shira Shavit, MD

### 2023 Chancellor's Award for Advancement of Women

Laurae Pearson and Jody Steinauer, MD

### Herbert Nickens Award

Neil Powe, MD, MPH, MBA

### 2023 Chancellor Award for Exceptional University Management

Margaret Damiano, MBA, and Mary Beth Blasnek

### 2024 Rapaport Awardee

Mark Leary, MD

### 2024 Exceptional Physician's Award

Antonio Gomez, MD

### 2024 Exceptional Advanced Practice Provider Award

Twyila Lay, NP, and Kara Myers, CNM, MS

### 2024 Interprofessional Collaboration Award

Division of Trauma Recovery Services, Sexual Assault Response Team



\* This represents a selection of Transitions and Awards for Fiscal Year 2023-24



# Partnership with the SF General Hospital Foundation

The San Francisco General Hospital Foundation (SFGHF) was established in 1993 by a group of local community leaders and health care providers dedicated to supporting those served by the City's public hospital. The Foundation continues this legacy today, raising critical funds each year to support equity and innovation at ZSFG.



Specifically, the Foundation's mission is to support and fund excellence in patient care and innovation at ZSFG, with a focus on ensuring equity, access, and quality health care for all. Since its inception, the Foundation has raised more than \$300 million in support for ZSFG.

Each February, the Foundation invites the City of San Francisco to Hearts in SF, an evening to celebrate ZSFG's essential work, which has raised nearly \$40 million over the past 20 years.

Hearts in SF is also the annual debut of the Hearts in San Francisco sculpture series, an iconic public art project that raises critical funds for ZSFG each year.

## Transform Mental and Behavioral Health Fund

The Transform Mental and Behavioral Health Fund (TMBHF) invests in mental health programs, services, and improvements, bringing together seven key programs at ZSFG—Addiction Care Team, In-Patient Psychiatry, Psychiatric Emergency Services, Social Medicine, Solid Start, HealthySteps, and Team Lily. This novel collaboration has resulted in a shared language between mental and behavioral health programs.

HealthySteps brings a nationally recognized health care delivery model to the Children's Health Center, treating the whole family during essential early pediatric visits. Since the program's inception in 2019, more than 2,700 patients, ages 0-5, and their families, who were not previously served, received preventative behavioral health and health promotion services, improving immunization rates, developmental screening rates, and linkage to child and caregiver-level services.



The addition of dedicated patient navigators to the In-Patient and Psychiatric Emergency Services teams has strengthened the deep connection to the network of social services available throughout the Bay Area. To date, TMBHF raised \$8 million, investing in pathways to a more collaborative model of care. By implementing a stronger patient navigation system, improved linkages to care, and shared metrics, these teams are now better equipped to holistically care for patients.

# Partnership with the SF General Hospital Foundation

## Cognitive Computing and Care Paths: Advancing Health Equity through Predictive Analytics

This year, the Foundation invested in a growing frontier in public health, Predictive Analytics and AI/ Machine Learning. ZSFG recently completed a multi-year pilot project utilizing predictive analytics to improve cardiac outcomes and reduce racial equity gaps and readmission rates in heart failure patients. During this pilot, ZSFG saw a 13 percent reduction in hospital heart failure readmission rates, rising to the best readmission rate among safety net hospitals in California. The success of this pilot program has led to renewed support for future machine learning innovations with the potential to be transformative in improving health outcomes.

## Equity and Innovation Grants

Since 2004, the Foundation has awarded more than 500 grants and \$12 million to departments across ZSFG. Initially designed to supplement patient care at San Francisco's only public hospital, today, the Equity & Innovation (formerly Hearts) Grants program has grown to foster new ideas, fund creative approaches to patient care, and value programs fighting inequities in health care delivery.

The impact of recent grants showcases the power of investing in people and programs at ZSFG, turning ideas into pilot projects that are now mainstays of care.



## SF Pregnancy Family Village

A previous Hearts Grantee, the San Francisco Pregnancy Family Village (SFPFV) completed its third year of Family & Pregnancy Pop-Up Village events in the Bayview, bringing a monthly one-stop-shop to San Francisco's Southeast neighborhoods to improve access and build trust with the community by "doing business differently."

SFPFV is a group of community-based organizations and institutional partners that come together to deliver health and family-focused services, alongside other diverse wellness-focused offerings — such as classes, community-building activities, food and agriculture, arts, and culture activations — all in an uplifting and celebratory space.

SFPFV and its events have grown and data shows pregnant people and families view this model of delivering care as accessible, trustworthy, and person-centered. Among the partners participating in SFPFV are the Ob/Gyn Division and the Obstetrics/Midwifery/Gynecology Clinic at ZSFG and the SFHN Primary Care group, with the Family Medicine Department and Children's Health Center planning to join in the coming year.

The SFGH Foundation continued to support SFPFV efforts this year by producing two videos aimed at building awareness around the Village efforts.



# Partnership with the SF General Hospital Foundation

## Hearts in SF 2024

The Foundation hosted its 20th Annual Hearts in SF Gala at the Conservatory at One Sansome in February. This year's gala celebrated 20 years of coming together to make a profound impact on patient-centered care, 20 years of civic pride in the beautiful Hearts in San Francisco sculptures, and 20 years of investing in health equity and innovation for all who live here.

This year's event celebrated the founders of the auction and gala, Foundation Lifetime Directors Pam Baer and Judy Guggenhime, as well as Ellen Magnin Newman, who co-founded the Hearts in San Francisco sculpture series in 2004. The evening was filled with inspirational stories from Hero & Heart Awardees Andre Campbell, MD, FACS, FACP, FCCM, MAMSE, FCCOS; Hali Hammer, MD; and Rev. Claire Chuck Bohman. The evening was topped off with a tribute to the late Tony Bennett by the San Francisco Boys Chorus and a rousing celebration at Hearts After Dark, headlined this year by The Magnificent DJ Jazzy Jeff.



## 2024 Hero and Heart Awardees

This year, the Hero & Heart Awards were given to leaders who have gone above and beyond to advance the work at ZSFG and make a difference in people's lives. These honorable recipients are part of the Hearts in SF legacy to unite the community and celebrate San Francisco's public hospital.

**Andre Campbell, MD**, a renowned surgeon at ZSFG, is dedicated to excellence in trauma care, educating the next generation of surgeons, increasing diversity, equity, and inclusion in health care, and advocating for gun safety.

**Hali Hammer, MD**, Director of Ambulatory Care for SFHN, works to ensure the best health care at each clinic across the city while continuing to care for patients at the Family Health Center at ZSFG.

**Rev. Claire Chuck Bohman, M.Div, BCC**, tends to the spiritual needs of patients, family, and staff at ZSFG through their work with Sojourn Chaplaincy.

Hearts in SF also introduced the Community Impact Award this year, highlighting the important partnerships across the city that extend the reach of public health to all San Franciscans. The following program received the inaugural award:

**DPH's Bridge & Engagement Services Team (BEST)**, which plays an important role in the city's mental and behavioral health outreach efforts, bridging the gap between marginalized individuals and the care they need.





# Partnership with the SF General Hospital Foundation

## 2024 Hearts in San Francisco Sculptures

This year's Hearts in San Francisco sculptures joined an impressive collection of more than 500 Hearts in this beloved public art series. The Hearts range in size from 400-pound Large Hearts to five-pound Mini Hearts, each raising funds for ZSFG through the annual auction at Hearts in SF. This year's artists showed off their talents with a beautiful display at the San Francisco Ferry Building, including a very special Heart made of 88,000+ LEGOs.



The LEGO Heart created by Nathan Sawaya

## Hearts in San Francisco Across the City

Each year, new Heart sculptures pop up around San Francisco's busy downtown districts. Through the newly launched Community Hearts initiative, the Foundation has begun sharing these iconic sculptures throughout the city's neighborhoods.

In partnership with the Southeast Community Center in Bayview-Hunters Point, the Foundation celebrated this expansion with a very special Heart, "Justice," by André Renay. This important piece of art was unveiled at the annual Black History Month celebration in February.



# Community Outreach

Proactive engagement of the ZSFG patient community is an essential part of the hospital's goals to foster trust, ensure the health care needs of underserved populations are met, and deliver equitable access to quality care.

## Diabetes and Tele-retinal Screening

As part of Diabetes Awareness Month, SFHN deployed diabetic tele-retinal screening cameras to the Richard Fine People's Clinic (RFPC) at ZSFG. The equipment allows primary care teams to take photos of a patient's retina and share the images with the optometry team to determine if more care is needed. This allows patients living with diabetes to get this important screening within a regular primary care visit, reducing the need for specialist referrals and additional appointments. Because of this change, the rates of diabetic eye screening amongst RFPC patients increased from 49 to 57 percent in the last year.

## Engaging Our Community: Patient/Family Member Forum Series

In Spring 2024, the 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.

The forums were scheduled in neighborhoods with the largest number of ZSFG patients, with facilitation in English, Spanish, and Cantonese to ensure all voices were heard and incorporated into ZSFG's strategic planning. More than 130 patients and family members attended in the Visitacion Valley, Mission, Excelsior, Bayview/Hunters Point, and Civic Center/South of Market neighborhoods.

The DEI team is analyzing patient feedback to make recommendations to hospital and DPH leadership.



## Avon Breast Cancer Center and the Mammovan

The Avon Breast Center on the ZSFG campus provides access to diagnostic services and treatment for patients who might otherwise not have access to care. This fiscal year, ZSFG provided 8,364 patients 11,951 exams, including mammograms, diagnostic tests, and biopsies.

The ZSFG mobile mammography unit, which services 10 clinics and health centers throughout the San Francisco community, performed 778 screening mammograms. ZSFG is grateful for its partnership with San Francisco Municipal Transportation Agency, which provides support in driving the Mammovan to various locations, ensuring essential care to the community.



# Community Outreach



## Overdose Prevention

On August 31, 2023, ZSFG and UCSF staff participated in a city-wide event with SFHN and DPH to raise awareness about overdoses, combat the stigma around addiction, and increase knowledge about substance use disorder treatment. The tabling events throughout the city offered naloxone, fentanyl test strips, and information on how to access substance use treatment services.

On the ZSFG campus, pharmacists, navigators, clinicians, and nurses tabled on the plaza outside Building 25 and in the garden outside Building 80/90. Everyone in the community was welcome to obtain resources and information about substance use treatment services and to meet ZSFG's amazing teams.

The California Health and Human Services Opioid Care Honor Roll Program recognized ZSFG for its efforts to increase access to addiction treatment for hospitalized patients and its successful reduction of opioid-related deaths.

The honor acknowledges the steps ZSFG has taken to reduce chronic use and overdose among patients admitted to the Emergency Department, patients experiencing pain, and patients being discharged through improvements to opioid prescribing guidelines and opioid use disorder treatment.

## ZSFG Otolaryngology Head and Neck Surgery Department Performs Cancer Screenings

ZSFG Otolaryngology Head and Neck Surgery returned to the Chinatown Health Fair this past fiscal year to provide head and neck cancer screenings—the first such screenings since the Covid-19 pandemic. In addition to conducting outreach, more than 90 participants were screened.

UC Berkeley's Volunteer Health Interpreters Organization provided translators and facilitated connections between medical students and the Chinatown community.

This work is important as race/ethnicity and socioeconomic status remain significant contributors to health inequities, which can lead to diagnosis at more advanced stages of cancer and poorer cancer outcomes. Chinese ethnicity is a major risk factor for a particular head and neck cancer, nasopharyngeal carcinoma.

# Community Outreach

## 37th Annual Dudley Perkins Toy Run and Pediatric Toy Drive

Braving wet weather, motorcyclists from San Francisco Harley-Davidson and Dykes on Bikes hauled a donation of toys to the hospital entrance in December for the Annual Dudley Perkins Toy Run. Though this was the first year that Dykes on Bikes participated, SF Harley-Davidson has been delivering toys for the past 37 years.

They were greeted by ZSFG staff and the Areté Singers. The riders and staff enjoyed treats and good cheer while carolers sang an assortment of holiday tunes. Throughout the month of December, Volunteer Services, Hospital Administration, and Nursing Administration collected donated toys.

Just before the holidays, some of ZSFG's youngest patients in the Children's Health Center received the donated gifts. The pediatric clinic is the largest in



San Francisco and served 15,000 patients last year, providing primary, urgent, and specialty care to our community.

Thomas Perkins started the event to show his appreciation for the care he received here at the hospital in 1986. The tradition continues to this day.

## Stroke Awareness Month

The stroke teams at ZSFG and UCSF joined forces for a community outreach event during Stroke Awareness Month in May 2024 at the Alemany Farmers' Market. The ZSFG Stroke Program has hosted events in the community since 2022 that serve as a model for stroke information sharing and blood pressure screening. While ZSFG has a relatively high rate of treating patients with ischemic stroke compared to other community hospitals in the US, one of the primary barriers to an increased rate is that people don't seek care in time.

Engaging underserved communities where people tend to experience greater prevalence of stroke due to numerous social and economic barriers, helps increase awareness where it is needed most.

The team shared information about how to recognize the symptoms of a stroke and stressed the importance of getting care immediately, while fostering connections between health care and the community. At the event, staff reinforced B.E. F.A.S.T. (Balance, Eyes, Face, Arm, Speech, and Time), an acronym that helps people remember the symptoms of a stroke and the importance of calling 911 as soon as symptoms emerge. The team of 25 volunteers from across ZSFG and UCSF administered 128 stroke surveys and 225 community members participated. Of the 56 blood-pressure screenings taken, more than half measured in the hypertensive range, which underscores the value of education through outreach.



# Community Outreach



## ZSFG Medical Tent at Bay to Breakers

Members of the ZSFG Emergency Department were at the 113th annual San Francisco Bay to Breakers on May 19, 2024, providing care to those in need. ZSFG doctors and other health professionals staffed four medical stations throughout the seven-and-a-half-mile course including at the finish line. They served more than 100 people seeking medical assistance for dislocated shoulders, heat-related illness (despite the cold), electrolyte disturbances, strokes, cardiac events, a variety of sports injuries, and some alcohol-related concerns.

## Welcoming Bright Young Minds

In February, 38 students from Cathedral School for Boys visited ZSFG. The group met several ZSFG teams on their tour. The visit was just one of many organized by staff from the Internships and Volunteers team and Radiology for local schools and community programs.



## Teaching the Next Generation of First Responders

The Trauma Program partnered with community high schools to teach Stop the Bleed trauma response strategies to students, including the Mission High School Fire and EMS Pathway program. This year, students visited the hospital to tour the ED and Med-Surg floors and participated in a mock trauma patient simulation exercise. The program also provided outreach to Burton and John O'Connell high schools and participated in a safety fair at Washington High School.



# Staff Celebrations

ZSFG's staff are the heartbeat of the hospital, driving excellence and innovation in patient care every day. Over the course of the year, ZSFG recognized the daily accomplishments and major achievements of ZSFG teams. Through these events and acknowledgements, ZSFG expressed its deep gratitude for the exceptional service our staff provides our community.



## Celebrating Years of Service

In May 2024, ZSFG held its annual Years of Service Staff Recognition event to honor staff who have worked at ZSFG for 10 to 50 years.

In addition, ZSFG and UCSF recognized two staff members who have worked at ZSFG for 30 years or more for their long-standing commitment and stellar contributions.

Dr. Ehrlich recognized Jennie Trinh, who has served DPH for 35 years in the Richard Fine People's Clinic, Women's Health Center, Children's Center, and most recently at the Patient Access team in Specialty Surgery Clinics. She is respected and appreciated by her colleagues for her work ethic, her dedication to our patients, and her team and collaborative spirit.

Dr. Fuentes-Afflick recognized UCSF's Teresa Villela, MD, an exemplary physician leader who has dedicated her career to ZSFG, beginning with her internship. As an experienced chief of service in Family Medicine, she has led her team to make innumerable contributions to community health and the elimination of health disparities. She has championed innovative solutions to deep-seated, challenging problems and motivated her team to achieve.



## ZSFG Hosts Inaugural Equity Awards

ZSFG's DEI team and the Equity Council Committee hosted ZSFG's first Equity Awards in May. The event honored individual clinical staff, non-clinical staff, managers, and departments/teams who have made ZSFG a place where everyone feels valued, included, and welcomed. The Equity Awards also recognized outgoing COO Andrea Turner with the Career Achievement Award, named after Andre Campbell, MD.

The Equity Awards were created to recognize the contributions of individuals/units who have advanced equity at ZSFG, encouraged and inspired other staff/units to engage in equity work at ZSFG, as well as communicate ZSFG equity achievements to our staff, patients, and community.

# Staff Celebrations



## Annual Medical Staff Meeting

In May 2024, ZSFG and UCSF hosted the Annual Medical Staff Meeting and celebrated the accomplishments of the last year. The culture of excellence and collaboration along with dedication to our mission were lauded as a shared source of strength.

The meeting, organized by Chief Medical Officer, Dr. Gabriel Ortiz, included medical staff and affiliated professionals who are credentialed by Medical Staff Services — including nurse practitioners, physician assistants, clinical pharmacists, and others. Dr. Colfax, Dr. Ehrlich, Health Commission President Laurie Green, MD; Health Commissioner Susan Belinda Christian, JD; and Talmadge E. King, Jr., Dean of the UCSF School of Medicine, expressed deep appreciation for the medical staff.

In addition, the Krevans Excellence awards were presented to members of the accomplished medical staff and trainees who exemplify excellence in patient care, clinical competence, professional conduct, concern for patients and interaction with staff.

Congratulations to Primary Care Excellence award winners, Vanessa Aspericueta, NP, and Lenny Chan, PharmD; Exceptional Advance Practice Provider awards winners Twyila Lay, NP, and Kara Myers, CNM, MS; Interprofessional Collaboration award winner, the Division of Trauma Recovery Services' Sexual Assault Response Team; the Exceptional Physician Award winner, Antonio Gomez; and this year's Rapaport Award winner, Mark Leary, MD, Director of Acute and Emergency Psychiatric Services.

## Celebrating Nurses at ZSFG

ZSFG celebrated its nurses during Nurse's Week (May 6-12) with treats, tokens of appreciation, a special edition of the nursing newsletter, *Stethoscoop*, and a special awards ceremony for presenting the Daisy, O'Connell, and BEE awards that recognized nurses, medical assistants, and staff who work closely with nursing teams. This year's theme was, "Nurses Make the Difference," which underscores ZSFG nurses' tireless work to deliver the best possible care with compassion and respect.

## World Mental Health Day

On October 10, 2023, ZSFG celebrated World Mental Health Day. ZSFG Psychiatry Department has many divisions that provide a spectrum of care, meeting people where they are. These divisions include The Psychiatric Emergency Services, Emergency Department Case Management program, Citywide Case Management program, Substance Abuse & Addiction Medicine, Integrated Behavioral Health clinicians, the Psychiatry's Alliance Health Project, and the Neuropsychology Service. ZSFG Psychiatry also provides trauma-related care through the Rape Treatment Center, the Trauma Recovery Center (adults), CASARC (children), and outpatient care in the SF County Jail.



# Staff Celebrations

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## ZSFG Celebrates Black Maternal Health

The focus during Black Maternal Health Week (April 11 – April 17) was bodily autonomy and reproductive justice. Recent changes to abortion laws make ZSFG’s commitment to reproductive justice and choice especially vital. During the week, ZSFG acknowledged its responsibility to ensure Black/African American (B/AA) women feel supported, heard, and respected in all their health care needs. ZSFG supports autonomy not just through the Women’s Option Center, but through the many programs ZSFG aligns with to help B/AA women and birthing people from pre- to post-partum and beyond, such as the Obstetrics, Midwifery, and Gynecology (OMG) Division’s Community Advisory Board (CAB). The CAB is made up of community members, patients, and family members of those who receive care at ZSFG. They provide instrumental insights and recommendations that resonate with the community’s needs and expectations. The CAB also informs the vision and practice of the Solid Start Family Program at ZSFG, ensuring pregnant people receive supportive care beyond giving birth at ZSFG.

## Trauma Awareness Month

As the only Level 1 trauma center serving San Francisco and northern San Mateo County, ZSFG promoted injury prevention and safety practices and celebrated the staff who provide these services. On May 1, 2024, ZSFG highlighted its Trauma Registrars for National Trauma Registrar Day.

ZSFG staff also had the opportunity to complete their Stop the Bleed trauma response training while attending American Heart Association Basic Life Support classes. In June 2024, staff participated in the annual Bike Rodeo, a public safety event sponsored by Scouting America Golden Gate Area Council, the California Highway Patrol, and the San Francisco Fire Department. The event included fun activities while promoting bike safety practices such as wearing helmets and lights.

As part of Wear Orange Day in June 2024, trauma staff encouraged everyone at ZSFG to wear the color orange to raise awareness of the 48,000 lives lost and nearly 76,000 injuries annually due to gun violence.

# Staff Celebrations

## The Risk Management Team Reaches Important Milestone

ZSFG joined the nation in recognizing and celebrating Healthcare Risk Management Week (June 17-21). The Healthcare Risk Management Team at ZSFG plays an essential role in keeping staff and patients safe. The team works with every department across the campus to identify safety concerns and better understand and prevent adverse outcomes for the hospital's patients.

This fiscal year, the team celebrated 10,000 SAFE report submissions through the ZSFG Safety Reporting System since the online tool went live in 2023. Each entry in SAFE represents a proactive step toward identifying and mitigating potential hazards, ensuring the well-being of patients and employees, and maintaining the highest standards of quality and excellence. It reflects the diligence and dedication of each staff member in prioritizing safety as a core value. This accomplishment is a testament to ZSFG's collective commitment to fostering a culture of safety and continuous improvement within the workplace for staff and patients.



## Environmental Services Week

ZSFG celebrated Healthcare Environmental Services Week (September 10-16) by recognizing the behind-the-scenes team of environmental services workers who consistently provide a clean, safe and healthy environment to all patients, staff and visitors.

Through strategic planning, the Environmental Services Department (EVS) advances equity by having a champion Equity Council member. Currently, EVS has one of the most diverse departments and leadership groups at ZSFG, representing all gender identities and a variety of ethnicities. In fiscal year 2023-2024, EVS promoted eight front line porters to Lead or Acting Porter Supervisor I positions. The department also promoted three porter supervisors to assistant manager positions.

## Healthcare Technology Management Week

Healthcare Technology Management Week (May 19-25) is a time to acknowledge the Biomedical Engineering team, which plays a critical role in the health and safety of patients by maintaining equipment ranging from the smallest thermometer to the largest machine devices essential to our clinical operations so that it can function dependably.

Led by Elkin Lara-Mejia and Eunice Santiago, this amazing team is responsible for 15,000 medical devices throughout our campus. The team recently completed preventative maintenance of over 700 infusion pumps in one month in addition to other service calls. Their creativity and commitment ensures that our patients have access to safe and functional technology crucial for their care.





# Staff Celebrations

## Code Lavender (Sojourn Chaplaincy)

In September, Dr. Ehrlich and CNO Gillian Otway presented the Sojourn Chaplains and Code Lavender staff with a token of gratitude for their compassionate support of ZSFG staff during stressful times at the hospital. Code Lavender can be activated when there has been an incident on the unit impacting staff wellness that is making it difficult to return to work and return to center emotionally.



## National Interpreter Appreciation Day

National Interpreter Appreciation Day on May 1 recognized and honored the important role that interpreters play in facilitating communication between people who speak different languages, including sign language.

ZSFG has 25 in-house interpreters for Spanish, Cantonese, Mandarin, Toishanese, Vietnamese, and Russian. Some interpreters are trilingual. As interpreters, they are often present in almost every stage of a patient's care. They are the cultural link between providers and patients.



## Thank a Resident/ Fellow Day

In partnership with UCSF, ZSFG celebrated Thank a Resident and Fellow Day in May 2024. Departments celebrated their residents and fellows with massages, parties, and a boba tea bar in UCSF Pride Hall.

# Our Patients

ZSFG is proud to provide excellent care to all patients, regardless of their situation. Here is what they have to say about the care they received at ZSFG.

## Patient Testimonials

I am happy and satisfied with the doctors that the General Hospital has provided me with. I have been getting treated by them for many years. I have my primary doctor there who is an excellent professional. I have a lot of confidence in her and with all the new doctors that I have. I love her very much. It is a hospital that I can recommend because the care is excellent for me. Thank you.

—Patient in Primary Care

Wow, just wow. This was the absolute best experience I have ever had with a medical procedure, in a medical facility. I cannot thank the staff there enough. I have never been treated so kindly, or felt so safe during that difficult time of my life. From the moment I walked in, to the moment they helped walk me to the car, they took the best care of me. From the bottom of my heart, thank you thank you. The staff was incredible.

—Patient in the Women's Option Clinic

This is a rare medical experience where everyone was kind, attentive, and competent, before, during, and after, from the front desk staff to the fellow who did my procedure and answered my million anxious questions patiently and was very gentle and clear, to the attending doctor who made me feel that I can fully trust her expertise and was very generous with follow up. Appreciate you all a lot!

—Patient in the Avon Breast Imaging Center

I feel fortunate to live in a city that provides such excellent care.

—Patient in the Emergency Department

## 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.

## Michael's Story

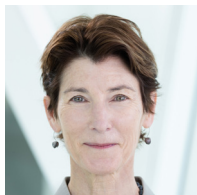


I was rushed to the ER at ZSFG after a near fatal motorcycle accident in May 2023. After 18 months of treatment, I was able to walk again. That was such a great day. I couldn't have gotten to this point in my recovery if it weren't for all the doctors, orthopedic surgeons, nurses, paramedics, social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



# Profiles

## ZSFG EXECUTIVE TEAM



**Susan Ehrlich, MD, MPP**  
Chief Executive Officer



**Jeff Critchfield, MD**  
Interim Vice Dean



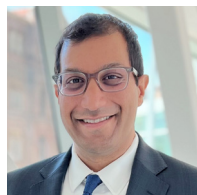
**Gillian Otway, MSN, RN**  
Chief Nursing Officer



**Gabriel Ortiz, MD**  
Chief Medical Officer



**Angelica Jourdain,  
JD, MHA**  
Chief Administrative Officer



**Hemal Kanzaria, MD**  
Chief Performance  
Excellence Officer



**Adrian Smith, RN, MSN**  
Chief Quality Officer



**Christine Falvey, MPA**  
Chief Communications Officer



**Eric Wu, MPA**  
Chief Financial Officer



**Aiyana Johnson,  
MSW, MPH**  
Chief Experience Officer



**Mary Mercer,  
MD, MPH**  
Chief of Staff



**Angelica Almeida, PhD**  
Chief Integrative Officer



**Laurae Pearson**  
Associate Dean  
Administration and Finance

# Profiles SAN FRANCISCO HEALTH COMMISSION

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As DPH'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:

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

The Health Commission also participates in the following external bodies:

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



**Dan Bernal**  
**Health Commission President,**  
**January 2017 - October 2023**

Commissioner Bernal was Chief of Staff for Speaker Emerita 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. In 2023, he stepped down from his role as president to serve as UCSF's Vice Chancellor for Community and Government Relations in 2023.



**Laurie Green, MD**  
**Health Commission Vice President**

**Health Commission President,**  
**October 2023 - present**

Commissioner Green has delivered two generations of babies and practiced medicine in San Francisco for 41 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 and Board Chair 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 ZSFG, where she trained.



**Edward A. Chow, MD**

Commissioner Chow is an internal medicine specialist who has been in practice in San Francisco for over 50 years. He was previously President and CEO of Jade Health Care Medical Group, affiliated with the Chinese Hospital Health System; Executive Director of the Chinese Community Health Care Association; and Chief Medical Officer of the Chinese Community Health Plan. He served as a member of the Anthem Blue Cross of California Physician Relations Committee. Commissioner Chow currently chairs the ZSFG 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.





## **Susan Belinda Christian, JD**

Commissioner Christian is an Assistant District Attorney in San Francisco and the office's

Managing Attorney for the Collaborative Courts and Mental Health Unit. 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.



## **Cecilia Chung**

Commissioner Chung is nationally recognized as a civil rights leader, advocating for HIV/AIDS awareness and care, LGBTQ+ equality and

prisoner rights. She is the Senior Strategist of Transgender Law Center and has served on a number of planning bodies, including 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 Giraud, PhD**

Dr. Giraud 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. Giraud's professional background includes development, administration and supervision of pediatric clinical programs, grant administration, and teaching. Prior to her appointment to the Health Commission in 2019, Dr. Giraud was a member of the Children and Families First Commission for 12 years. She is the founder and trustee of the De Marillac Academy, a Catholic school located in the Tenderloin, serving underserved children and families. Commissioner Giraud is Chair of the Community and Public Health Committee and represents the Health Commission on the SFGHF.



## **Tessie M. Guillermo Vice President**

Commissioner Guillermo is the former Chair of the Board of Directors of CommonSpirit, the

largest national non-profit health system in the United States and 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, chairs the Laguna Honda Hospital Joint Conference Committee, and is a member of the Finance and Planning Committee.



## Karim Salgado

Commissioner Salgado is a Peruvian-American business owner who immigrated to the United States from Peru in 1979. She double majored and

earned her degrees in Sociology and Criminal Justice from San Francisco State University in 2000, making her the first in her family to earn a college degree.

Before opening her own business, Commissioner Salgado worked for several San Francisco-based companies, including in the loss prevention departments of Wells Fargo Corp. and the Gap, and US Customs (Homeland Security). In 2002, she opened her business on the UCSF campus.

She has served on the SFMTA Citizen Advisory Committee (2020-Present), Daly City Partnership Board of Directors (2023-Present), Western Neighborhoods Project Board of Directors (2020 - 2022) and on the San Francisco State University Honoree Doctorate Committee (2023).

Commissioner Salgado established two endowed scholarships at San Francisco State University in the Business and Literature Departments in honor of her loved ones to help support students economically. She was appointed by Mayor London Breed to the Health Commission in 2024.



## 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 DPH 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.



**PRISCILLA CHAN AND MARK ZUCKERBERG**  
**SAN FRANCISCO GENERAL**  
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Photos courtesy of ZSFG Office of Communications, UCSF Communications and San Francisco General Hospital Foundation.