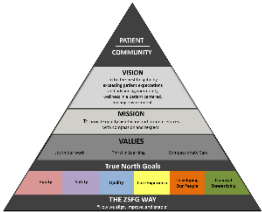


Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on December 10, 2024

ZSFG Executive Team Report

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EQUITY

1. Addressing Inequities in Breast Cancer

October was Breast Cancer Awareness Month, and public health leaders from ZSFG provided mobile mammograms and raised awareness through the city-wide NOVA 12 SF Walk. Throughout the month, the ZSFG Mammovan was at community health clinics across the city, removing barriers to these life-saving screenings for many patients. With appointments close to home and a dedicated team providing on-site mammograms, the Mammovan is helping to close the racial equity gap in breast cancer screenings.



ZSFG is advancing equity in healthcare through the weekly breast clinic run by the nurse practitioners in the 5M Women's Health Center. This clinic is essential in helping patients from across the health network get quicker access to clinical breast exams, mammograms, biopsies, and coordinated care with the oncology department and the AVON Breast Imaging Center. By streamlining referrals and making screening and testing more accessible, ZSFG is helping to break down barriers to treatment and close the gaps in healthcare access.



The NOVA 12 SF Walk was started seven years ago by Robin Lee, a UCSF genetics counselor who worked in oncology with the Cancer Risk Program at ZSFG. The 12-mile walk represents the 12% of women who develop breast cancer and highlights disparities in health care access while helping to build strong community partnerships. On October 26, nearly 150 dedicated volunteers came together for the walk and raised more than \$65,000 to support patients by providing financial assistance for groceries, living expenses, and treatment supplies. The participants walked from Fort Mason, through Chinatown and the Mission, finishing at the Bayview Opera House. The route was specifically chosen to raise awareness on racial health inequity in the treatment of breast cancer. Black/African American women have the greatest disparities in breast cancer outcomes.

EQUITY

2. 2024 Equity & Innovation Grantees

The Foundation celebrated the return of the Equity and Innovation Grants (formerly known as Hearts Grants) this year with a new format and two exciting new grantees.

At the awards ceremony on October 7, Foundation supporters and hospital staff came together for the first time in five years to meet the 2024 Grantees, the Hearing Screening Project and Project REACH. Each grantee was awarded a

\$100,000 capacity-building grant, allowing for critical investment in new initiatives that will have a widespread impact on patient care at ZSFG. Thanks to a multi-year partnership with BMO, the hospital can continue their commitment to advancing equity and innovation for years to come.



Project Reach

This innovative program is transforming surgical care for patients experiencing housing instability or homelessness at ZSFG. By combining human-centered design, whole-person care, and on-the-ground innovations, Project REACH creates more healing environments, enables more frequent check-ins, and develops care plans that truly meet patients where they are. The program was founded by Drs. Marissa Boeck, Joanna Eveland, and Hannah Decker with support from Christina Bloom, Dr. Hemal Kanzaria, Dr. Barry Zevin, WPIC, and additional WPIC clinicians, Dr. Joe Cuschieri, Chief of Surgery, Dr. Sandhya Kumar, and additional ZSFG Division of Surgery faculty, fellows, and clinic staff, and The Better Lab.

Hearing Screening Project

This initiative is tackling a critical yet often overlooked healthcare gap – hearing loss in marginalized communities. By integrating audiology screening into primary care visits and taking the screening test to community centers across San Francisco, this project ensures that more patients receive essential screenings for hearing loss treatment. This program is spearheaded by Shuana Brodie, Nurse Practitioner for Otolaryngology and Alonn Ilan RN, MSN, Nurse Manager Surgical Specialty Clinics at ZSFG along with Megan Durr, MD Chief of Otolaryngology, Emily Kidwell, Audiologist, Song Chen, MD and Kennedy Johnson, Medical Student.

SAFETY

3. Managing the Intravenous Fluid Shortage



Hurricane Helene flooded Baxter's primary intravenous production site in North Carolina. This facility is one of the largest suppliers of intravenous (IV) fluids used by hospitals across the country. Baxter immediately implemented supply allocation. ZSFG implemented aggressive conservation efforts to manage the existing supply while awaiting delivery of additional IV fluids.

Materials Management remained in constant communication with Baxter to ensure a steady delivery of the limited supply. Clinical Pharmacists reviewed IV fluid orders for appropriateness. Providers were asked to reserve IV fluids for the most critically ill, those with severe dehydration, severe sepsis, or shock. They were also asked to use oral hydration wherever appropriate, especially for elective or non-urgent needs. The Food and Nutrition services team and IT colleagues collaborated to make it easier to order Oral Rehydration Solutions.

During the month of October, Baxter began to increase distribution supply, but it was unknown when this shortage will resolve. Thanks to all the conservation efforts, ZSFG was able to significantly extend the limited supply on hand while continuing to meet the needs of patients.

QUALITY

4. CDPH Surveyors Visit ZSFG During UCSF Labor Action

UCSF employees represented by the University Professional and Technical Employees (UPTe) and the American Federation of State, County and Municipal Employees (AFSCME) unions conducted a two-day strike from November 20-21. UCSF employees represented by UPTe and AFSCME perform various roles across ZSFG, including in Clinical Laboratories, Respiratory Care, Operating Rooms, Dialysis, Psychiatry and Social Work.

ZSFG leadership worked closely with UCSF on contingency planning to minimize the impact of the strike on patients and workforce, including UCSF bringing in qualified staff to ensure uninterrupted patient care and services. ZSFG activated the hospital's incident command system (HICS) at Level One throughout the labor action to support the teams and patients. Clinical Lab and Phlebotomy were short-staffed which resulted in longer turn-around times on test results. There was no capacity for non-urgent testing, so staff were asked to scheduled ambulatory labs until after the strike. Several other service lines were also running with limited capacity. There were several other countermeasures deployed to attempt to minimize disruptions to clinical care. ZSFG leadership monitored the care processes to ensure patients remained as safe as possible.

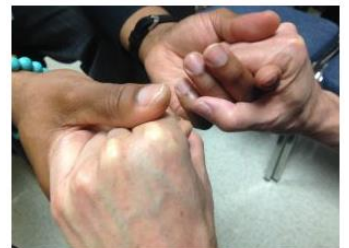
Two CDPH Surveyors visited ZSFG on day one to monitor the UCSF labor action activities, completed their survey and exited the campus. During their visit, they reviewed departmental contingency plans, interviewed patients and staff, inspected HR files, and visited several units. The surveyors specifically commended ZSFG team's preparation and execution of contingency plans. At the time of their departure, they identified no deficiencies. ZSFG leadership was thankful to the teams from medical-surgical nursing, anesthesia, the clinical lab, and specialty clinics for their direct support during the survey. They also expressed their gratitude to all ZSFG staff for continuing to provide safe, high-quality healthcare to the patients.

CARE EXPERIENCE

5. Sojourn Chaplaincy Celebrates Generations of Compassion

Spiritual Care Week was celebrated from October 25-31 and a wonderful time to highlight the significant role Sojourn Chaplaincy plays in the whole person care the hospital provides. For many of ZSFG's patients, faith and spirituality are a critical part of their health care decisions and healing. The Multi-Faith Spiritual Care department helps to ensure that the hospital provides culturally responsive care.

Sojourn Chaplaincy has been the multi-faith spiritual care provider at ZSFG for 42 years. In the early 1980's, during the HIV/AIDS pandemic, many young men were becoming very sick and tragically dying at ZSFG. Due to homophobia and fear, local clergy refused to offer care the patients. Early in the crisis, Sojourn stepped in to fill this gap and care for people with this devastating disease. Today, Sojourn continues its vital work, training hospital clergy and providing spiritual care to all patients who request it at ZSFG. Sojourn is also known nationally in the chaplaincy world as a leader in efforts to educate chaplains in providing gender affirming spiritual care.





Sojourn provides a critical element of ZSFG’s holistic care. The hospital staff members are skilled in providing resources for physical, mental and emotional health. Sojourn completes the circle, by attending to the spiritual needs of patients, families and staff. To support patients in need, Sojourn provides chaplains from a diversity of faiths, cultures, and languages. Chaplains aren’t just there at the end of life; they support patients feeling isolated or struggling with illness with a listening ear and offer compassionate support. This social and emotional support can be a fundamental part of the healing process for patients who may be separated from family by borders, incarceration, social challenges, and systemic oppression.

In addition to patient care, Sojourn Chaplaincy offers invaluable support to the hospital employees. Chaplains help the staff process the secondary trauma often experienced while working in a Level 1 trauma center. Through services like Code Lavender, Sojourn provides peer support and mental health resources, helping staff debrief after critical incidents or offering one-on-one counseling—whether personal or professional.

DEVELOPING OUR PEOPLE

6. New UCSF at ZSFG Leadership: Dr. Shreya Patel, ACMO of Specialty Care and Diagnostic Services

Dr. Gabriel Ortiz announced the appointment of Dr. Shreya Patel as Associate Chief Medical Officer (ACMO) of Specialty Care and Diagnostics Services at ZSFG effective October 1, 2024.

Dr. Patel brings a wealth of experience and a deep commitment to healthcare innovation, LEAN improvement methodologies, and patient-centered care. She is a respected gastroenterologist and has been integral in various capacities at UCSF and ZSFG, notably as the Medical Director of Utilization Management, Director of QI/Innovation for the Department of Gastroenterology, and the Associate Program Director for the UCSF gastroenterology fellowship.



With her time at ZSFG, she has demonstrated dedication to our patient population, enhancing workflows, and improving patient access, ideals that she will continue to focus on in her leadership transition. Her extensive experience in quality improvement and her proactive leadership style will be pivotal as we continue to expand and enhance our specialty care and diagnostic services.

Dr. Patel’s leadership will greatly contribute to ZSFG’s ongoing efforts to provide exceptional care and optimize health outcomes for the hospital’s diverse patient population. Her dedication to advancing equity, access, quality, safety, and innovation in healthcare aligns with ZSFG’s mission and values.

DEVELOPING OUR PEOPLE

7. New ZSFG Leadership: Merjo Roca, Nursing Director, Specialty Care and Diagnostic Services

Gillian Otway, MSN, RN, announced the appointment of Merjo Roca as Nursing Director of Specialty Care and Diagnostic Services at ZSFG effective Tuesday, October 15, 2024.



Merjo comes with a wealth of experience and was the Nurse Manager for the ZSFG Urgent Care Center (UCC) & the ZSFG Patient Vaccine Clinic. She started as the nurse manager at UCC in 2018 and under her management, assisted UCC in increasing their overall efficiency to see over 40% more walk-ins from the community and ED, eliminated daily holds for patient referrals from ED to UCC, and developed a triage process in building 5 lobby to improve patient outcomes and patient satisfaction with navigating services for urgent care vs emergency care. During the pandemic, she helped expand UCC oversight to include management of the ZSFG Alternative Testing Site that assisted in all the COVID-19 testing needs on campus and developed and managed the COVID-19 Vaccine Clinic – a mass vaccination site for the city that has helped vaccinate over 213K patients in the SF community. During the MPX emergency in the city in 2022, under her management, the ZSFG Vaccine Clinic, readily stepped in to implement mass vaccination strategies to help vaccinate over 21K patients with the MPX vaccine to help reduce the effects of MPX in our community. Due to her efforts during the pandemic period, she was awarded the Heroes and Hearts Award for San Francisco in 2022.

Merjo has a diverse leadership background in outpatient and inpatient nursing, a passion for performance improvement and increasing teamwork, and a love for teaching, coaching and mentoring staff.

DEVELOPING OUR PEOPLE 8. New ZSFG Leadership: Joan Torres, MSN, MBA, CNL, Nursing Director, Department of Psychiatry

Gillian Otway, MSN, RN also announced the appointment of Joan Torres, MSN, MBA, CNL as the Nursing Director for the Department of Psychiatry at ZSFG.

Joan has been with ZSFG since 2016, previously working in Psychiatric Emergency Services and Inpatient Psychiatry. Over the last three years while supporting Psychiatry Nursing Administration, Joan led the development and expansion of the Behavioral Emergency Response Team (BERT). As the Nurse Manager for BERT, Joan's leadership was key in integrating behavioral health support across ZSFG while addressing patient and staff safety. Joan developed all the standard work and policies and procedures for the new BERT department, hired and trained all members of the team, oversaw the operations of the department, and partnered with multidisciplinary stakeholders to establish BERT as a 24/7 service available throughout ZSFG. With this expansion, Joan implemented a secondary BERT team stationed in the Emergency Department for immediate and proactive support.



Joan has demonstrated dedication to our patient population at ZSFG. She is passionate in advancing health equity, enhancing workflows, and improving patient care experiences, ideals that she will continue to focus on in her leadership transition. Joan brings a wealth of experience and a deep commitment to healthcare innovation and patient-centered care. In addition to her extensive background in health education and public health, Joan is invested in supporting future nurses and was previously a clinical instructor with UCSF for advanced practice registered nurses. Joan is board-certified in Psychiatric-Mental Health Nursing.

DEVELOPING OUR PEOPLE 9. ZSFG Nursing Staff Quench Their Thirst for Learning and Strive for Continuous Improvement

ZSFG recently hosted a wonderful group of nurse educators from Switzerland. The team of healthcare leaders in government, schools, and hospitals, shared great conversations with Chief Nursing Officer, Gillian Otway, and many nursing directors & managers about innovation, patient care, the importance of collaboration, and the future of healthcare.



During their visit with the Psychiatric Occupational Therapists, the visiting nurses experienced the Equity and Innovation grant funded sensory room where patients are provided tools and the opportunity to tune in to what emotions they're experiencing at the moment, which helps improve their overall well-being.

Through these types of tours, ZSFG can share best practices, identify opportunities for growth and build better relationships, especially in a field where patient care is the number one priority.

DEVELOPING OUR PEOPLE 10. Values in Action Award Winners: Emma Moore and Swati Patel



Congratulations to October's recipient of the Values in Action Award, Emma Moore, Director of Regulatory Affairs. September's recipient, Patty Coggan, Nursing Director of Surgical and Procedural Services, shared at the Expanded Executive Committee Meeting how Emma models ZSFG's core values:

Emma is the perfect example of someone who approaches a daunting task as an eager student who wishes to share the knowledge they have gained. In the last year, ZSFG has been faced with numerous surveys, Emma led us to success by promoting preparedness, a calm demeanor, and an underlying drive towards improvement for ZSFG's patients.

During November's Expanded Executive Committee meeting, the Values in Action Award went to Swati Patel, Director of Pharmacy at ZSFG. Last month's winner, Emma Moore, explained the many ways Swati exemplifies ZSFG values and the very best of us:

Emma shared that she has been routinely impressed with the poise and knowledge of Swati Patel. Swati is dedicated to providing high quality, safe care to patients and embodies ZSFG's core values of joy in our work, thirst for learning, and compassionate care. Her commitment to these principles has not only elevated pharmacy operations but has also created an environment where excellence thrives. In particular, ZSFG experienced a challenging situation over the summer with the Board of Pharmacy where she advocated for both safe patient care and for her staff. Emma was blown away by Swati's advocacy and commitment to make the best out of a tough situation. Swati truly exemplifies the True North goal of developing our people. Swati's unwavering dedication to ZSFG's values and True North goals demonstrates why she is an exceptional candidate for the Values in Action award.



DEVELOPING OUR PEOPLE

11. Dr. Susan Ehrlich Honored as One of the Inaugural San Franciscans of the Year



Congratulations to ZSFG CEO Dr. Susan Ehrlich for being awarded as one of the twelve 2024 San Franciscans of the Year by the SF Examiner!

The SF Examiner set out to recognize the people whose innovative work and leadership define San Francisco and had their readers vote to honor the twelve inaugural winners of this award.

In the words of the San Francisco Examiner, “Of all the ingredients essential to the magic of our city — the stunning physical beauty, the location as the golden gate to the United States and the frontier of the pan-Pacific economy, our world-class cuisine — there is one that dominates the metaphorical skyline of our city’s attributes: the people. Our collective population goes about each day with a sense of hope, aspiring to contribute to the forward progress of humanity. Amongst that broader range of innovators, activists, civil servants and titans of industry, there are the rare individuals who personify what it means to be a San Franciscan.... As our city is being reborn, there have been a few remarkable contributions by people who refuse to succumb to the lazy narrative of doom loops and instead, in truly San Francisco style, choose to see the opportunity and they will a new future into existence.”

Developing Our People

12. ZSFG Healthcare Recognitions

National Health Care Supply Chain Week is an annual event that recognizes the critical role of supply chain professionals in health care organizations. This year’s event was October 6th through October 12th, and allowed us the opportunity to recognize and honor, the work of those responsible for ensuring that hospitals, clinics, and other health care facilities have the necessary medical supplies, equipment, and services, to provide quality care.



The weeklong event highlights the complexity of managing a health care supply chain, which involves coordinating with manufacturers, distributors, and health care providers, to ensure timely and cost-effective delivery of vital products. They are especially integral in helping to stabilize the hospital’s supply during the nationwide IV fluid shortage.

National Health Care Supply Chain Week is a time to recognize the supply chain professionals who work 24/7 behind-the-scenes to ensure that everything from PPE to equipment, are available when needed.

October 7-11, 2024 was **National Pediatric Nurses Week**

During this week, ZSFG celebrated the pediatric nurses, the practice of nurses dedicated to promoting the optimal health of children and providing excellence in nursing care of children and their families. This week calls attention to the critical work that pediatric nurses provide to improve healthcare delivery.



6M Children's Health Center Nursing is a force dedicated to promoting pediatric health. They are active in identifying need for and administering disease preventing vaccines, sometimes being the first to engage children, youth, and parents in this crucial decision. The nurses in 6M are connecting with acutely ill children and their caregivers, while triaging in Pediatric Urgent care, caring for newborns in Early Discharge Clinic or responding to emergencies occurring anywhere in the department which houses primary care, specialty care, behavioral health services, nutrition, and pediatric urgent care.

Inpatient Pediatric Unit (H26) is dedicated to the care of pediatric patients ranging from neonates up to age 17 years old. When children are at their most vulnerable, the inpatient Pediatric nurses provide compassionate and family centered care. Their hard work and dedication make a world of difference for the children in the community.



From October 7th to October 13th, ZSFG celebrated **Healthcare Food Service Workers Week** – a special occasion to express deep appreciation and admiration for the dedicated individuals who tirelessly provide nourishing meals, exceptional service, and a comforting dining experience within the hospital.

ZSFG is grateful to the amazing team of 130+ Healthcare Food Service Workers at ZSFG who serve approximately 438,000 patient meals and 547,000 cafe meals annually, operating out of two kitchens in two buildings (5 and 25) with approximately 26,000 square feet of space



World Mental Health Day was celebrated on October 10, 2024. Thank you to ZSFG's Psychiatry Department for the care they share and in taking care of the mental well-being of the San Francisco community!

The Department of Psychiatry is the second largest department at ZSFG. The Psychiatry Department has many divisions that provides a spectrum of care, meeting people where they are.

- Psychiatric Emergency Services (PES) division is the only 24/7 receiving facility of 5150's in San Francisco and is the largest provider of acute inpatient psychiatry care in the City.
 - The Emergency Department Case Management program also provides intensive services to patients who frequently receive care in the Emergency Department.
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- The Citywide Case Management program, based at their clinic in the SoMa neighborhood, is the largest case management provider for seriously mentally ill individuals in SF.
- The Substance Abuse & Addiction Medicine division is one of the three largest providers of methadone treatment in SF, and reaches some of their patients via their mobile methadone van
- Integrated Behavioral Health clinicians provide mental health services in the Children’s Health Center, Richard Fine People’s Clinic, and the Family Health Center
- ZSFG’s Psychiatry’s Alliance Health Project provides mental health and HIV testing/prevention services to people living with HIV, and to the LGBTQ community at their clinic in the Castro
- The Neuropsychology Service provides cognitive testing and management plans for both inpatients and outpatients



ZSFG Psychiatry also provides trauma-related care through the Rape Treatment Center, the Trauma Recovery Center (adults), and CASARC (children), specialty mental health services to SF’s children through the Infant, Child and Adolescent Division and outpatient care in the SF County Jail.



From October 13 – 19, ZSFG celebrated the Sterile Processing Team. **Sterile Processing Week** recognizes the committed specialists that fill Sterile Processing departments and make a difference in patient care. This team prepares surgical instruments and devices needed for surgery and procedures at ZSFG and LHH. The Sterile Processing Department processes more than 250,000 surgical instruments and devices annually. Delivering more than 36,000 case carts and instruments to teams. Because of the work of this team, the providers can operate safely on patients in our communities.

In honor of October’s **National Healthcare Facilities and Engineering Week** (October 20-26), ZSFG honored the expertise and dedication of the 58 engineers and crafts team members that essential to keeping the hospital running smoothly and safely, creating a healing environment for both patients and staff.

Their work often goes unnoticed, but they are an important part of hospital operations, keeping the environment safe and functional while the capital projects team prioritizes the building of critical mechanical systems and other infrastructure improvements.



As ZSFG prepares for the growing challenges of climate change, their contributions become even more critical. By maintaining and strengthening the hospital's infrastructure, their assistance allows staff to continue providing safe, high-

quality care no matter the circumstances. Their efforts are vital to the sustainability and the welfare of everyone in the community.

October 20-26 was **Healthcare Quality Management Week!**



 Quality Management Department

The Quality Management Department provides consultation to individuals and departments pertaining to the development, oversight, and evaluation of the following programs: Performance Improvement, Quality Data Center, Regulatory Affairs, Risk Management, Patient Safety, Infection Prevention and Control, Medical Staff Services Office, and QM Administrative!

National Pharmacy Week was also celebrated from October 20-26.

During this week, ZSFG acknowledged and shared appreciation for the invaluable contributions that Pharmacy professionals such as pharmacists, pharmacy technicians, helpers, and support staff make to delivering exceptional patient care.

The ZSFG Pharmacy team plays a vital role in delivering timely and safe medication management. It is the combination of the staff's knowledge, dedication, and commitment to providing quality patient care that enables the Department of Pharmacy to provide this essential service. Their collaborative efforts to work with a multidisciplinary team has contributed positively to the health and well-being of many patients within the San Francisco Health Network. Team members are continually up for the challenge to advance wellness by delivering innovative, patient-centered care with clinical expertise. Thank you to the ZSFG Pharmacy Team for all the amazing work you do every day to ensure safe medication use.



October was **Physical Therapy Month**. There are 35 physical therapists and physical therapy assistants at the ZSFG Rehab Department. This caring and compassionate team are key to helping patients become as independent and safe as possible in their lives.

Inpatient Physical Therapists and Physical Therapy Assistants work tirelessly within the hospital to support patients during their stay.

Outpatient Physical Therapists and Physical Therapy Assistants continue this crucial work focusing on helping patients achieve their best possible outcomes and maintain their quality of life. The hands-on approach and customized treatment plans in each setting are essential in guiding patients toward a successful recovery.



National Medical Staff Services Awareness Week was celebrated from November 3-9, 2024. This year marked the 32nd year since the United States Congressional House Joint Resolution #399 was signed as a formal proclamation to recognize medical services professionals (MSPs) around the country.



Presently, the San Francisco Health Network has recruited and developed an extraordinary group of MSPs whose role is integral to the facilities operations. Whether verifying provider's credentialing applications, supporting the medical staff leadership & committees, or coordinating health plan audits with contracted managed care organizations, the Medical Staff Services teams are working to mitigate organizational risk and ensure both patient safety & regulatory compliance throughout ZSFG and Laguna Honda facilities.

ZSFG celebrated **National Radiologic Technology Week** from November 3-9, 2024. It is an annual celebration recognizing the vital contributions of the radiology department — including technologists, radiologists, aides, IT professionals, and nurses — in providing exceptional patient care and ensuring healthcare safety. As front-line professionals, the department plays a pivotal role in advanced imaging technology to detect, diagnose, and treat disease, while supporting all hospital departments in the diagnosis and treatment of their patients. It began with radiography, but today it includes all imaging modalities, reflecting the evolution of medical imaging. Radiology is an integral part of the hospital team, driving medical innovation and shaping the future of healthcare through continuous technological advancements

