



ZUCKERBERG  
SAN FRANCISCO GENERAL  
Hospital and Trauma Center

# ZSFG FY 22-23 ANNUAL REPORT

Susan Ehrlich, MD, MPP  
October 24, 2023



San Francisco  
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco  
Department of Public Health

# About ZSFG

## Who We Are

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

## Who We Serve

- ~100,000 patients per year
- >20 percent of all inpatient care for SF
- A diverse patient population providing services in >20 languages



# About ZSFG



## OUR MISSION

Provide quality health care and trauma services with compassion and respect



## OUR VISION

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



## OUR VALUES

### Joy in our Work

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

### Compassionate Care

Our deep social justice mission is how we distinguish ourselves

### Thirst in Learning

A learning organization allows for transformation and continuous improvement

# ZSFG By the Numbers



PATIENTS SERVED

**99,033**



OUTPATIENT VISITS

**280,592**



MEDICAL & PSYCHIATRIC  
EMERGENCY VISITS

**64,149**



URGENT CARE VISITS

**44,887**



BABIES BORN

**1,223**



TRAUMA ACTIVATIONS

**2,189**



LICENSED BEDS

**397**



UCSF STAFF

**2,400**



DEPARTMENT OF  
PUBLIC HEALTH STAFF

**3,500**



VOLUNTEERS

**485**



PUBLIC COVID-19  
VACCINATIONS

**39,698**

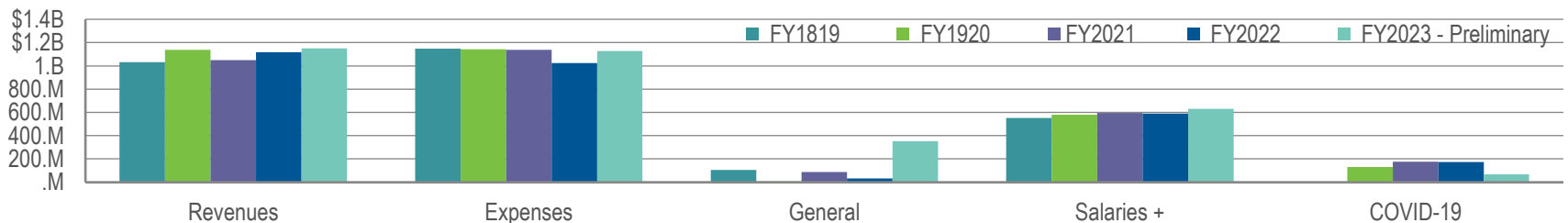


STAFF COVID-19  
VACCINATIONS

**2,733**

# ZSFG Financials

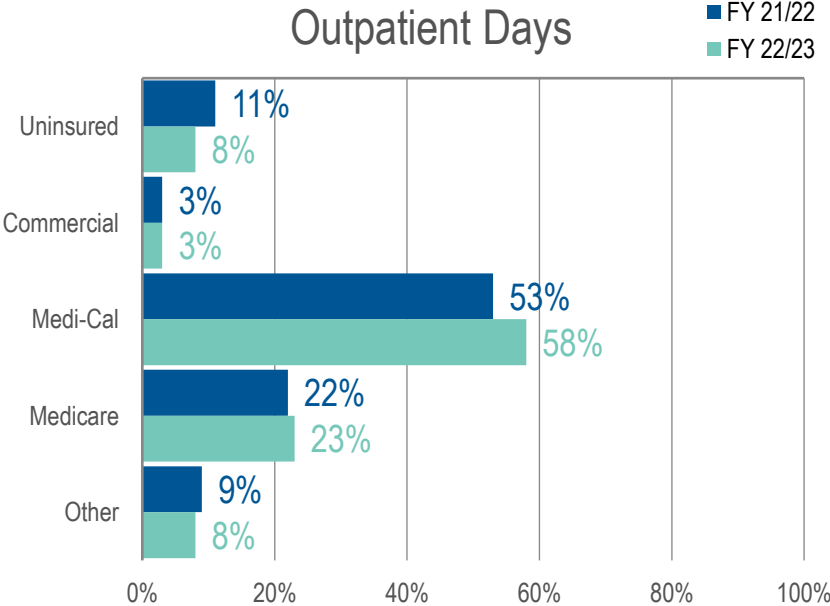
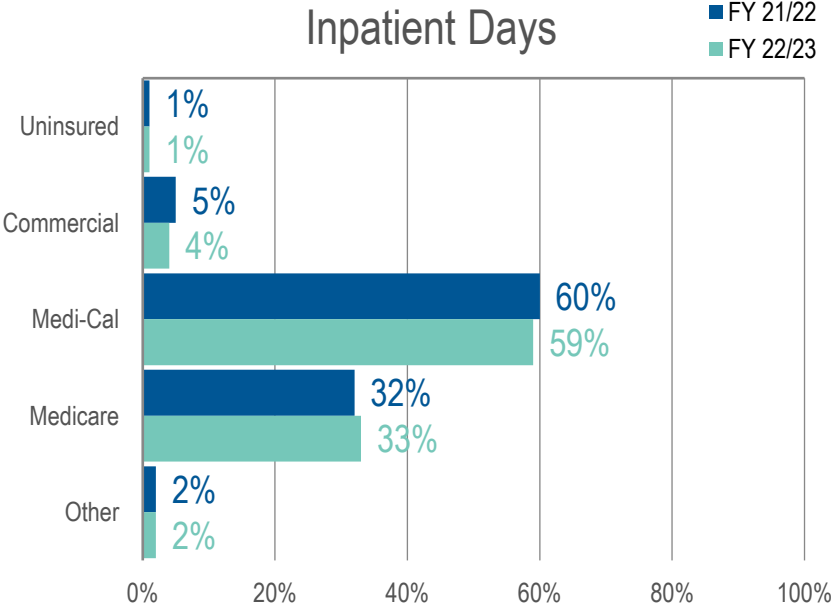
Financials	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 - Preliminary
Total Operating Revenue	\$1,032,410,113	\$1,137,363,376	\$1,048,688,450	\$1,117,120,715	\$1,150,065,916
Total Operating Expenditure	\$1,146,753,580	\$1,143,475,761	\$1,137,390,783	\$1,024,981,855	\$1,127,205,193
General Fund Support	\$104,870,000	\$6,112,385	88,702,333*	\$32,170,878	105,105,133*
Salaries & FB <i>(including operating expenses)</i>	\$552,383,910	\$579,920,734	\$594,837,437	\$588,873,873	\$630,380,106
Total Department of Public Health COVID-19 Expenditure <i>(not including operating expenses)</i>	N/A	\$130,944,019	\$175,729,115	\$172,853,115	\$64,850,516



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

# ZSFG Payor Sources

## Payor Sources

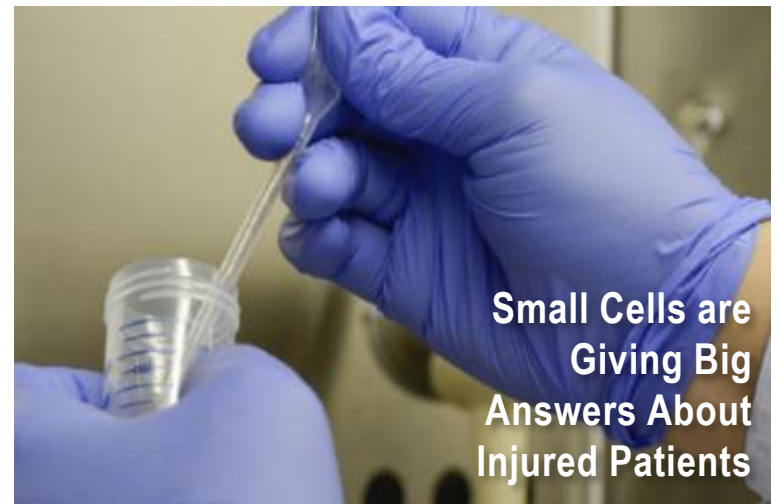


# UCSF at ZSFG

## RESEARCH HIGHLIGHTS

### UCSF @ ZSFG Research Numbers

Total:	\$208M	Research Awards at ZSFG:	1,080
Non-Federal:	\$101M	Principal Investigators at ZSFG:	338
Federal:	\$107M		



Small Cells are Giving Big Answers About Injured Patients



Pediatrics



Neurology



Emergency Medicine

# Partnership with the SF General Hospital Foundation

## 150th Anniversary & Hearts in SF Event

- + Celebrated ZSFG's 150th anniversary
- + \$2.4 million raised to support patient care & innovation

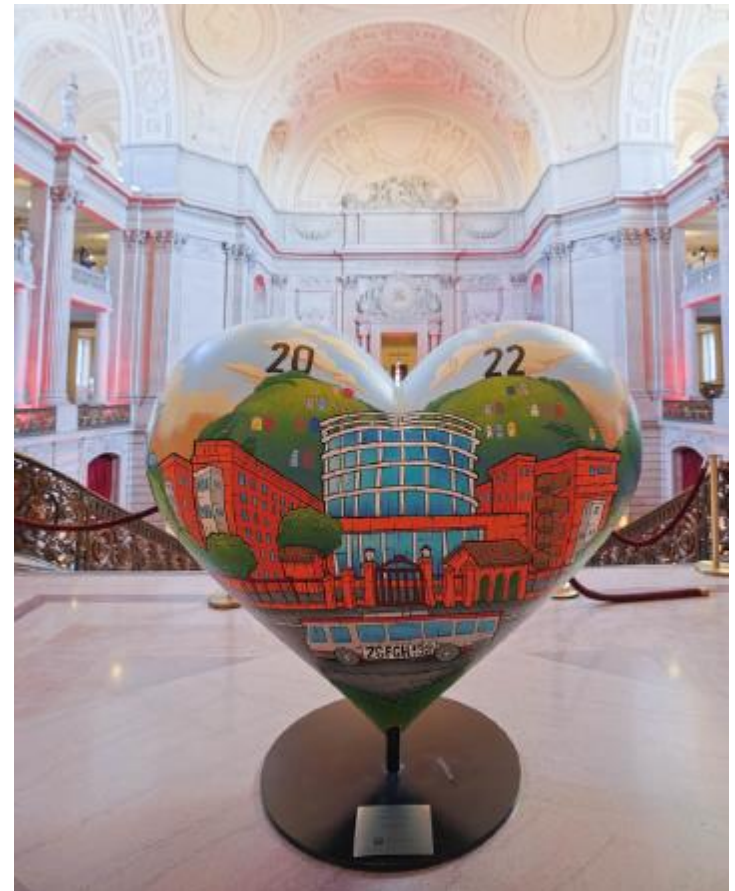
## Equity and Innovation Grants

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

## Transform Mental & Behavioral Health Fund

Investing in mental health programs, services & improvements:

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





# COVID-19 and Mpox Response and Recovery

## COVID-19 Recovery

- Significant and stabilizing decline this Fiscal Year
- National emergency ends in May
- Cautiously eased restrictions while preserving safety protocols



## Swift Mpox Response

- San Francisco had about half the cases in the entire state
- Responded utilizing the lessons learned & leading with equity
- Mass vaccination administered:  
**21,000 mpox vaccinations**  
(75 percent of all mpox vaccines administered in SF at the time)



# Staff Experience and Wellness

In recognition of the importance of the physical and mental well-being of ZSFG staff, we took decisive steps to address challenges posed by the pandemic and its impact on health care workers.

## Virtual Wellness and Engagement

- Cooking classes, well-being discussions, Qi Gong & meditation sessions, Feldenkrais exercises and more
- Efforts were made to ensure inclusivity by offering classes in other languages



## In-Person at the Wellness Center

- Reintroduced in-person events in 2023
- Yoga, well-being pop-ups with acupuncture, chair massages, fitness classes, etc.
- Served >8,400 people



# Staff Experience and Wellness



## BERT Team Expands Hours

From a small integrated behavioral health pilot program to a 24/7 operation



## CODE Lavender Launched

A support resource for health care workers

# Highlights

UCSF Pride Hall Opening



Street Dedication



# Highlights



## RN Career Fair

DPH hosted a Registered Nurse Career Fair at ZSFG



## Promotion of Nurses

We proudly promoted several members of our DPH staff to Registered Nurse positions

# Highlights

## COMMUNITY OUTREACH



### International Awareness Day

Overdose prevention awareness and education



### Avon Comprehensive Breast Care

Community event in the Bayview provided education on breast health

# Milestones



**150**  
YEARS

of Care



**150**  
YEARS

of UCSF Partnership



**50**  
YEARS

OTOP (Ward 93)



**40**  
YEARS

HIV Clinic (Ward 86)



**40**  
YEARS

Sojourn Chaplaincy

# Surveys



## TJC Survey

**February 2023:**

Hosted Joint Commission for a successful Advanced Primary Stroke Center Survey



## 4A-SNF Survey

**June 2023:**

ZSFG hosted CDPH on behalf of CMS for a successful 4A-Skilled Nursing Facility Annual Re-Certification Survey and Fire Life Safety Survey



# Capital Projects

BUILDING OUR FUTURE



## Opening OASIS Wound Clinic

The Wound and OASIS clinics moved to a dedicated space

## Seismic Work in Building 5 Continued

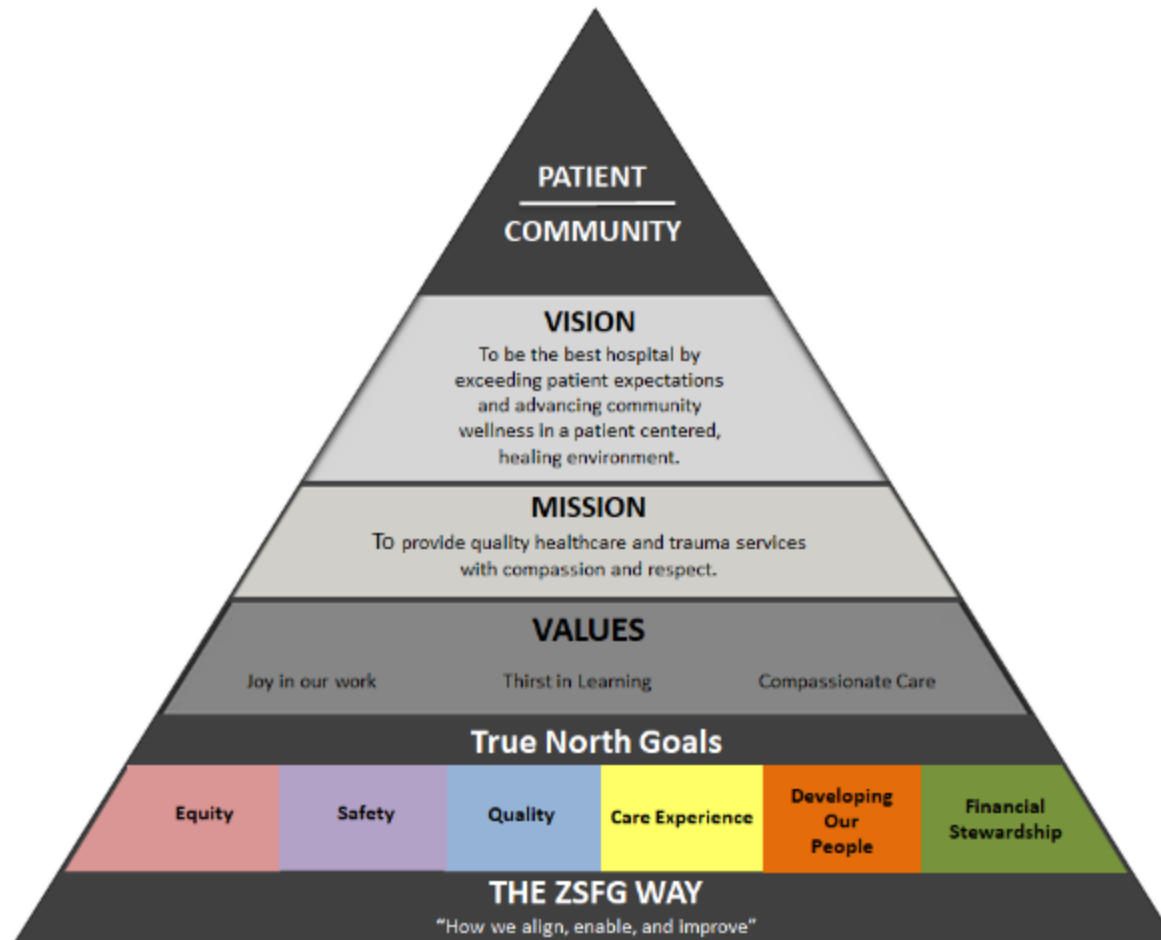
30 percent of seismic work scheduled in 205 locations throughout Building 5 is complete

## Security Scanner Installation

Capital and Facilities teams installed a security package scanner in the Emergency Department

# True North Strategies

## TRUE NORTH OVERVIEW



# True North Strategies

## TRUE NORTH OVERVIEW

True North Pillar	True North Metric	Baseline	Target	Actual
<b>Equity</b>	“Departments Driving Equity”	50%	65%	68%
<b>Quality</b>	Emergency Department ambulance diversion rate (%)	64.9%	50%	43.7%
	Department of Care Coordination lower level of care SEP (patient days)	1,244	1,100	1,488
	Outpatient specialty care clinics with TNAA <= 21 days (% clinics)	81%	90%	84%
<b>Safety, Care Experience</b>	Catheter-Associated Urinary Tract Infections	1.98	2.26	1.37
	Central Line-Associated Blood Stream Infections	0.46	0.77	0.81
	Colon Surgical Site Infections	0.89	1.62	0.76
	Hospital-Acquired Pressure Injuries	0.15	0.20	0.31
	Falls with Injury	0.93	0.45	0.57
<b>Safety, Developing Our People</b>	Physical assaults with Injury	3	<2	5
<b>Financial Stewardship</b>	Hospital Billing Denial Rates	18.6%	15.6%	under implementation

# Staff Celebrations



## Employee Celebrations

Honored employees for their years of service and recognized Executive Administrator Awardees



## Nurses Week

Celebrated ZSFG ~1,600 nurses recognizing how “You Make A Difference”



## Trauma Month

Honored the thousands of lives lost and took a stand against gun violence

# Our Patients

IN THEIR OWN WORDS

“I have received nothing but the best from all involved, start to finish. I am extremely grateful to be treated by such a wonderful, caring group of health care professionals. You most certainly all deserve a great big A+ on your report card.”

“Thanks to all the emergency staff for prompt treatment and referrals. It was a scary experience, but nurses and doctors were great in explaining my situation and treatment plan.  
Thank you!”

“That there are Spanish-speaking staff is important to me. They are very attentive and helpful. The treatment of the patient is with empathy and they give confidence.”



# Profiles

## ZSFG EXECUTIVE TEAM



Susan P. Ehrlich, MD, MPP  
Chief Executive Officer



Elena Fuentes-Afflick, MD, MPH  
Vice Dean, UCSF



Andrea Turner, JD, MBA, CNMT, ACHE  
Chief Operations Officer



Angelica Journagin, JD, MHA  
Chief Administrative Officer



Jennifer Boffi, MPH  
Chief Financial Officer



Christine Falvey, MPA  
Chief Communications Officer



Terry Dentoni, MSN, RN, CNL  
Chief Nursing Officer



Adrian Smith, RN, MSN  
Chief Quality Officer



Luke John Day, MD  
Chief Medical Officer



Aiyana Johnson, MSW, MPH  
Chief Experience Officer



Gabriel Ortiz, MD, PhD  
Chief of Medical Staff



Margaret Damiano, MBA  
Associate Dean for Administration and Finance,  
UCSF



Hemal Kanzaria, MD  
Chief Performance Officer



Gillian Otway, RN  
Interim Chief Nursing Officer

# Profiles

## SAN FRANCISCO HEALTH COMMISSION



Dan Bernal,  
Health Commission President



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



Edward A. Chow, M.D.



Susan Belinda Christian, J.D.



Cecilia Chung



Suzanne Giraud, Ph.D.



Tessie M. Guillermo



Mark Morewitz, MSW,

# In Summary



**Continuous  
Improvement:  
True North Goals**



**Wellness and  
Engagement:  
ZSFG Community**



**Gratitude:  
San Francisco  
Community**





**THANK YOU**