

Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on October 26, 2026

ZSFG Executive Team Report



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Equity

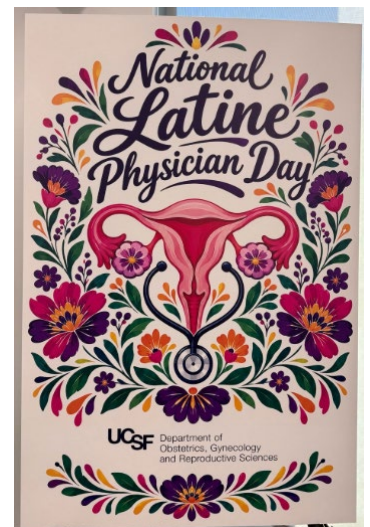
1. Honoring Latine Histories, Voices and Leadership at ZSFG



ZSFG and UCSF celebrated Latine/x Heritage Month by honoring the cultures, histories and contributions of communities with roots across Latin America, the Caribbean and Spain. The month's significance begins on September 15, recognizing the independence anniversaries of 5 Latin American countries, events that symbolize resilience and self-determination across the region.

As part of the celebration, UCSF hosted a special event for National Latine Physician Day, featuring Dr. Josie Urbina of UCSF OB/GYN moderating a conversation with former U.S. Secretary of Health and Human Services Xavier Bacerra. Their discussion highlighted leadership, advocacy, representation, and essential role of Latine voices in shaping medicine and public health. The event underscored the ongoing underrepresentation of Latine physicians in the United States – who make up only ~6% of the physician workforce despite representing nearly 20% of the population – and the importance of intentional recruitment and support efforts across staffing.

The broader activities throughout the month celebrated community, mentorship, and the next generation of Latine physicians. Together, these events emphasized equity, representation and the power contributions of Latine health workers advancing compassionate, culturally informed care.



2. Health Literacy Month: Clear Information is Part of Good Care

October's Health Literacy Month highlights that clear, accessible health information is essential for equitable care. In a message to the staff, Rhett Burden, Director of Inclusive Excellence and Staff Experience, shared that health literacy is both an individual skill and a responsibility of health systems – a concept known as organizational health literacy. The City of San Francisco, DPH and ZSFG use this principle to guide the design, documentation and delivery of patient-facing communication.

Many adults struggle with complex or jargon-filled health information. Clear communication is a core equity practice, especially when people are anxious, ill, tired, or in pain. ZSFG supports this through tools such as the Checklist for Clear and Inclusive Patient-Facing Materials, which promotes plain language, concise structure, respectful tone, and readability that meets patients where they are.

But clarity must also be linguistically accessible. DPH ensures that vital documents are translated into threshold languages spoken in the community, recognizing that equitable access is impossible without language access. The Department of Education and Training (DET) at ZSFG provides

translation services across DPH so materials routinely available in English are also available in Chinese, Spanish, Russian, Vietnamese, Filipino.

This year, International Translation Day was September 30, a day to recognize the work of ZSFG's interpreters and medical translators. Their work extends beyond word-for-word translation – it requires cultural understanding, clarity and awareness of each patient's level of health literacy. For patients with limited English proficiency, interpreters ensure that medical information is conveyed accurately, respectfully and in a way patients can act on.

Together, these observances highlight a unified message – at ZSFG, across DPH and the City, promoting health literacy means committing to clear, culturally informed, linguistically accessible communication and honoring those who are turning awareness into action to support safety, trust and more equitable care.

Quality

3. Hoshin Update

ZSFG's strategic planning and deployment process follows a year-long Scan-Plan-Do-Study-Act cycle. From July through September, ZSFG completed the "Scan" phase, during which the KPO team engaged ZSFG executives and operational leaders, as well as SFHN and DPH leadership, in structured qualitative interviews to gather input, perspectives, and organizational needs. These insights were synthesized into an A3-Intelligence report that included a SWOT analysis outlining ZSFG's strengths, weaknesses, opportunities, and threats. This foundation guided the "Plan" phase, where each strategic team—Flow and Access, Patient Safety, Revenue Cycle, Patient Experience and Workplace Safety—revised its A3 to reflect progress over the past year and to propose priorities for the coming year, ensuring alignment with themes identified during the Scan. The planning work also included refining key performance indicators (KPIs), which were measurable goals used to track progress toward desired outcomes.

During the upcoming November 17 four-hour executive hoshin retreat, ZSFG will complete the "Plan" phase by finalizing the organization-wide x-matrix, a tool that links ZSFG's strategies, KPIs, and true north outcomes, which are the highest-level goals guiding the system. The retreat will focus on reaching consensus on the x-matrix and establishing clear next steps for the following 1, 2, and 3 months. The Executive Team aim is to ensure a shared, actionable plan for deploying these strategies across the organization as we move into the "Do" phase, where teams begin executing the strategic countermeasures outlined through the hoshin process.

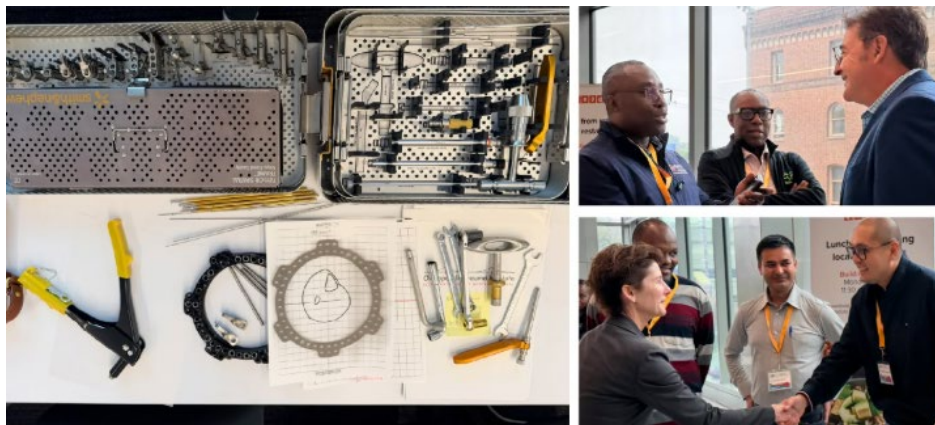
4. ZSFG Surgeons Lead Global Orthopaedic Training

In late September, the Orthopaedic Trauma Institute (OTI) at ZSFG proudly hosted more than 45 surgeons from around the globe for the 16th Annual San Francisco, SMART (Surgical Management and Reconstructive Training) Course, organized by the Institute for Global Orthopaedics and Traumatology (IGOT) to provide specialized training in soft-tissue techniques for orthopaedic surgeons in low-income countries. As the only Level 1 Trauma Center in San Francisco, ZSFG is

uniquely positioned at the intersection of complex trauma care, education and innovation. OTI physicians brought their frontline expertise to the course, sharing practical techniques and real-world insights with international participants.

The SMART course represents an innovative educational model designed to address global disparities in orthopaedic trauma care. Focused on improving outcomes in resource-limited settings, the course equips surgeons with the skills and knowledge needed to perform limb-saving procedures and reduce the incidence of preventable amputations. Its impact extends far beyond the training week: each surgeon who attends subsequently trains three to five additional surgeons in their home country, creating a powerful ripple effect that strengthens trauma care capacity across low-income regions.

By convening global leaders in trauma surgery, the SMART course enables knowledge generated at ZSFG to reach communities worldwide, supporting the shared mission of advancing health equity. ZSFG is proud to contribute to this meaningful exchange of expertise, helping expand access to life-saving orthopaedic care and improving outcomes for patients around the world.



5. Building the Future of Cancer Care at ZSFG

ZSFG hosted the 2026 UCSF-ZSFG Cancer Research on September 25, 2026, which brought together researchers, clinicians, trainees and community partners to highlight progress in cancer research, care delivery and health equity. The full-day program reflected on how far the Cancer Program has advanced in recent years, including the co-location of Oncology, Palliative Care and the Infusion Center in Building 5, integration with the UCSF Helen Diller Family Comprehensive Cancer Center and the achievement of receiving Committee on Cancer accreditation. With ZSFG diagnosing hundreds of patients with cancer each year, the symposium centered on the lived realities of patients and emphasized that comprehensive cancer care relies on strong multidisciplinary partnerships.

Presentations showcased efforts to strengthen clinical trial access, improve time to diagnosis, increase breast, colorectal and lung cancer screening rates, use AI-supported tools to streamline care and introduce supportive interventions such as fluoride varnish for patients with head and neck cancer. Sessions also explored social and structural drivers of cancer disparities, genetic testing in underrepresented populations, quality improvement initiatives and opportunities to expand equitable research participation in a safety-net setting. The program highlighted not only breakthroughs in screening and care but also innovations such as bringing the first bispecific antibody immunotherapy for lymphoma to ZSFG.

Unit 5B Clinical Research Services space recently completed the initial licensing with the CDPH. Once final follow-up items are completed, the unit will become a licensed outpatient research site capable of supporting infusion-based-clinical trials – a transformative step in expanding access to emerging treatments for ZSFG patients. This achievement reflects outstanding collaboration among the 5B Clinical Research services team, Pharmacy, Facilities, Capital Projects, Clinical Lab, Regulatory teams and operational leadership.

Together, the symposium and licensing milestone demonstrate the strength of the ZSFG-UCSF partnership and its shared commitment to advancing equitable, innovative and patient-centered cancer care. The event celebrated meaningful progress, deep collaboration and the collective work of clinicians, researchers and staff dedicated to improving outcomes for the diverse communities served by ZSFG.



6. Diagnostic Imaging Team Drives Major Gains in Access and Innovation

During recent presentations at the MEC and Expanded Exec Committee meetings, the Diagnostic Imaging Team highlighted several major accomplishments and upcoming initiatives. The team was recognized for their significant contributions to patient care and operational performance.

A key achievement is the substantial reduction of the MRI waitlist – from more than 1,000 patients to fewer than 400 – while overall imaging volume has increased by 20%. This improvement has allowed hundreds of patients to move closer to needed answers, diagnoses and treatment, each representing a meaningful impact on individuals and families navigating uncertainty.

The team also outlined ongoing innovations that will further strengthen diagnostic capabilities. These include exploring the development of a Nuclear Medicine Program, launching a new state-of-the-art Mammovan to expand community cancer screening, and upgrading the MRI magnet to 1.5 Tesla to support more detailed imaging and improved clinical decision-making.

Collectively, these advancements reflect the Radiology and Diagnostic Imaging team's continued commitment to clinical excellence, patient access, flow and community health. Their work enhances clarity for patients, expands reach and supports the broader mission of delivering high-quality care.

Developing Our People

7. ZSFG Showcases Innovation and Improvement at Stanford Lean Conference



On September 29, ZSFG and DPH Staff joined Dr. William Huen, DPH's Chief of Strategic and Performance Innovation and Dr. Susan Ehrlich, ZSFG's Chief Executive Officer, at Stanford University's Lean Healthcare Academic Conference to share ongoing work focused on improving care, strengthening systems and enhancing organizational effectiveness.

Lean – known at ZSFG as the ZSFG Way – serves as the hospital's core philosophy and improvement framework. It emphasizes putting patients first, empowering frontline staff, using data-driven problem-solving to improve workflows, eliminating barriers and supporting a healthy work environment. Lean principles reinforce that those closest to the work best understand the processes and can identify meaningful opportunities for improvement.

At the conference, leadership highlighted three major efforts advancing ZSFG's ability to manage complexity and improve performance:

- Strengthening strategic planning and implementation, ensuring clearer organizational priorities.
- Developing a united, trusted source of performance data, promoting consistency and shared understanding.
- Leveraging AI to support quality improvement, enabling more efficient and effective decision-making.

Multiple ZSFG staff and UCSF partners also presented improvement projects across diverse areas including virtual huddles, discharge planning, spinal cord injury care, cancer care, equity-centered operations, safety and patient experience. Across all efforts, a common theme emerged: sustained improvement is achieved when leadership listens to frontline teams, use data to understand work and build systems that support safe, high-quality interdisciplinary care.

ZSFG expresses deep appreciation for its presenters, partners and the KPO team for fostering a strong culture of continuous improvement. Together, these efforts advance the hospital's mission to better serve patients, colleagues and the broader community.

8. The Power of Preparedness: Recognizing Materials Management During Supply Chain Week



In recognition of National Healthcare Supply Chain Week, ZSFG highlighted the exceptional work and unwavering commitment of the Materials Management Department – a team of 40 dedicated professionals who support every patient care area across the hospital. Their expertise in procurement, inventory control, distribution, receiving, logistics and systems coordination ensures that clinical teams have the supplies and equipment necessary to delivery safe, high-quality care.

This year brought significant challenges, most notably the June fire that destroyed Medline's Tracy distribution center, one of ZSFG's primary supply hubs. Under the leadership of Director David Lawlor, the Materials Management team responded swiftly and strategically. They identified workable alternatives, stabilized stock levels, reorganized ordering and distribution workflows and partnered closely with Medline's national operations to ensure essential supplies were backfilled. These actions prevented major disruptions and maintained continuity of patient care during an exceptionally difficult period.

The team also advanced several initiatives that strengthened clinical safety, reliability and operational efficiency:

- **Pediatric Crash Cart Redesign:** In collaboration with the Code Blue Committee, the team standardized and deployed a redesigned pediatric crash cart, now supporting faster and more consistent emergency responses.
- **Medication Cassette Access Improvements:** Working with Nursing Directors, they helped implement a secure keyless medication cassette system that is currently being rolled out across units.
- **Modernized Value Analysis Platform:** They built a centralized platform to streamline the review and approval of new clinical products, improving tracking, reporting, transparency and cross-departmental collaboration while supporting quality, safety and financial stewardship.

These achievements underscore the essential role the supply chain plays in patient care. Recent national disruptions – from the 2024 flooding of Baxter's facility to this year's Medline Distribution center fire – have highlighted how deeply clinical operations depend on the reliability, adaptability and foresight of supply chain professionals. Much of their work remains intentionally invisible; when

supplies are available at the right place and time, it is because a highly skilled team anticipated needs and solved problems long before they reached clinical areas.

9. Fueling Healing and Comfort: A Celebration of our Food Service Professionals



Thank you to the Food and Nutrition Services (FNS) Teams at ZSFG who bring their best to the table with dedication, care and heart to the entire community. This year, National Healthcare Foodservice Workers Week was celebrated from October 4-10, 2026. Their essential work keeps patients, visitors, and staff well-nourished, preparing nutritious meals that directly support healing, comfort and the overall hospital experience. Behind the scenes, these food service professionals manage complex operational demands – from strict cleanliness and regulatory requirements

to coordination with dietitians and clinicians, partnerships with community organizations and oversight of extensive food inventories. Their impact is profound: last year alone, they served more than 1.1 million meals across all service areas, a remarkable achievement that reflects exceptional commitment to expertise. ZSFG is proud to honor and thank the FNS teams for the meaningful difference they make every day in supporting safe, compassionate and high-quality care.

10. Celebrating ZSFG's Certified Nurse Midwives



National Midwifery Week, observed October 4-10, 2026, offered an opportunity to honor the profound contributions of ZSFG's certified midwives, whose leadership, expertise and compassion have shared maternity care in the community for decades. The midwifery team has supported more than 10,000

births, pioneered Centering Pregnancy on the West Coast and continues to advance equity through Black Centering and Spanish-language groups, helping ensure culturally responsive care for all families. Their impact is reflected in the hospital's consistently low C-section rate – about half the national average – and in the generations of midwives who have trained through ZSFG's program. This year also marked the 50th anniversary of the ZSFG's Certified Nurse Midwifery Service, one of California's oldest and most respected 24/7 hospital-based programs, known for delivery evidence-based, patient-centered care. ZSFG extends their deepest gratitude to all who advance compassionate, equitable care for our community through midwifery practice.