

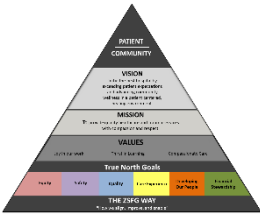
Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on June 23, 2025

ZSFG Executive Team Report

Report Updates

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EQUITY

1. AI in Healthcare Panel Focuses on Equity

At Intersect 2025, the San Francisco Business Times brought together leaders in health care and technology to explore the future of AI in health care. Joining a panel on the integration of AI into the clinical setting, ZSFG's Chief of Performance Excellence Hemal Kanzaria shared the importance of ensuring out-of-the-box solutions don't perpetuate inequities and how to ensure safety-net hospitals are not left behind through strategic investments that benefit patients and clinicians.



Kim Meredith, San Francisco General Hospital Foundation CEO, joined Dr. Lucas Zier for a breakout session on the power of life-saving applications of predictive analytics in public health. The AI-driven model has eliminated significant equity gaps in outcomes for African American heart failure patients. There has been a reduction of heart failure readmission rates by 13 percent and mortality rates by six percent and it has closed the readmission gap to 5.4 percent. This has allowed the hospital to meet pay-for-performance benchmarking that allows for financial ROI and saved the health system almost \$8 million in total. Data also showed patients who had heart failure and were using methamphetamines were at considerable risk for heart failure, so his team developed the Heart Plus Clinic which is staffed with both heart failure and addiction medicine specialists.

While AI is changing the business side of medicine, all panelists reiterated the importance of converting predictive analytics into actionable change in the clinical setting, ensuring workflows adapt and lives are saved.

EQUITY

2. Past Lives Fade at ZSFG Tattoo Removal Clinic

Over its 20-year history, SFGHF's Equity & Innovation Grants program have provided essential funding to many life-changing programs at ZSFG. In 1998, Dr. Matthew Pantell started the Second Chance Tattoo Removal Clinic for gang-affiliated youth in the Mission district. When he started working at ZSFG, he applied for a grant through the Foundation to start a tattoo removal program at the hospital.

Today, the clinic is a partnership between UCSF and SFDPH that provides free tattoo removal to help patients shed the stigma of violence or trauma-related tattoos that can isolate, pose a threat to personal safety or prevent the individual from gaining employment. The clinic serves about a dozen patients a week. Since patients are required to return every six to eight weeks for treatment, the hospital setting is an ideal location to connect patients with other health care services such as primary care and address other social needs, like housing.



EQUITY

3. First Partner of California Hosts Press Conference at the Trauma Recovery Center

In April, ZSFG raised awareness on the importance of supporting survivors on their journey to recovery during Sexual Assault Awareness Month. California First Partner Jennifer Siebel Newsom recently hosted a press conference at UCSF's Trauma Recovery Center (TRC) to share findings from a statewide report

focused on improving care for survivors – calling for increased rural access, school-based prevention, and law enforcement training. Dr. Sarah Metz, Director of the TRC, spoke at the event to highlight the urgent need for expanded trauma-informed services.



ZSFG is proud to partner with University of California, San Francisco and San Francisco Department of Public Health to provide San Francisco's only 24/7 forensic exams after acute assault. Survivors of all ages receive comprehensive mental health and clinical case management through partnership with UCSF's TRC and the Child, Adolescent, Support, Advocacy, and Resource Center (CASARC).

The team of over 25 specially trained nurse practitioners and physician assistants—helps patients understand their medical, legal, and emotional support options. Their skill and compassion make a powerful difference in the lives of those who come to us in their most vulnerable moments. ZSFG provides compassionate, evidence-based, trauma-informed care for survivors and creates pathways to healing through both immediate medical attention and long-term emotional support.

QUALITY

4. The Joint Commission Visits ZSFG for The Advanced Primary Stroke Center Certification Survey

On April 29 and 30, ZSFG hosted The Joint Commission for the 2-Day Advanced Primary Stroke Center Certification Survey. During the visit, the surveyor toured several key areas, including the Emergency Department, Critical Care, imaging areas, and Medical-Surgical units. She also conducted thorough staff interviews, spoke directly with patients, and examined medical records.

The surveyor lauded ZSFG's teams' engagement, skill, and dedication. She loved the diverse staff she saw on campus, reflecting the community that we serve. She was impressed by the structure of the Neurosciences program as well as the data-based culture of improvement that the hospital embraces. The surveyor was very complimentary of the educational advancement opportunities available to staff and the high quality of care provided. It was also truly splendid to hear the surveyor speak about how collaborative, friendly, and patient and community-focused the staff are.

ZSFG is grateful to Sara Cole, Lawrence Chyall, Niko Absila, Tristen James and Dr. Claude Hemphill, Adrian Smith and Emma Moore and the entire regulatory team for their leadership daily and throughout the survey! Their year-round efforts made this survey a great success. The Stroke Program will be re-certified by the Joint Commission! The timing is very fitting, given that April is Stroke Awareness month and ZSFG cares for over 400 patients with strokes every year.

SAFETY

5. Preparing for the Next Emergency



On April 10, ZSFG participated in a functional disaster exercise organized by SFDPH's Emergency Preparedness Branch. Called the SEISMIC SURGE, this exercise involved key medical response partners, 10 local hospitals, Laguna Honda, DPH, and San Francisco's EMS Agency. It was an earthquake scenario that focused on the hospital's ability to identify bed space, personnel, and medical supplies needed to care for disaster patients received, in addition to existing patients. Exercises like these are an opportunity for teams to come together to test processes and strengthen emergency responses to better prepare for any disaster.

On May 13, ZSFG had the honor of hosting disaster and emergency management professionals from 22 countries. These global leaders were nominated by the U.S. Department of State to participate in their professional exchange program, the International Visitor Leadership Program (IVLP). They visited ZSFG to learn how a local trauma hospital responds to community needs during disasters and major crises. The visit included tours and dialogue with hospital leaders, Emergency Department staff, and the San Francisco Department of Public Health's Public Health Emergency Preparedness and Response team. ZSFG is deeply grateful to the speakers for sharing their time and expertise—and to the international guests for contributing their valuable insights and experiences while sharing best practices.



CARE EXPERIENCE

6. Advocacy for ZSFG



ZSFG recently had the pleasure of hosting Becca Prowda, District 11 Supervisor Chyanne Chen and District 2 Supervisor Stephen Sherill on separate tours. ZSFG CEO Susan Ehrlich and members of the executive team took the guests to meet teams throughout campus.

ZSFG was honored to showcase the dedication, skill, and tireless efforts of the Emergency Department, Family Birth Center, the NICU and a visit to TeamLily (who supports high-risk infants), and the Pediatric Urgent Care during the Becca Prowda tour.

One of the highlights of Supervisor Chen tour included the Children's health center where ZSFG's incredible care teams serve thousands of families with dedication, compassion, and expertise. From check-ups, to urgent care, to specialty needs – our teams of doctors, nurses, and support staff work tirelessly to care for children and families with compassion and excellence – no matter their background or situation.

Supervisor Stephen Sherill visited teams across ZSFG who provide critical and compassionate care to the ZSFG community every day. The group discussed Trauma care, cutting-edge behavioral health and substance use programs, and everyday care for children and families.

ZSFG's teams provide world class health care to the community – no matter their situation. Dr. Ehrlich and the executive team look forward to working together to continue shining a light on the important role comprehensive and equitable care plays in creating healthier communities and futures for all. These tours are not only a great opportunity to showcase the facility, teams and services but for these leaders to gain understanding to better serve their community. Thank you to the guests for their leadership and continued support of ZSFG's mission to provide quality and equitable care to every person, every family, every time.

CARE EXPERIENCE

7. The Art of Healing

The ZSFG campus is filled with art. From the floors in the Building 25 lobby, to the internationally renowned artwork in the lobby, to the beautiful floor-to-ceiling stained glass art pieces on any floor, art enhances the beauty of the building and creates a truly healing environment.

Throughout campus, there are hundreds of framed paintings and photographs, the sculptures, the mosaics, the artist-created seating, the murals, the Hearts in SF sculptures, art quite literally surrounds us. All these works feature the beauty of nature and the culture and diversity of San Francisco from local, national, and international artists and has been curated by the San Francisco Arts Commission for decades with the input of staff and patients.

April 15th, was World Art Day, celebrated every year on Leonardo da Vinci's birthday. This is a day that celebrates the enduring impact of art in uniting and inspiring people globally.



Sirron Norris
ED, Pod B



Works by Frida Kahlo and Diego Rivera
above the Terrazzo floor designed by
Oakland artist Rupert Garcia in Building 25



Helen Shum
in front of the BHC

Dr. Ehrlich shared in a recent newsletter to the staff that she is grateful to the Arts Commission for their collaboration and partnership in all this artwork on campus as well as the San Francisco General Hospital Foundation, which has provided many hearts around campus that uplift our spirits.

CARE EXPERIENCE

8. 24 Hour Labor Action from UPTE and AFSCME Unions

UCSF employees represented by the University Professional and Technical Employees (UPTE) and the American Federation of State, County and Municipal Employees (AFSCME) unions held a 24-hour strike on Thursday, May 1. HICS was activated to Level 1 during the labor action. ZSFG remained fully operational and was able to continue to provide essential care to our community. While there were some impacts to specialty services, the hospital focused on ensuring there was a minimal impact to patients and supporting the ZSFG teams. There was a CDPH Surveyor onsite monitoring

the UCSF Labor Action, they toured inpatient care areas, performed HR file review, and interviewed patients and staff. The surveyor exited with no identified deficiencies. ZSFG HICS was deactivated the same day as strike activity concluded and staffing began to return to normal levels. Overall hospital operations were stable, and no significant events were reported.

ZSFG respects the right of every employee to participate in bargaining and other union actions and acknowledge that these are protected activities. This strike is not an action taken against the City and County of San Francisco or ZSFG. The UC's President is conducting negotiations with the unions on behalf of the entire UC system.

CARE EXPERIENCE

9. Deep Appreciation for the ZSFG Volunteers

In honor of Volunteer Recognition Day on April 20, ZSFG celebrated and expressed gratitude for the extraordinary individuals who give their time, talent, and heart to support the hospital's mission.

In the last year, ZSFG's volunteers have provided more than 18,000 hours of services in 30 different departments and programs across the hospital. Thank you, volunteers, for reading stories to children in the pediatric unit, comforting seniors in the emergency department during a difficult time, getting fresh clothes to a patients before they leave the hospital, cuddling babies in the NICU, answering phones, helping patients find their way to their appointments, and the many other ways you provide support to patients and staff.

ZSFG gives thanks to every volunteer, and to every staff member who supports them—for embodying the values that help make ZSFG a place of healing, dignity, and hope.



CARE EXPERIENCE

10. ZSFG in the Community: Community Health Fair



Over Memorial Day weekend, the ZSFG Stroke Team and Wraparound Project, along with other DPH teams and community groups, hosted a Community Health Fair in the Western Addition. The event features health screenings, ears/nose/throat cancer screenings, stroke awareness education, a “stop the bleed” demonstration, fire-safety demonstration, Wraparound violence prevention services, overdose prevention, food and nutrition guidance, CPR training, and more. The goal was to inform the community on how to prevent injuries and common health emergencies as well as mitigate trauma while help is on the way.

Thank you to the nearly 60 staff and volunteers who showed up to prioritize health and community – sharing their time and wisdom. Together, we all created a space where everyone felt seen, support, and stronger with –

Special shout out to Sara Cole, Mike Texada, and Sarah Garden for spearheading and organizing this great event for the community, with the community – and thank you to our Chief Nursing Officer, Gillian Otway, for her support and leadership!

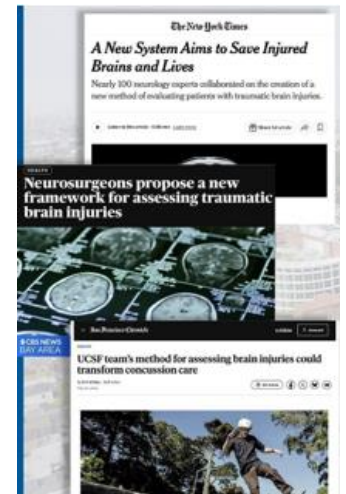
Here's to growing healthier, more connected future – together.

CARE EXPERIENCE

11. Neurosurgeons Propose a New Framework for Assessing Traumatic Brain Injuries

Dr. Geoff Manley and ZSFG's Neurosciences team have established novel frameworks for better assessing traumatic brain injuries (TBI) by incorporating new biomarkers, among other factors, to more holistically and precisely guide care. Dr. Manley's research, in which he described a new framework for assessing TBI, was published in the June 2025 edition of *The Lancet Neurology*. This framework allows for a more precise assessment of the injury and leads to better care.

For years, trauma centers have used the Glasgow Coma Scale to assess patient's level of consciousness after a head injury. Manley said current clinical guidelines are not very precise because the current measurement divides patients into three categories of traumatic brain injury and then treats the patients accordingly. Sometimes patients who are diagnosed with mild or moderate TBIs develop symptoms long after discharge and without proper follow-up or care, suffer long term.



ZSFG follows advanced protocols that Dr. Manley determined with an international coalition of experts and patients. Dr. Manley explains that the new criteria considerations what the injury brings to the patient but also what the patient brings to the injury. The new criteria involve what Manley and the report called the "4 pillars": a clinical exam, biomarker blood tests which can show levels of tissue damage, imaging needed by patients who show certain levels of tissue damage, and then "modifiers" that include a patient's age, gender, mental health, support system, and even prior head injuries. This new framework will be available for adoption by trauma centers across the country.

Dr. Manley's work is an excellent example of how ZSFG teams continue to push for an understanding of how to deliver the best care possible to the community, and create best practice standards of care for the world.

CAPITAL

12. National Infrastructure Week and Capital Projects Updates

This Infrastructure Week (May 12–16), ZSFG celebrated the people and projects transforming the campus—one brick, beam, and blueprint at a time. Here is a summary of what the Capital Projects Team and their partners are working on across ZSFG:

- Clinical Lab: Fully modernized to support high-speed robotic testing.

- Dialysis Clinic: A new, expanded space in the works for more patients and modern equipment.
- Public Health Lab: 11,000+ sq. ft. under construction to provide a seismically safe environment for essential public health testing.
- Psych Emergency Services: Light-filled space doubling capacity and improving the quality and safety of care.
- Building 5 Seismic Retrofit: 70% complete and raising ZSFG's safety standards.
- IT Infrastructure: Meeting the digital demands of modern healthcare.
- Cooling Tower & Chiller Replacement: Supporting ZSFG's patient, staff and technology needs and sustainability goals.
- 4C Infusion Center: Co-locating with the Hematology and Oncology Clinic to create a coordinated and seamless experience for our cancer patients and a better space for our staff, and beginning our efforts to establish an ambulatory center of excellence in Building 5.

The Capital Projects Team is also facilitating moves throughout campus to support new clinic construction and seismic work. The Children's Health Center (CHC) was temporarily transitioned from 6M to 4D to accommodate the Building 5 retrofit. Provider teams multiple departments have also been relocated to Buildings 10 and 20 in order to accommodate our many building projects.

Thank you to the Capital Projects team for leading these projects and for the cooperation, creativity and flexibility of ZSFG staff to ensure there is no disruption to patient services.



DEVELOPING OUR PEOPLE

13. ZSFG First Annual Nurse's Week Research Symposium and Awards Ceremony

ZSFG hosted its First Annual Nurse's Week Research Symposium, it was deeply inspirational and a huge success. Chief Nursing Officer, Gillian Otway, helped to kick off the event, sharing how inquiry is one of the key pillars of the nursing profession. And indeed, seeing the posters and oral presentations highlighting the incredible work occurring on campus truly highlighted how much our nurses do in all realms of care, whether direct bedside care, quality improvement, reducing disparities, advocacy, and leadership. The event was a full day of research presentations and discussions showcasing the impactful work of nurses to advance patient care, quality improvement, health equity, and innovative nursing practices and more. The event was a fantastic opportunity to connect with fellow researchers, and network with other professionals to learn about the latest advancements in nursing, and how you can be involved. Thank you to Rebecca Menza, Norlissa Cooper, and Jen Berke for being key organizers of this wonderful tribute to nursing contributions to advancing care.



Congratulations to the Quality Management Team on being recognized with the "Best Presentation Board" award and Dr. Monica McLemore on receiving the inaugural Catalyst Award - recognizing her work that ignites transformation across research, policy, and practice!

The theme to the 2025 Nurse's week was: the Power of Nurses to Transform Health. ZSFG nurses put patients first, ensuring their voices are heard and their needs are met—especially when patients are at their most vulnerable. They

speak up in care teams to ensure timely treatment, respectful care, and access to essential resources. Whether it's coordinating with social services, clarifying a treatment plan, or simply listening deeply, nurses champion their patients' dignity, safety, and well-being every step of the way. Thank you to our Chief Nursing Officer, Gillian Otway, Jen Berke, Norlissa Cooper, Dana Pullman, and Rebecca Menza, in addition to all the other staff who have helped contribute to the week's festivities. ZSFG also acknowledges the HR team for all the work they put into increasing ZSFG nursing staff over the last year.

To close out the nurse's week celebrations, ZSFG hosted an inspiring appreciation award ceremony – honoring the heart and caring spirit of the hospital's incredible nurses. ZSFG recognized all the nominees and shared congratulations to the awardees:

DAISY Awards: Giovanni Palasigui, Cristina Abella, Brent Abel, Gabriella Bridges, Vannie Phan

BEE Awards: Dorothy Carson, Chloe Yang, Indah Chan, Henry Viray, MJ Haney, Nhi Chau, Elina Durnell, Keith Turk, Brenda Gotera, Wutyi Hlaing, Yohannes Beyenne

Friends of Nurses Award: Danyelle Diggs

O'Connell Society Award: Rachel Perry Limon



DEVELOPING OUR PEOPLE

14. Gillian Otway, RN, Named One of the Most Influential Women in the Bay Area



Congratulations, Gillian Otway, RN, on being named one of the Most Influential Women in the Bay Area by San Francisco Business Times!

Chief Nursing Officer, Gillian Otway is adored by teams throughout the hospital – inspiring all to always to lead with compassion. Her dedication to healthequity, innovation, and advocacy for nursing excellence at the City's safety-net hospital and only Level 1 Trauma Center continues to elevate quality care for communities who need it most.

A well-deserved honor and recognition.

DEVELOPING OUR PEOPLE

15. Values in Action Award Winner: Christopher Ross

The "Values in Action" award honors a leader who embodies ZSFG's core values: Joy in our Work, Thirst for Learning, and Compassionate Care. In May, ZSFG proudly to recognized Chris Ross, Director of Performance Excellence in the Kaizen Promotion Office (KPO).

Chris has long been a driving force behind ZSFG's improvement efforts, helping guide ZSFG toward true north with clarity, compassion, and commitment. He's a steadfast champion of continuous improvement and a valued mentor who brings humor, humility, and heart to everything he does.

Colleagues across ZSFG shared praise of Chris's contributions:

- "Chris supports others' growth, honors every idea, and truly understands our culture."
- "He's witty, insightful, and a generous teacher."
- "Chris models servant leadership, always seeking challenges as opportunities to learn and support others."
- "From his start as a KPO analyst to his current role as director, Chris brings a rare combination of strategic thinking and deep care for our patients and staff."



Chris, thank you for your dedication, mentorship, and reflective leadership. ZSFG is lucky to work alongside you—and grateful for the values you live every day.

DEVELOPING OUR PEOPLE 16. Dr. Silverman Earns EMS Hospital Provider Award



Congratulations Dr. Eric Silverman on receiving the Hospital Provider Award during EMS Week.

As an emergency and EMS physician at ZSFG, Dr. Silverman also serves as the EMS Base Hospital Medical Director where the team provides thousands of consultations for severely ill and injured patients in the field.

Whether offering guidance during a cardiac arrest resuscitation or trying to convince an injured patient to accept transport to the hospital, EMS Base Physicians provide an essential service to some of the most vulnerable patients in San Francisco, all while treating patients in the emergency department at ZSFG.

Eric shares, "I feel grateful to work alongside such a dedicated and skilled ED team at ZSFG and am proud of the care we provide with our EMS colleagues. This recognition is a tribute to both the strong partnerships and shared mission of providing excellent care to the communities we serve."

Congratulations on these impressive achievements! And another shining example of how what the doctors do at ZSFG extends well beyond the campus.