

# Hospital Operations & Patient Care Report

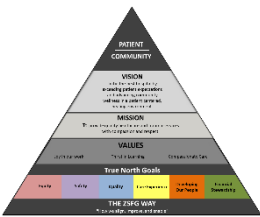
Presented to the Health Commission – ZSFG on September 22, 2025

ZSFG Executive Team Report

## Report Updates

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## **SAFETY**

### **1. Shooting Incident at ZSFG**

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ZSFG CEO, Susan Ehrlich, addressed all staff with a note in the early morning of September 10 following an incident in front of Building 25 where a shooting took place the prior evening. Thankfully, no one was physically harmed. The Sheriff's Team and the San Francisco Police Department responded immediately, quickly apprehended the suspect, and placed the weapon into custody. At least two rounds penetrated Building 25 windows; these windows have now been temporarily secured to ensure campus safety.

Susan expressed appreciation to the staff who immediately responded to this incident and kept hospital operational impacts to a minimum. Clinical teams quickly cared for those in need and those understandably shaken by the incident, demonstrating remarkable dedication and compassion. Susan and members of the Executive Team returned to campus and rounded throughout the hospital that night to offer resources and check on staff.

Even though incidents like this are rare at ZSFG, they are deeply upsetting. It is natural to feel shaken when violence touches so close. These moments remind us not only of the challenges faced by the community ZSFG serves, but also of the extraordinary importance of the work—providing emergency care, wraparound services, and violence prevention efforts that truly make a difference.

While no one was injured during the incident, the event was an opportunity to learn during multiple debriefs and make changes to current processes. In addition to the ZSFG strategic workplace safety work, the hospital will undertake the following:

- Updating and redistributing the Rainbow Emergency Resources Guide
- Scheduling FEMA and HICS trainings
- Establishing a consistent schedule of drills, including active shooter preparedness
- Continuing Everbridge testing and enrollment support
- Reviewing communication systems to ensure rapid and effective notification of staff, including UCSF partners

During the ZSFG Town Hall on Wednesday, September 17, Sabrina Robinson, Angelica Journagin and Basil Price addressed the staff to share updates on these efforts and provided new information on other enhanced security measures. They also encouraged staff to share insights regarding ZSFG's safety practices and answered questions.

The safety of our patients, staff, and visitors remains a strategic priority and the ZSFG executive team will continue to work on improving overall safety on campus.

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## **EQUITY**

### **2. ZSFG Leading the Way in Substance Use Disorder Treatment and the Launch of Every ACT Matters**

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ZSFG is committed to improving care for people with substance use disorders. The hospital has been a leader in substance use treatment disorders since 1973 when the Opiate Treatment Outpatient Program (OTOP) began. Since then, ZSFG has expanded their services and leads in providing evidence-based treatment and increased access to medications for opioid use disorder among hospitalized patients. In 2024, two-thirds of all patients hospitalized with opioid use disorder received methadone or buprenorphine. The Addition Care Team achieved an even higher outcome of four in five receiving medications for opioid use disorder. This is well above the national average of one in five

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patients among U.S. hospitals. Across ZSFG, staff are hopeful of strengthening linkages to care and retention in treatment by working with community partners.

For decades, ZSFG has been at the heart of DPH's strong and sustained response to the crisis. Key initiatives include:

- **Expanding access to addiction care**, especially buprenorphine starts, in the Emergency Department and PES.
- **ACT (Addiction Care Team) Nurse Liaison Program** continues to train nurses as addiction medicine Champions.
- **Team Lily** supports pregnant and postpartum people navigating substance use disorder.
- The **Addiction Pharmacy & Therapeutics Subcommittee** implementing cutting-edge evidence-based treatments such as rapid methadone and injectable buprenorphine and updating the alcohol withdrawal workflows.
- **Primary Care Addiction Medicine Fellowship** has trained 31 physicians
- **OTOP** has begun doing intakes at the mobile site in Bayview-Hunters Point.
- **Bridge Clinic** is now open six days a week and has expanded methadone access.
- **ACT** has implemented hospital-based contingency management to help patients with stimulant use disorders complete their hospitalization.

Staff and patients also gathered on campus at various events to bring awareness to International Overdose Awareness Day (August 31) and National Recovery Month (September).



During the last weeks of August, ZSFG Pharmacists and the Addiction Care Team hosted a joint tabling session at ZSFG to raise awareness about the risks of overdose. The teams provided attendees with instructions on how to use Narcan and fentanyl test strips, along with guidance on recognizing the warning signs of an overdose. Attendees were able to take home free samples of these critical, lifesaving tools so they can act quickly and confidently if they encounter someone in crisis.

On Friday, August 29, staff gathered at the ACT Matters Campaign Launch. Every ACT Matters is a project created for the staff in partnership with the community and designed to transform how to care for people with substance use disorders and teach staff how to provide care that is free of stigma. The campaign features 18 short videos which feature personal narratives from people with lived experience and hospital staff. The ACT team hopes that by sharing this campaign, caregivers can learn about the impact of incorporating empathy, understanding, and awareness into patient care. The hope is the videos will spark a discussion, encourage connection with the Addiction Care Team, and act as a reminder that everyone plays a vital role in a person's recovery.



## EQUITY

### 3. Second Annual ZSFG Milk Drive

August was Breastfeeding Awareness Month and ZSFG's Family Birth Center and the NICU teamed up again this year with Mother's Milk Bank California to host the second annual Milk Drive in San Francisco to support babies and families locally and beyond.

As a Baby-Friendly hospital, ZSFG is dedicated to ensuring every newborn gets a healthy beginning by offering lactation support to birthing parents who choose to breast/chest feed human milk, and providing alternatives when breastfeeding is not possible such as offering donor human milk. With more than 1,300 babies born at ZSFG each year, even the smallest act can make a big difference: just 2 tablespoons of donated human milk can help a baby in need thrive, and a quarter ounce is a full feeding for a NICU baby.



Thank you to everyone who showed up and shared the gift of life by participating at this event! Nearly 2,000 ounces of frozen milk were collected. This generosity from the community helps ensure every baby has a fighting chance, no matter their start in life. This is what health equity and compassionate care look like in action – truly the ZSFG way. From the bottom of ZSFG’s big heart (and from tiny hearts everywhere) – thank you to the staff members and everyone else who came by to donate and support this cause!

Shout out to Lactation Consultants and Nurses, Catalina Perez and Amalia Deck, nurse managers of the NICU and Birth Center, Shilu Ramchand and Jessica O’Rourke, and ZSFG Chief Nursing Officer, Gillian Otway, for their leadership and to the NICU and Labor and Delivery team for their care to families throughout the year.

## EQUITY

### 4. Children's Health Center Gives Kids a Healthy Start to the School Year

The Children’s Health Center (CHC) at ZSFG has made significant strides in ensuring children are prepared for the new school year by providing essential healthcare services. Each summer from May through September, CHC cares for nearly 6,000 pediatric patients—70% of whom are Spanish-speaking—providing essential preventive care and vaccinations.

To avoid the “August Crunch” of last-minute visits before school starts, CHC Quality Improvement team worked with the DPH Population Health team to launch the Kinder Project with early outreach starting in February. By May, families received school forms via mail with up-to-date vaccine and Well Child Visits. In addition to digitizing forms and integrating with MyChart in collaboration with SFUSD, 75% of kinder-age CHC patients completed their visit before school started.



A major contributor of this success can be attributed to the launch of CHC’s Open Access System which started in January. This system allows families to book appointments via Fast Pass (text), MyChart or by calling the SFHN Call Center. This has improved flexibility and reduced no-show rates ensuring care is more accessible and convenient for all.

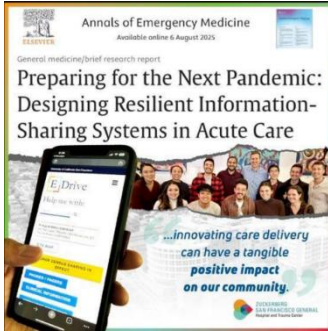
CHC’s proactive and inclusive approach has also been applied to flu vaccinations. This effort led by Nurse Manager Tonia Vega has resulted in 65% of children seen at the CHC receive their flu vaccines. Through proactive scheduling of follow up doses, extended clinic hours and targeted text reminders, they’ve successfully vaccinated 9% more children compared to the previous year. CHC remains focused on closing disparities in care to ensure ALL children have the support they need to get their needed vaccines.

A big congratulations to the entire CHC team, including Dr. David Gordon, Nurse Manager Tonia Vega, and SFHN Director of Primary Care Dr. Blake Gregory and Deputy Director Carol Taniguchi for their thoughtful, coordinated, and patient-centered approach to keeping kids healthy and ready to thrive.

## CARE EXPERIENCE

### 5. Preparing for the Next Pandemic: Designing Resilient Information-Sharing Systems in Acute Care

Congratulations to ZSFG's Associate Chief Medical Officer of Performance Excellence, Christopher Peabody, MD, MPH, along with the team and co-authors, Jaskaran (Karan) Bains, MD, MBA, Nicholas Stark, MD, MBA, Jaskirat Dhanoa, MD, Tuna Hayirli, MD, PhD, Mai Vu, BS, Michaela Kerrissey, PhD, MS, and ZSFG's Chief of Performance Excellence, Hemal Kanzaria, MD, MSc. on their recent publication in the Annals of Emergency Medicine. These ZSFG Emergency Department doctors developed the human-centered E\*Drive tool during the COVID pandemic as a centralized digital hub for sharing up to date information with the emergency physicians treating patients with those conditions.



These doctors sought to simplify complex clinical guidelines into single-page, color coded workflows that could be updated without specialized technical knowledge. During the development phase, the authors continuously sought input from the end user clinicians to ensure the success of this information platform. By instituting a clear, replicable process for information dissemination, the doctors were able to achieve clinical trust and adoption of this tool. E\*drive provides clinicians with quick access to the most up-to-date care protocols, improving the quality and timeliness of patient care with a fast, reliable, and accessible resource to support care delivery during a critical time. This enabled a more proactive response during the Mpox outbreak and can serve as a replicable model for future outbreaks.

Having this system in place here at the City's safety-net hospital and only Level 1 Trauma Center better equips ZSFG with providing care for patients during any future public health crisis, when the most vulnerable patients are at highest risk. E\*Drive is a great example of how ZSFG's focus on innovating care delivery can have a tangible positive impact on the community.

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## DEVELOPING OUR PEOPLE 6. New ZSFG Leadership: Peter Chow



Chief Financial Officer, Eric Wu, announced Peter Chow as the new Director of Budget and Decision Support at ZSFG. The San Francisco native brings nearly two decades of experience with the City and County of San Francisco, including the last 14 years with DPH. Most recently, he worked as a supervisor in the Work Order Fund Unit in the Central Office. In this role, he managed budgeting, billing approvals, fund projections, and provided operational support across DPH. Peter's work also involved interdepartmental coordination with over 30 city departments managing interdepartmental agreements, professional service contracts and multi-year continuing project funds.

Peter is well versed with CCSF's Financial system and has developed tools to automate key financial projections and enhance data visibility. In his new role, he aims to support ZSFG by ensuring resource management and delivering accurate financial information. As a father of two, Peter is driven to help build a healthcare system that will serve and protect future generations.

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## DEVELOPING OUR PEOPLE 7. New UCSF at ZSFG Leadership: Mary O. Gray, MD

Dr. Mary O. Gray has been named the new Chief of the UCSF Division of Cardiology at ZSFG by Dr. Neil R. Powe. She has served as interim chief since June 2024 and is now officially stepping in to the leadership role.

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Dr. Gray is recognized for her commitment to expanding access to high-quality cardiovascular care, her leadership in interdisciplinary collaboration and her passion for teaching and mentoring. Her ZSFG leadership roles connect physicians, nurses, clinical pharmacists and informatics experts across services to decrease healthcare risks and improve delivery systems. She serves as a consultant for ZSFG patients who develop cardiac conditions during pregnancy, Dr. Gray is also a member of the American Board of Internal Medicine (ABIM) Cardiovascular Disease Item-Writing Task Force where she helps shape high-impact assessment tools used by practicing cardiologists. In 2025, she received the John Murray Award for Excellence in Internal Medicine from the ZSFG Department of Medicine.

Thank you to the search committee for their work in selecting Dr. Gray for this position. Mary is an outstanding leader, clinician and educator who has an extraordinary commitment to ZSFG.

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