

# ***Hospital Operations & Patient Care Report***

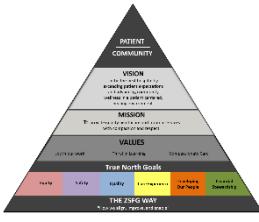
Presented to the Health Commission – ZSFG on January 26, 2026

ZSFG Executive Team Report

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## ***Report Updates***

### **Table of Contents**



<b>1. Honoring the Life of Alberto Rangel .....</b>	<b>2</b>
<b>2. Enhanced Security on Campus .....</b>	<b>2</b>
<b>3. Go-Live of Beaker, SoftBank and Automation Track .....</b>	<b>3</b>
<b>4. The 8th Annual NOVA12 Walk .....</b>	<b>3</b>
<b>5. San Francisco General Hospital Foundation Announces 2025 Grantees .....</b>	<b>4</b>
<b>6. ZSFG Launches Cancer Care Website .....</b>	<b>4</b>
<b>7. Family Birth Center Makes the Maternity Care Honor Roll Again .....</b>	<b>5</b>
<b>8. ZSFG Care Experience Team Honored with Award .....</b>	<b>5</b>
<b>9. New ZSFG Leadership: Kim To, MHS, LSSGB, CPHQ .....</b>	<b>5</b>
<b>10. New ZSFG Leadership: Shilu Ramchand, RN, MS, CNS .....</b>	<b>6</b>
<b>11. New UCSF at ZSFG Leadership: Dr. Carolyn Hendrickson .....</b>	<b>6</b>
<b>12. New UCSF at ZSFG Leadership: Dr. Andreas H. Mitchell, MD, MPP .....</b>	<b>6</b>
<b>13. New ZSFG Leadership: Matthew Talmadge, MSN, FNP-BC, PHN .....</b>	<b>7</b>
<b>14. New ZSFG Leadership: Adrian Gonzalez, CDM, CFPP .....</b>	<b>7</b>
<b>15. Values in Action Award Winner: Mary Mercer, MD, MPH .....</b>	<b>8</b>

# IN MEMORIUM

## 1. Honoring the Life of Alberto Rangel



On December 4<sup>th</sup>, Alberto Rangel was assaulted by a patient in Ward 86. Despite the heroic efforts of his Ward 86 colleagues, the emergency, trauma and intensive care teams, Alberto passed away on December 6<sup>th</sup>.

Alberto was a cherished member of the UCSF and ZSFG teams – a warm, dedicated, and deeply compassionate behavioral health clinician who devoted his career to supporting patients during their most vulnerable moments.

He was known for his kindness, his ability to meet people with humanity and respect, and his unwavering belief in the dignity of every person he served. Through his work, Alberto touched countless lives, offering comfort, connection, and healing to patients, families, and colleagues alike.

Alberto's commitment to the ZSFG mission of delivering exceptional care, advancing health equity, and serving all in the community – was evident in everything he did. His presence made the campus stronger, teams more connected, and ensured ZSFG's patients felt supported. Losing him in this way is heartbreakingly beyond words.

Vigils were held nightly in the Bank of America Plaza to celebrate Alberto's spirit and how he made such an impact with his presence and work ethic. Later in the month, the memorial dedicated to Alberto was moved indoors to the Wellness Center. As staff and colleagues continued to process the tragic loss of Alberto, the Wellness Center was designated as a space for healing, reflection, and remembrance.



# SAFETY

## 2. Enhanced Security on Campus

For a number of years, ZSFG has been advancing a comprehensive safety and security program that is focused on response and de-escalation. This includes the BERT team, contracted healthcare security, and deputies and cadets from the SF Sheriff's Department. In July, ZSFG implemented security screening and weapons detection in Building 25 and Building 5, upgraded the Security Operations Center video wall, and expanded camera coverage and lighting across campus, including around Buildings 80/90.

Following the Ward 86 incident, immediate changes were made on campus and throughout the DPH to ensure threats are identified and addressed, that the workplace will be free of harm and that such an event does not occur again. DPH and ZSFG Leadership met with staff to gather comments, questions, concerns, suggestions and feedback to drive action. Across DPH, major safety projects are underway, and near-term actions to support safety and internal and external safety assessments will inform immediate actions and long-term investments.

Immediate changes for security and safety in Building 80/90 included:

- Security Screening: A Weapons Detection System (same as Building 5 and 25) was implemented at the Building 80/90 entrance. Everyone who enters must walk through the system.
- Additional security presence was added at the Building 80/90 entrance.
- Additional lighting was installed around the building.
- Lockers were placed in the garden entrance of Building 80/90 to assist with patient belongings.

ZSFG has also strengthened protocols for high-risk situations. Safety cards were added to the staff desktops to help guide staff towards quick, appropriate action depending on whether it is an emergency or safety concerns. Working together to address safety concerns will benefit the community in the long run. ZSFG is committed to being transparent throughout this process to ensure trust and accountability.

## QUALITY

### 3. Go-Live of Beaker, SoftBank and Automation Track

On October 25, the SFDPH laboratory information systems (ZSFG Clinical Lab, ZSFG Pathology Lab and Public Health Lab) successfully transitioned to the Epic Beaker application. The Blood Bank also transitioned to Soft Bank software.

This was an enormous and complex undertaking, many years in the making and involving the Clinical Lab staff and leaders, ZSFG Capital and Facilities teams for the construction of the new Core Lab, Epic/DPH IT teams, Anatomic Pathology Lab faculty and staff and Public Health Lab leadership. This go-live was particularly complicated as it was



paired with go-live for the automated track for Chemistry and Hematology instruments. This automated track utilizes amazing robotics and software that guide specimen tubes around the track so they can be centrifuged, uncapped, sampled at each instrument, tested on the instruments, and then recapped and stored in a refrigeration unit. Meanwhile test results flow from instruments into Beaker and then into Epic where providers can see results.

With the integrated Beaker software in place, ZSFG will increase efficiency, improve communication, allow for better management of shared specimens, and help with utilization management across all three labs. The automated track will also contribute to increased efficiency in the Clinical Lab and provide faster reporting of test results. This was a fantastic step forward for quality, efficiency, and safety for all the DPH lab information systems and the blood bank.

## EQUITY

### 4. The 8th Annual NOVA12 Walk

Nearly a decade ago, staff at ZSFG's AVON Breast Cancer Center came together to launch a breast cancer walk to raise funds for patients undergoing treatment in San Francisco. With a deep commitment to the patients they serve, this local fundraiser also raises awareness of the inequities seen in late-stage diagnoses and encourages patients across the city to take advantage of early screenings.



This year's NOVA12 Walk, covering 12 miles in honor of the approximately 12% of women who will develop invasive breast cancer in their lifetimes, brought together more than 125 walkers and volunteers to raise \$70,000 to support patients in need.

## EQUITY

### 5. San Francisco General Hospital Foundation Announces 2025 Grantees



ZSFG staff joined the San Francisco General Hospital Foundation to celebrate their 2025 Equity and Innovation Grant recipients, honoring teams whose creative ideas are transforming care for our community. These \$100,000 grants, made possible by the generous support of BMO, provide valuable seed funding that helps us innovate and meet the diverse needs of our patients. Over the past 20 years, the Foundation has awarded more than \$1 million to support innovative, equity-driven work at ZSFG, many of which went from a small project to a mainstay of care across ZSFG, and in some cases the state and nation. This year's grantees exemplify that spirit of innovation and equity, advancing projects that expand access to care and promote the health and well-being of the community.

Congratulations to Huizhen Li, Dr. Hieu Tran, Dr. Sri Padmanabhan and Dr. Jay Stewart for the expansion of the Eye Clinic. They will be expanding access to ophthalmology and optometry care and reducing wait times with new diagnostic equipment and hybrid visits, addressing critical barriers to timely care for diseases like cataracts and glaucoma. And congratulations to Dr. Amy Beck, Tonia Vega, and the entire Healthy Lifestyles Clinic in the Children's Health Center who are focusing their grant on childhood obesity and linking children of low-income families with community resources for physical activity and healthy eating. These early interventions help prevent adverse health outcomes, like diabetes while also improving mental health.



## CARE EXPERIENCE

### 6. ZSFG Launches Cancer Care Website



In early November, ZSFG announced the new Cancer Care website, designed as a comprehensive “roadmap to cancer care” to help patients and families navigate what can often feel like a complex journey. The site brings together key resources in one centralized hub to reduce barriers, improve access to information, and enhance the patient experience. Created through collaboration among Cancer Program care teams, Communications, Patient Experience, and patient input, the website aims to advance health equity by offering inclusive, language-accessible resources tailored to the diverse needs of our community. It also simplifies navigation, builds trust by reassuring patients of compassionate, high-quality care, and empowers decision-making by helping patients understand their care and make informed choices.

Thank you to all teams involved in delivering excellent cancer care at ZSFG.G

## CARE EXPERIENCE

### 7. Family Birth Center Makes the Maternity Care Honor Roll Again

Congratulations to the Family Birth Center (FBC) for once again making the Cal Hospital Compare and California Health and Human Services Maternity Care Honor Roll. This year ZSFG was one of 54 hospitals that achieved "superior" status for exceeding performance targets on five key obstetrics outcome indicators! These measures represent a cross section of perinatal health metrics for birthing people undergoing a vaginal or cesarean birth and their newborns.

Thank you to the Family Birth Center team for their tireless energy and compassion in delivering exceptional maternity care that supports safer births and healthier outcomes for families.



## CARE EXPERIENCE

### 8. ZSFG Care Experience Team Honored with Award

The ZSFG Care Experience team received an Honorable Mention at the San Francisco Health Service System's Biennial Well-being@Work Award Ceremony! This prestigious recognition highlights departments that go above and beyond in fostering a culture of well-being for DPH staff. Through innovative practices, creative initiatives, and everyday actions we create a supportive and empowering workplace.

This honor celebrates the team's unwavering dedication to building a healthier, more connected work environment where every employee feels valued and supported. A heartfelt congratulations to the entire team for their remarkable efforts, including Justin Dauterman, Chief Experience Officer; Eileen Conklin, Office Manager; Sandra Fierro, Operations Manager, Patient and Visitor Services; and Danyelle Diggs, Coordinator, Office of Patient Experience.



## DEVELOPING OUR PEOPLE

### 9. New ZSFG Leadership: Kim To, MHS, LSSGB, CPHQ



ZSFG CQO, Adrian Smith, announced Kim To, MHS, LSSGB, CPHQ, as the new Director, Performance Improvement effective October 11.

Kim comes to ZSFG with broad experience of implementing performance improvement in healthcare. Kim received her Master of Health Science: Public Health, Population & Family Health Sciences from Johns Hopkins Bloomberg School of Public Health.

She is a Lean Six Sigma Green Belt and a Certified Professional in Healthcare Quality. Kim has worked both locally and nationwide during her career, most recently leading a Joint Venture Health Plan's Quality Team to improve CMS Star Rating and Data integrity.

## DEVELOPING OUR PEOPLE

### 10. New ZSFG Leadership: Shilu Ramchand, RN, MS, CNS



Gillian Otway, MSN, RN, ZSFG CNO, shared the appointment of Shilu Ramchand, RN, MS, CNS as the Director of Maternal and Child Nursing on October 31. With nearly 20 years of nursing leadership and clinical expertise, Shilu has served in roles ranging from Clinical Nurse Educator to Nurse Manager of the NICU and Pediatrics at ZSFG.

She has led major initiatives, including the transition to EPIC documentation, development of clinical workflows during the COVID-19 pandemic, and numerous quality improvement projects focused on neonatal care and patient safety. Under her leadership, the NICU achieved 100% maternal milk feeding for ELBW (extremely low birth weight) neonates and was named 2025 NICU of the Year by the CA Breastfeeding Coalition. A strong advocate for equity and culturally responsive care, Shilu actively contributes to policy development and training through the Perinatal and Pediatric Equity Team and Collective Health Justice SF.

ZSFG looks forward to her continued leadership in advancing health equity and delivery of exceptional care to the community.

## DEVELOPING OUR PEOPLE

### 11. New UCSF at ZSFG Leadership: Dr. Carolyn Hendrickson



Dr. Gabriel M. Ortiz, MD, PhD, CMO of ZSFG, announced Dr. Carolyn Hendrickson has been appointed the Medical Director for Risk Management and Regulatory Affairs with her efforts ramping up to full time by April 1, 2026. Dr. Hendrickson brings extensive leadership experience, a strong commitment to patient safety, and expertise in interdisciplinary collaboration. In this role, she will oversee risk management initiatives, chair the Event Analysis and Systems Improvement (EASI) Committee, and advance Just Culture principles.

For over six years, she has served as Medical Director of the Medical ICU at ZSFG, leading SAFE reports, Morbidity and Mortality conferences, and spearheading the creation of the COVID ICU during the pandemic. Her professional development includes fellowships in Lean Leadership and Excellence in Physician Leadership Programs, and training in relationship-centered communication.

ZSFG is confident that Dr. Hendrickson's leadership will strengthen the hospital's mission to deliver equitable, high quality and safe care for all patients.

## DEVELOPING OUR PEOPLE

### 12. New UCSF at ZSFG Leadership: Dr. Andreas H. Mitchell, MD, MPP



A joint announcement from Dr. Gabriel M. Ortiz, MD, PHD, ZSFG CMO, Dr. Hemal Kanzaria, MD, ZSFG CPE and Adrian Smith, RN, MSN, ZSFG CQO shared the upcoming appointment of Dr. Andreas H. Mitchell, MD, MPP as the new Medical Director of Performance Excellence and Improvement beginning in a limited capacity on January 1 and transition to full capacity by July 2026. He brings exceptional clinical expertise, leadership in quality improvement, and a strong commitment to equity and community engagement.

A graduate of Harvard Medical School and the Harvard Kennedy School, he trained at UCSF's Primary Care Internal Medicine Residency Program at ZSFG and has led impactful initiatives to reduce health disparities and improve care quality. Since returning to ZSFG in 2024, he has served as QI Lead and interim Associate Medical Director for Operations at RFPC, driving equity-focused outcomes through Lean methodologies by narrowing disparities in hypertension control and mammography screen rates among Black/African American patients and co-leading QI education for residents.

In his new role, in collaboration with Quality Management, KPO and the executive teams, Dr. Mitchell will provide strategic leadership for hospital-wide performance improvement, patient safety, and build capacity for Lean transformation, aligning efforts with ZSFG's True North pillars and fostering a culture of equity-focused, data-driven improvement.

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## DEVELOPING OUR PEOPLE 13. New ZSFG Leadership: Matthew Talmadge, MSN, FNP-BC, PHN

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On December 22, 2025, Gillian Otway, MSN, RN, ZSFG's CNO, announced the appointment of Matthew Talmadge, MSN, FNP-BC, PHN as the Nursing Director of the Emergency Department. With 12 years at ZSFG, including the last 3.5 years as Lead ED Nurse Manager, Matthew has led major operational improvements, workforce development, and advanced quality and patient-flow initiatives. His background as a Family Nurse Practitioner enhances his collaborative approach and clinical expertise.

Matthew has driven key efforts in triage enhancements, regulatory readiness, patient experience, nurse retention, and workplace safety. He has also contributed to cross-department initiatives such as APOT reduction, disaster preparedness, and care coordination with EMS, Urgent Care, and PES.

Known for transparent communication and advocacy for staff, Matthew brings deep experience in emergency nursing, operations, HR processes, and performance improvement. As Director, he will oversee ED operations, strategic planning, compliance, and interdisciplinary improvement, continuing ZSFG's mission of delivering compassionate, high-quality care to all patients.

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## DEVELOPING OUR PEOPLE 14. New ZSFG Leadership: Adrian Gonzalez, CDM, CFPP

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Chauncey Jackson, ZSFG's DCOO, announced Adrian Gonzalez, CDM, CFPP, as the new Director of Food Services, effective January 5, 2026. Adrian will lead the food service team, including dietitians, cooks, production, and operations. Adrian is an accomplished food and nutrition leader with over a decade of experience leading healthcare organizations, including Sutter Health, HCA, and Stanford Health Care. In his most recent role at Stanford Health Care, Adrian played a key leadership role in advancing

departmental performance, earning recognition from the Office of Patient Experience for performing above service standards.

He holds a Bachelor of Science in Dietetics from San Francisco State University and brings a strong commitment to quality, patient-centered care, and operational excellence.

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## DEVELOPING OUR PEOPLE 15. Values in Action Award Winner: Mary Mercer, MD, MPH

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In December, Executive Director SFHM/HIM Mary Holloway, nominated Dr. Mary Mercer, Chief of Medical Staff, as the next Values in Action Award Winner. Mary Holloway shared that Dr. Mercer exemplifies the perfect balance of executive leadership with personal connection.

Quotes from Mary's colleagues (Gabe Ortiz, Chief Medical Officer, Catherine Argumedo, Compliance Officer, Neomar Aragona, HIMS, and Spencer Chow, Medical Staff) revealed similar themes.

Mary Mercer inspires teams, drives positive change and champions initiatives that improve patient care and organizational processes. She has a commitment to continuous improvement and innovation and demonstrates empathy for patient care, colleagues and the broader community. Dr. Mercer has made impactful contributions during critical times (e.g., Covid-19 response), improving safety, documentation timeliness and care outcomes. She does this with ambition that is balanced with empathy, integrity, creativity and resilience, all of which embody ZSFG's core values of joy in our work, thirst for learning and compassionate care.