

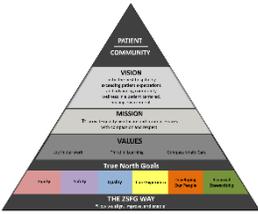
Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on February 23, 2026

ZSFG Executive Team Report

Report Updates

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EQUITY

1. Black History Month - Representation Matters in Healthcare

During Black History Month, ZSFG emphasizes the importance of culturally humble and racially concordant care to address longstanding inequities faced by Black/African American patients and build trust in healthcare. Culturally humble care recognizes the history and ongoing impact of inequities experienced by Black/African Americans in health care and requires ongoing self-reflection, listening and acknowledging biases, while racially concordant care promotes representation to reduce power imbalances and build trust in patients to see their identities reflected in those who provide care for them.



A key example is the Honeycomb Clinic, which pairs Black/African American physicians with Black/African American patients. Founded in 2023, the Honeycomb Clinic has significantly improved continuity of care, reduced overdue well-child visits, and lowered no-show rates. Honeycomb collaborates with other programs to support prenatal and family health. ZSFG also invests in future equity through internships for HBCU students and offers staff training in areas such as Equitable, Fair and Respectful Workplace, Implicit Bias Trainings, Relationship Centered Communications workshops. ZSFG also shared events sponsored by The Black/African American Health Initiative and many other educational resources. These efforts reflect ZSFG's commitment to creating an environment of trust, respect and belonging for patients and staff alike.

EQUITY

2. Honoring the Legacy of Dr. Martin Luther King Jr., Through Equity and Care

ZSFG honors the life and legacy of Dr. Martin Luther King Jr., whose vision for equity and inclusion continues to guide ZSFG's work in healthcare. Dr. King's advocacy extended beyond civil rights to address health inequities, challenging us to take meaningful action to remove barriers and create accessible, equitable care. At ZSFG, equity remains our True North, with nearly 75% of departments implementing equity drivers to identify and close gaps in care. Initiatives such as non-emergency transportation for eligible patients and support for MyChart enrollment to improve access and engagement. 4M and 4J clinics honor the call to service by Martin Luther King, Jr. with an eyeglasses and hearing aids drive to benefit The Lions Eye Foundation, a 501c organization serving the uninsured population in Northern California and Nevada with a full range of vision and hearing services.

Through these efforts, ZSFG upholds Dr. King's values every day by partnering with the community to address the root causes of health disparities. ZSFG is committed to advancing equity and honoring his legacy through compassionate care.

EQUITY

3. Celebrating Lunar New Year and Language Access



February 17, 2026 marks the beginning of the Lunar New Year, a 15-day celebration observed by many communities across East and Southeast Asia and by communities around the world. In 2026, Lunar New Year ushers in the Year of the Fire Horse. The Horse symbolizes strength, energy and perseverance – qualities ZSFG staff demonstrate in their work everyday.

ZSFG honors this occasion by recognizing the cultural traditions of our diverse staff, patients and families and by reaffirming our commitment to language access as a cornerstone of health equity. On-site and remote interpreter services are available 24/7 in languages such as Mandarin, Cantonese, Vietnamese, Korean, and Filipino. Interpreter services ensures ZSFG patients can communicate comfortably and receive care that respects their cultural identity.

To celebrate, ZSFG featured a special Lunar New Year menu in the cafeteria and invited everyone to join in the festivities on campus and across San Francisco this holiday season.

SAFETY

4. Expanding the ZSFG Environmental Health and Safety Team

Under the leadership of ZSFG Deputy COO, Chauncey Jackson, the ZSFG Environmental Health and Safety Team is expanding to improve efficiency, strengthen partnerships and enhance collaboration across safety groups within the Department of Public Health (DPH). As part of this expansion, the HR Occupational Safety and Health (OSH) team will merge with ZSFG's Environmental Health and Safety team, creating a larger unit that will serve ZSFG, Ambulatory Care, the Population Health Division, Behavioral Health Services and DPH administrative teams. The team welcomes new members Wayne Taketa, Director of Environmental Health and Safety, Cory Pershing, Injury Investigator, Pu Yang, Senior Industrial Hygienist, Sherry Chan, Senior Industrial Hygienist and Steven Thorson, Industrial Hygienist.

Their services will include site visits for regulatory compliance, employee safety training programs such as the Injury and Illness prevention program, workplace violence prevention, ergonomics, and respirator fit testing. Additionally, the team will collaborate on facility and capital projects and conduct Environment of Care inspections to ensure patient care areas meet safety and regulatory standards.

SAFETY

5. Keeping the City Safe - Game Day and Every Day

Thank you to the Emergency Department, Urgent Care Clinic, and all care and support teams throughout the hospital for a coordinated, week-long effort leading up to and through Super Bowl weekend. The planning, flexibility, and teamwork helped reduce ED boarding and diversion while maintaining patient safety - all while keeping the hospital fully operational for the many other urgent and critical needs of the community. Special thanks to the physicians on site at the Super Bowl, supporting NFL doctors and ensuring seamless medical coverage during the event.

This work reflects what it means to be the City's only hospital and Level 1 Trauma Center: always prepared, always responsive, and always there when it matters most. Thank you for being ready year-round, ZSFG!

CAPITAL

6. Patient-Centered Dialysis Clinic Opening Spring 2026



ZSFG is undergoing significant renovations to enhance both staff and patient experiences, with the goal of becoming an Ambulatory Care Center of Excellence. Supported by the San Francisco General Hospital Foundation and city bond funds, these improvements include upgrades to pediatrics, adult and specialty care departments, as well as critical seismic safety enhancements.

A major milestone is the opening of a new Dialysis Clinic this spring on the 3rd floor of Building 5. This modern, patient-centered space nearly doubles capacity with 24 comfortable dialysis chairs, improves safety through better visibility and offers upgraded HVAC systems, staff workspaces, breakrooms and conference areas. The addition of a welcoming lobby will create a better experience for patients. Relocating the clinic from Building 100 to Building 5 will provide easier access to other essential services.

These changes reflect ZSFG's commitment to equity, access and patient-centered care. Thank you to ZSFG's patients and staff during this transformation and to the Capital Team for their hard work.

QUALITY

7. CDPH Triennial Licensing Survey at 4N SNF Complete

ZSFG successfully completed the five-day CDPH triennial licensing survey and the CDPH/CMS annual recertification survey at the 4A Skilled Nursing Facility, earning high praise from surveyors for demonstrating best practices and exceptional care. This achievement reflects the dedication and expertise of the entire ZSFG team. Special recognition goes to the 4A leadership team and staff, as well as supporting departments including Food and Nutrition Services, Facilities, EVS, Infection Prevention and Control, and Pharmacy for their collaboration and responsiveness.

The Regulatory Team and operations staff were also commended for their role in ensuring compliance and quality care. As CEO Susan Ehrlich noted, the team went above and beyond during this challenging process, showcasing ZSFG's commitment to safe, compassionate and best-in-class care.

CARE EXPERIENCE

8. ZSFG Diabetes Education Program Recognized by the American Diabetes Association

The ZSFG Diabetes Education Program has been recertified by the American Diabetes Association through January 12, 2030, recognizing their continued excellence in Diabetes Self-Management Education and Support (DSMES). This achievement reflects the program's long-standing commitment to high-quality, patient-centered diabetes care, providing hundreds of patients each month with individualized education, group sessions and coordinated services. Congratulations to the Endocrinologists led by Clinic Director Sarah Kim and the endocrine fellows, residents and medical students who rotate through the clinic for their outstanding work and dedication to improving patient health outcomes. The team also wanted to thank their patients for their trust, primary care and specialty care clinics, specialty and outpatient pharmacy, IT, Ward 81 and Ward 92 clinic nurses, medical assistants and eligibility workers for their support in this achievement. Additionally, the team would like to share appreciation with Lisa Murphy, MD Phil, Division Chief of Endocrinology, who has given the team long-term vision and guidance every step of the way.



DEVELOPING OUR PEOPLE 9. New ZSFG Leadership: Rhett Burden



On January 22, Chief Experience Officer Justin Dauterman announced the appointment of Rhett Burden as ZSFG's Director of Inclusive Excellence and Staff Experience. In this role, Rhett will lead strategies to advance Diversity, Equity and Inclusion (DEI) while enhancing workforce engagement and well being. He brings extensive experience in DEI, workforce development and organizational change management, having worked closely with leaders and staff to implement equity-driven strategies and foster inclusive workplace cultures.

Rhett holds a BA in sociology, an MA in Conflict Analysis and Dispute Resolution and multiple professional credentials including Certified Diversity Executives and SHRM Inclusive Workplace Culture Certification. Please join in welcoming Rhett as ZSFG continues our commitment to inclusive excellence.

DEVELOPING OUR PEOPLE 10. Hearts in SF - 2026 Hero & Heart Awardees

Every February, at the Hearts in SF gala, the San Francisco General Hospital Foundation honors many of the people and programs that make ZSFG truly great. The evening is a testament to how many people, across the hospital and the broader community, make and support ZSFG in being a place of healing and compassion.

Hearts in SF took place February 12, bringing together Foundation supporters, civic partners and members of the hospital community to celebrate ZSFG. The sculpture auction makes Hearts in SF, the Foundation's annual gala, a truly unique event, bringing together art, health care, and the support of an entire community.

For over 20 years, these sculptures have become a symbol of San Francisco's support for the innovative, compassionate care provided to over 100,000 of our neighbors each year, most of whom are underinsured or uninsured. To date, Hearts in SF has raised more than \$40 million to provide accessible, equitable, exceptional health care for all.



This year's theme focuses on the power of seeing humanity in one another—something our team demonstrates every day. The 2026 Hero and Hearts Awards honorees embody that spirit in meaningful ways that make a tangible difference in the lives and health of our patients.



Kelly Brandon, MSN, RNC, CNS, Family Birth Center

Kelly Brandon, a Clinical Nurse Specialist in the Family Birth Center and the Co-Founder of the Addiction Care Team Nurse Liaison Program. Kelly helped launch this innovative initiative to bring addiction medicine specialists directly into hospital units, fostering collaboration, continuous learning, and meaningful improvements in patient care. Her work is making a powerful impact at the intersection of substance use disorders and inpatient health care.



Melissa Pitts, RN, BSN, ZSFG Emergency Department, Administrator on Duty

Melissa Pitts, Registered Nurse, nursing leader, and AOD in the Emergency Department, for her exceptional skill, steady leadership, and the deep compassion she provides patients and teams during moments of tragedy and disaster. Melissa ensures seamless, high-quality care from the ambulance bay through recovery, making a meaningful difference for our patients at every step of their journey.



Pamela Dorsey, ZSFG Heart Transplant Patient

After surviving a silent heart attack in 2020 and determined to improve her health, Pamela made significant changes in her life that ultimately made her eligible for a life-saving heart transplant. Today, she continues to focus on her health and the things that bring her joy, including singing in her church choir. Pamela demonstrates that with love, hope, and support from your care team, it is possible to turn your life around.

The Foundation also celebrated the **San Francisco Free Clinic** with the Community Impact Award, recognizing their 30-plus year commitment to serving San Franciscans without health insurance.

CEO Susan Ehrlich offered her sincerest gratitude to the Foundation's Board and staff for their ongoing partnership and dedication to the ZSFG staff. Their commitment, skill, and compassion are a critical part of why the community continues to place its trust in of ZSFG. Thank you for everything you do for our patients and our team!

DEVELOPING OUR PEOPLE 11. Values in Action Award Winner: Emma Uwodukunda

The "Values in Action" award honors a leader who embodies ZSFG's core values: Joy in our Work, Thirst for Learning, and Compassionate Care.

This month, ZSFG is proud to recognize Emma Uwodukunda, Director of Risk Management. Emma is the embodiment of living a life of service, manifesting the best values that ZSFG strives for as an organization. She is kind, compassionate, and thoughtful and is a collaborative coworker in every aspect of her work.

Here's what some of Emma's colleagues had to say:



“She brings a calmness to a role that often feels chaotic and stressful”

“Her empathy shines through with every interaction.”

“Emma's work strengthens our teams and reinforces the culture of dignity, respect, and healing that defines our organization.”

“Despite what can be challenging, difficult work, Emma demonstrates a peaceful joyfulness that she shares with all around her and that we strive for around campus as a place of healing.”

Emma, thank you for your compassionate approach to what is often complex and difficult work. ZSFG is lucky to work alongside you — and grateful for the values you live every day.
