

Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on June 22, 2026

ZSFG Executive Team Report

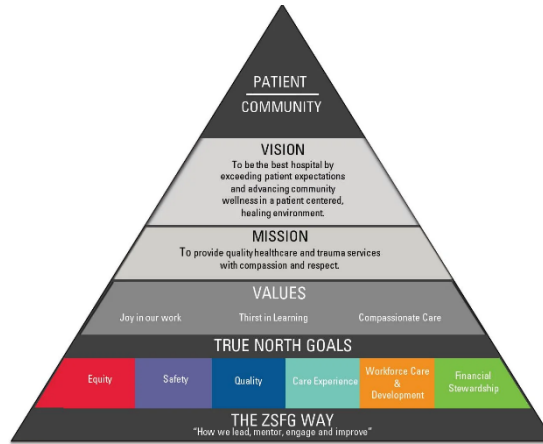


Table of Contents

Quality 2

 1. 10 Years of Life-Saving Care 2

Equity 2

 2. ZSFG Joins Statewide Call to Protect California’s Public Health Care Systems 2

 3. Equity Awards 3

 4. Celebrating Diversity and Unity in the AANHPI Community 4

 5. A Proud Moment for ZSFG This Pride Month 4

 6. A Summer of Reading at ZSFG 4

SAFETY 5

 7. Launch of the Epic Sepsis Pathway 5

CARE EXPERIENCE 5

 8. Teamwork that Spanned the Bridge 5

 9. May is Trauma Awareness Month 5

 10. Shining a light on Volunteer Services 6

 11. Patient Experience Week 6

DEVELOPING OUR PEOPLE 7

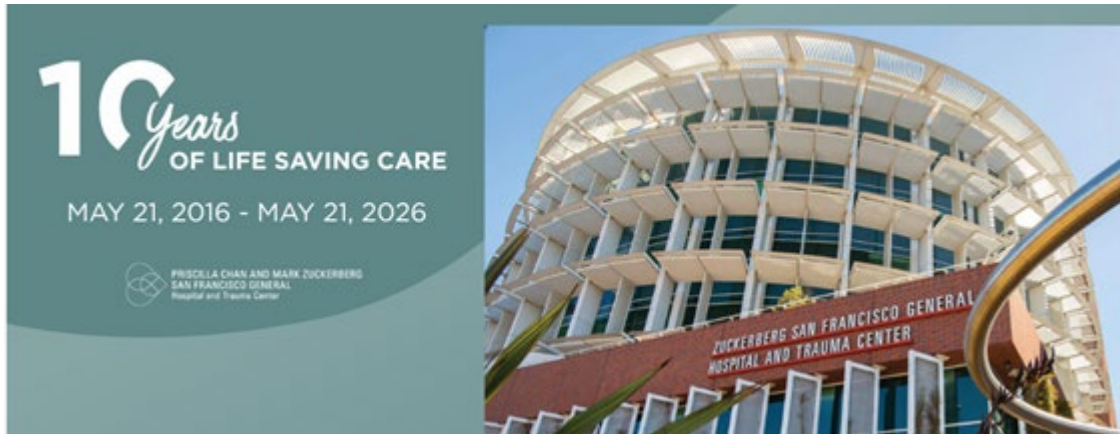
 12. Celebrating the Power of Nurses at ZSFG 7

 13. EMS Week: Hospital Provider Awardee Amber Quelvog, RN, CEN 8

 14. Celebrating the ZSFG Biomedical Engineering Team 8

Quality

1. 10 Years of Life-Saving Care



ZSFG recently celebrated the 10th anniversary of Building 25, its acute care and level 1 trauma hospital. The new facility, approved by voters in 2008, transformed a green space into a modern, seismically resilient hospital. The building was also funded in part by a \$141 million philanthropic campaign with the San Francisco General Hospital Foundation. Completed in 2015 and opened on May 21, 2016, the building marked a major milestone in San Francisco’s public health system. After months of planning, ZSFG successfully moved more than 200 patients from the old wards to the new units, which immediately welcomed its first birth and accepted its first ambulance.

The nine story building features 284 single-occupancy rooms, 13 operating rooms and dedicated spaces such as the pediatric emergency pod, the thoughtfully designed Family Birth Center and an Acute Care for the Elderly (ACE) unit and multiple intensive care units. MRI and CT scanners near the resuscitation rooms enable the city’s only Level 1 trauma center to quickly provide life-saving diagnostics in moments of crisis. During the COVID-19 crisis, the flexible ICU design proved essential for treating the city’s sickest patients. With stained glass hallways and the San Francisco Arts Commission Permanent Collection hung on the walls, Building 25 was created as an environment suited for true healing.

As the first U.S. hospital built with a base-isolated foundation, the building is engineered to withstand future earthquakes and remain operational during a citywide emergency. It is also LEED Gold-certified space for sustainable design and features a rooftop labyrinth garden. Ten years later, this state-of-the-art hospital has enabled ZSFG to care for more than one million San Franciscans, ensuring that every person that walks through the doors receives the high-quality care they deserve.

Equity

2. ZSFG Joins Statewide Call to Protect California’s Public Health Care Systems

On June 4, ZSFG hosted a statewide press event to highlight the urgent financial challenges facing California’s public hospitals. At the event, SFDPH Director Dan Tsai was joined by the California Association of Public Hospitals, SEIU, and regional health systems called for stronger state support to protect access to care for the 3.7 million Californians who rely on public health care systems. Director Tsai emphasized that public hospitals cannot manage growing pressures alone without risking reduced access, longer wait times and higher costs. ZSFG Chief Medical Officer Dr. Gabriel Ortiz

underscored the hospital's critical role as San Francisco's health care safety net, noting that more than two-thirds of patients at ZSFG rely on Medi-Cal and that it serves as the city's only Level 1 Trauma Center providing comprehensive 24/7 emergency and psychiatric emergency. ZSFG is the foundation of care for the city's most critically ill and injured patients.

The event brought together partners from across the region – including San Mateo Medical Center, Santa Clara Valley Healthcare, Contra Costa Regional Medical Center & Health Centers, UCSF Health, Alameda Health System, SEIU California, SEIU 1021, and SEIUCIR to highlight the shared mission of protecting care for all Californians.



3. Equity Awards

On June 3, staff gathered in Carr Auditorium to celebrate the 2026 Equity Awards recipients and their work advancing equity across ZSFG. Equity efforts strengthen communication and trust, improve outcomes and support staff in providing safe, compassionate care. These awards highlight what “equity in action” looks like across the campus – recognizing teams and individuals who are reducing barriers, strengthening inclusion and building systems that better serve patients, workforce and community. This year's honorees were selected for their impact on equity, collaboration, sustainability and alignment with ZSFG values.

Eliminating Health Disparities



Family Health Center, Quality Improvement, Health Workers Team

For improving preventative care follow-up and reducing disparities for black/African American patients through targeted outreach and routine data review.

Building a Culture of Inclusion and Belonging



Trauma Recovery / Rape Treatment Center (TRC/RTC) Medical Forensic Team

For expanding timely, trauma informed forensic care through improvements in language access, disability accommodations and cross-team coordination.

Ensuring Workforce Equity



Norlissa Cooper, Administrator on Duty, Nursing Leadership

For creating and sustaining the Nursing Research Symposium, expanding access to mentorship, learning, and professional development for nursing staff.

Career Achievement Award



Gillian Otway, Chief Nursing Officer

For her longstanding commitment to equity-centered nursing leadership, mentorship, and development of strong nursing leadership pathways across ZSFG to uphold values and commitment to excellence.

Thank you to all staff for continuing to use an equity lens to improve care, strengthen patient outcomes, and support one another. Thank you to Rhett Burden, Director Inclusive Excellence & Staff Experience, and Tanvi Bhakta and the Equity Council for hosting a successful event and Chief Experience Officer Justin Dauterman for his leadership.

4. Celebrating Diversity and Unity in the AANHPI Community

May is Asian American, Native Hawaiian, and Pacific Islander Heritage (AANHPI) Heritage Month, honoring the cultures, contributions, and struggles of communities with roots across Asia and the Pacific. Nearly half of ZSFG's workforce and one in five of our patients identify as AANHPI, reflecting the deep role these communities play at ZSFG and across the city.

This year's theme, *Power in Unity, Strengthening Communities Together*, recognizes how AANHPI staff help bridge cultural and language gaps, build trust and ensure patients feel understood. Their cultural knowledge and language skills strengthen care and improve health outcomes. Recognizing the diversity within AANHPI communities is essential. When grouped together, important health disparities – such as higher hepatitis B rates in Southeast Asian communities – can be overlooked. Language barriers continue to affect access to preventive care and screenings.

Across ZSFG, teams are expanding culturally and linguistically responsive services:

- The Tuberculosis Prevention and Control Program have partnered with Chinese-language media to promote early diagnosis.
- Our Gastroenterology and Hepatology department offers multiple patient classes in Cantonese and is developing more. Teams also translate patient-facing materials into all six threshold languages whenever possible.
- Interpreter Services provide interpreters across the hospital in 22 languages, helping ensure clear communication and equitable access to care.
- The MyChart platform is available in English, Spanish, Cantonese, Russian, Filipino and Vietnamese.

By recognizing that Asian American and Pacific Islander people come from many different cultures and backgrounds, ZSFG can improve care and better serve the community. With the interpreter services team, partnerships with Chinese Hospital and neighborhood clinics, and multilingual staff, ZSFG makes safety-net care possible for thousands of patients each year.

5. A Proud Moment for ZSFG This Pride Month

ZSFG earned a perfect score of 100 on the Human Rights Campaign's Healthcare Equality Index (HEI), making the hospital a LGBTQIA+ Healthcare Equality Leader. Only 384 hospitals nationwide achieved this top rating, highlighting the hard work of staff and commitment to how ZSFG treats LGBTQIA+ patients, visitors, and staff. The Human Rights Campaign reviews nondiscrimination policies, staff training, inclusive practices and workplace support. A top score reflects the hospital's dedication to creating a safe, welcoming environment where everyone is treated with dignity.

Achieving a perfect score is a reflection of ZSFG's staff, who ensure our patients feel respected and understood so they can receive care without fear and staff can come to work feeling safe being who they are.



6. A Summer of Reading at ZSFG

A visit to the pediatrician often means so much more than vaccines and check-ups at ZSFG. This summer, families from the Children's Health Center will have the chance to sign up for their first library card or bring home books for the whole family after their appointment.



Dr. Yasi Vafai and Dr. Neeti Doshi are leading a new partnership with the San Francisco Public Library to bring the bookmobile to campus, expanding resources that support language development, school readiness and lifelong wellbeing. The Bookmobile will visit the ZSFG campus every Friday afternoon through July offering families and community members an opportunity to check out books, sign up for a library card, or simply enjoy browsing – another step in strengthening holistic, community-centered care.

SAFETY

7. Launch of the Epic Sepsis Pathway

Sepsis is one of the most urgent and deadly conditions treated at ZSFG, yet it can be difficult to recognize early and manage consistently. Over the past two years, a multidisciplinary team redesigned the sepsis care process to improve reliability and outcomes.

On April 15, ZSFG launched the new Epic Sepsis Pathway in the ED and inpatient areas. This streamlined workflow brings key steps – antibodies, blood cultures, lactate testing and fluids – into one coordinated process and reduces the burden of managing the CMS Sepsis Bundle requirements to ensure patients receive the right care at the right time.

Early clinician activation in Epic allows the pathway to guide care, support team coordination, and ensure that time-sensitive interventions are not missed. This work demonstrates what is possible when providers come together across disciplines with a shared commitment to improving care and outcomes.

CARE EXPERIENCE

8. Teamwork that Spanned the Bridge

On June 1, Dr. Ehrlich shared her heartfelt thanks to the ZSFG Security, Labor & Delivery, Environmental Services, and ED teams for their swift, coordinated response in helping safely deliver a baby on the Building 25 bridge. Both mom and baby are healthy and safe.

This extraordinary moment reflects the dedication, teamwork, and compassion ZSFG staff bring to every situation - wherever care is needed. Thank you for exemplifying the very best of the hospital values and for making a lasting difference for this family.

Dr. Ehrlich issued a special thanks to Angel, the Security Officer who alerted the teams, to Dr. Arya Aliabadi who delivered the baby and nurse Jessica Joyce for responding immediately to care for the patient and baby, and to Liyun Liang, Xiaosha Cen, and Ailian Wang for cleaning and preparing the bridge for use again.

9. May is Trauma Awareness Month

May is Trauma Awareness Month, a time to recognize the extraordinary work the teams do to care for patients during their most urgent and life-threatening moments. Trauma is the leading cause of death and disability for Americans under age 45, underscoring the critical importance of prevention, rapid response and high-quality trauma care systems.

ZSFG has been a national leader in trauma care since the late 1960s, helping to shape many practices that define modern trauma systems. This pioneering work laid the foundation for today's Level I trauma center standards and continues to influence trauma systems nationwide. In 2025, ZSFG cared for 3,500 trauma patients, including 2,300

serious trauma activations, supported by a highly skilled, multidisciplinary team across surgery, emergency medicine, nursing, radiology, rehabilitation and more.

ZSFG's partnership with UCSF fuels nationally recognized research, education and innovation that continue to advance trauma care locally and worldwide. This July, the American College of Surgeons Committee on Trauma will conduct ZSFG's Level 1 trauma reverification survey, highlighting the quality, expertise and dedication of everyone involved in the hospital's trauma system.



On June 5, staff gathered to Wear Orange to honor those impacted by gun violence and raise awareness about prevention, healing and community support. As a Level 1 Trauma Center, the hospital sees the devastating effect gun violence has in individuals and families. Preventing violence and promoting healing is a responsibility we all share. Thank you for ZSFG's trauma and emergency teams, first responders, community partners and advocates who work tirelessly to help people recover and thrive.

10. Shining a light on Volunteer Services

On Volunteer Recognition Day, April 20, ZSFG celebrated more than 300 volunteers who strengthen patient care and support staff across campus. This past year, they contributed over 22,000 hours across 40 departments – an extraordinary impact.

Volunteers play key roles across the hospital. In Rehabilitation, they stock supplies and prepare equipment so therapists can focus on patient care. In Urgent Care, they assist with MyChart activation, wayfinding, transport and keep care areas organized. At the Family Health Center, volunteers assist with the Patient Advisory Council to provide essential feedback that improves services and helps address screening disparities. In Oncology, volunteers offer hospitality, navigation and emotional support that ease anxiety and improve communication. Their service has led to measurable improvements, including helping address colorectal cancer screening disparities among Black/African American (B/AA) patients and closing gaps on mammogram screenings among B/AA and Latine/x patients. The Specialty Diabetes Clinic also benefits from volunteers who help with preparing patient materials, patient navigation and class activities.

These experiences not only enhance patient care but also prepare volunteers for careers in health care- many have gone on to nursing, physician assistant programs and medical school. ZSFG is deeply grateful for the dedication, kindness and energy volunteers bring to campus. Their service strengthens the teams, improves the patient experience and enriches the culture of care.



11. Patient Experience Week

As San Francisco's only public acute care hospital, ZSFG is committed to providing exceptional patient-centered care. That commitment shows up in every interaction – in scheduling visits, greeting patients and following up after appointments. Each respectful, clear and compassionate exchange helps build trust with the diverse communities ZSFG serves.

"Patient Experience is why we are here — it's a privilege to be of service."

— Patient & Visitor Services staff

"Meeting our patients where they are and helping improve the system of care."

— Care team member

"Patient Experience is all about listening actively, so patients can share what they need from me."

— Clinical staff

During Patient Experience Week, the Care Experience team invited staff across the hospital to answer one question: "How do you support patient experience?" Nurses, physicians, social workers, pharmacists, librarians, students, volunteers and many others filled four posters with their responses. The themes were unmistakable: presence, dignity, listening and meeting people where they are. The message was clear – patient experience is everyone's work.

The Care Experience Team plays a critical role in helping us listen, learn and turn feedback into meaningful improvements. Their efforts – even helping eligible patients vote on Election Day- keep patients connected to their community and ensure their voices remain central to the work. Thank you to the ZSFG staff and the Care Experience team for strengthening the culture of care at ZSFG.



DEVELOPING OUR PEOPLE

12. Celebrating the Power of Nurses at ZSFG



During Nurses Week, ZSFG celebrated the more than 1000 extraordinary nurses whose skill, leadership and compassion strengthen the hospital and community every day. ZSFG sees the essential role nurses play- bringing comfort in crisis, advocating for patients and delivering equitable, high-quality care.

On May 8, ZSFG honored excellence at the 2026 Nurses Week Recognition and Awards Ceremony. Congratulations to the 37 award recipients of the:

- DAISY Awards – for nurses who provide extraordinary compassionate care

- BEE Awards – for non-nursing partners who support patient centered care
- O’Connell Awards – for nurse leaders advancing improvement and advocacy
- Friends of Nursing Awards – for non-nurse leaders and partners who champion and collaborate with nursing teams

These awards recognize the teamwork, humanity and expertise that define ZSFG and the SFDPH..



ZSFG also celebrated the 2nd Annual Nursing Research Symposium at UCSF Pride Hall where nurses and care teams shared innovative, evidence-based work shaping the future of patient care. Congratulations to the podium awardees (No Wrong Door: Evaluating Uptake, Persistence, and Pathways to PrEP in a Low-Barrier Clinic for People Who Use Drugs, The Ticking Clock of A Traumatic Spine and Beyond the Code: Standardizing Debriefing to Improve Care) and the poster awardee (Building Systems That Last: A LEAN Roadmap to ZSFG Cancer Program).

ZSFG CEO Dr. Ehrlich expressed her deepest gratitude to the nursing teams and partners and to CNO Gillian Otway for her leadership, compassion and dedication.

13. EMS Week: Hospital Provider Awardee Amber Quelvog, RN, CEN

The annual EMS Awards honor outstanding contributions across the San Francisco EMS system in eight categories. This year, Amber Quelvog, RN, CEN, received the 2026 EMS System Hospital Provider Award.

Amber has spent 18 years in the ZSFG Emergency Department and now serves as Disaster Coordinator. She is recognized for her leadership in advancing hospital disaster preparedness, her decade of national disaster response work with the San Francisco Bay Area’s Disaster Medical Assistance Team – including deployments for Hurricane Ida and the COVID-19 response- and her ongoing partnerships in multi-agency coordination across the City’s EMS and disaster networks.

Amber shared that this honor reflects the collective commitment of EMS, ZSFG, DPH and UCSF teams who show up for one another “at drills, planning tables, after-action reviews and all the moments in between.” Their coordinated efforts help keep the city safe and she is honored and excited to be a part of it.



14. Celebrating the ZSFG Biomedical Engineering Team



ZSFG is excited to congratulate Eunice Santiago on her appointment as the Biomedical Engineering Services Manager effective June 1. Eunice has served in the ZSFG Biomedical Engineering department for 27 years and most recently as supervisor and Interim Manager. ZSFG is grateful for her deep expertise, steady leadership and long-standing dedication to ZSFG.

In her new role, Eunice will oversee daily operations, staff development, equipment maintenance programs and coordination across departments to support safe, reliable patient care. The Biomed team maintains more than 12,000 pieces of equipment across the hospital, ensuring critical devices are available 24/7.

During May's Healthcare Technology Management (HTM) week, ZSFG celebrated the Biomed team for their technical skill, rapid response and essential behind the scenes work that keeps ZSFG running. Their professionalism and commitment make a tremendous impact on patients, clinicians and hospital operations.

