

Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on July 27, 2026

ZSFG Executive Team Report



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Equity

1. ZSFG Honored as National Equity Leader

ZSFG has been recognized as a national leader in equitable care, earning Top 10 honors from the Lown Institute Hospital Index, the only major rating organization that evaluates how equitably hospitals deliver care and invest in their communities and staff. Using more than 50 indicators, the Lown Institute awarded ZSFG nine badges highlighting excellence in equity, community benefit and responsible care. ZSFG was ranked number 10 in the nation for Health Equity out of more than 2,700 hospitals. Within California, ZSFG placed among the Top 5 hospitals for Health Equity, Community Benefit, and Avoiding Overuse. Also, ZSFG received A Grade ratings across Health Equity, Community Benefit, Avoiding Overuse, Pay Equity, and Inclusivity. These distinctions reflect ZSFG's mission to provide exceptional, equitable care to all and reinforces the hospital's True North goals by demonstrating that prioritizing equity strengthens health outcomes and supports compassionate, high-quality care for everyone who comes through the doors.

CARE EXPERIENCE

2. Keeping Care Moving Behind the Scenes

The recent fire at the Medline Tracy Distribution Center disrupted supply deliveries across the hospital. Despite this, the ZSFG Materials Management team ensured uninterrupted patient care through rapid coordination, constant communication with Medline and extensive efforts to organize and backfill hundreds of pallets of essential supplies. They also worked closely with clinical and operational teams to minimize campus-wide impacts. Their dedication and teamwork ensured that critical supplies remained available throughout the disruption.

Thank you to the Materials Management team for their exemplary service and special recognition to David Lawlor, Director of Materials Management, for his leadership.



3. Faster Breast Screening at AVON Breast Center



Maggie Chung, M.D., a physician at ZSFG, and UC Berkeley data scientist Adam Yala, Ph.D., applied an AI model to more than 4,100 screening mammograms at Zuckerberg San Francisco General Hospital, identifying 525 high risk patients (12.7%) who could then be fast tracked through same day diagnostic evaluation to reduce delays and anxiety.

Those patients could get an interpretation of their mammograms right after having them done and have additional diagnostic imaging for any suspicious areas the same day. Some of the women who needed biopsies were able to have that done the same day as well.

The AI model helps to identify patients who would most likely benefit in expedited care by reducing waiting time for diagnosis and biopsy. The model does not replace the work of radiologists or make diagnoses on its own but rather is a collaborative tool for physicians to improve patient care.

4. One City Day 2026 at ZSFG

ZSFG was proud to host volunteers as part of the inaugural citywide day of service on July 11 led by First Lady Becca Prowda and Mayor Daniel Lurie, bringing community members together to support the hospital campus and across all districts of San Francisco.

At ZSFG, volunteers teamed up with the San Francisco General Hospital Foundation for One City Day to help refresh the iconic Heart sculptures and took part in a campus beautification effort that included litter pickup, weeding, and graffiti removal throughout the campus.



These improvements not only enhance the look of the campus but also help ensure a cleaner, safer, and more welcoming environment for patients, staff, and visitors. The hard work of the volunteers reflects the spirit of service that defines this community.

Financial Stewardship

5. Improving Waste Sorting Across ZSFG

The EVS Team is working with the City Government Zero Waste Team of the San Francisco Environment (SFE) Department to reintroduce Centralized Collection Stations in ZSFG office areas. A centralized collection station places all waste streams – recycling, compost, and landfill – in one shared location with clear signage, used by everyone in that workspace. While sorting matters, upstream actions are just as important. Staff are encouraged to reduce and reuse whenever possible. SFE has already partnered with EVS on site visits to identify suitable station locations across the other buildings on campus.

ZSFG is classified as a large refuse generator and must comply with the Refuse Separation Ordinance, which includes a randomized audit every three years. ZSFG must reduce municipal solid waste generation by 15% by 2030. These efforts allow for lower disposal fees and lower labor and administrative time resulting in optimized routes and schedules.

DEVELOPING OUR PEOPLE

6. Bidding Farewell to Terry Dentoni



Past and present members of the ZSFG community recently gathered to celebrate Terry's remarkable years of service and retirement.

Dr. Ehrlich shared a message of gratitude with ZSFG staff as she bid a fond farewell to Terry Dentoni as she retires after an extraordinary 37 years of service at ZSFG and DPH. Terry began her career as a RN in 4D and processed through roles as Educator, Nurse Manager, and Chief Nursing Officer. Four years ago, Terry was deployed to Laguna Honda Hospital to

support the recertification efforts. She demonstrated unwavering dedication to her nursing teams and the community, mentoring generations of leaders and strengthening care to patients. Her legacy of service at both ZSFG and LHH is sincerely appreciated.

In closing, Susan congratulated Terry on the next step in her journey and wished her the best for the future.

7. Reflections on Dean Talmadge King's Partnership

Dr. Talmadge King Jr. stepped down as the Dean of the UCSF School of Medicine after 11 years of exceptional service. He will be succeeded by Dr. S. Andrew Josephson, Chair of the UCSF Department of Neurology, on July 20, 2026.

Dr. King has had a profound influence on ZSFG and the broader medical community. Since joining UCSF in 1997 as the Chief of Department of Medicine at ZSFG, he later became Chair of the Department of Medicine in 2006 and was appointed Dean and Vice Chancellor for Medical affairs in 2015. His leadership has been marked by strong financial stewardship, national advancement of the School of Medicine, the recruitment of outstanding leaders and a deep commitment to trust and shared values.



A world-renowned expert in lung disease, Dr. King's scientific contributions have shared the understanding of interstitial lung conditions. He has authored more than 300 publications and co-edited eight books. His partnership has been invaluable as ZSFG navigated major milestones from opening the new acute care hospital and launching EPIC to facing the COVID-19 pandemic and opening Pride Hall.

Dr. King has consistently emphasized that his "natural habitat" is The General and that the UCSF-ZSFG partnership is always more important than any individual challenge. His steady leadership and unwavering support have guided us through many complex issues.

While he is stepping down as Dean, Susan was heartened to share that Dr. King will return to UCSF after a well-deserved break as a professor and mentor to the next generation of physicians and scientists.

8. 2026 AMERSA Multidisciplinary Engagement Award



ZSFG is excited to congratulate Kris Mizutani, Nurse Educator and Liaison (ED/ACT) on receiving the 2026 Multidisciplinary Engagement Award from the Association for Medical Education and Research in Substance Abuse (AMERSA). AMERSA has been a national leader in advancing substance use education since 1976, bringing together health professionals dedicated to improving training and policy in this field.

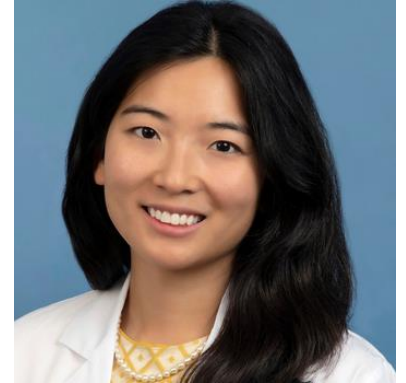
Kris has been instrumental in developing emergency department addiction medicine workflows and educating staff and patients on evidence-based treatment for substance use disorders with the ACT and MOUD programs.

"Her dedication, compassion and leadership have helped expand access to care for some of our most vulnerable patients and made a meaning difference in our department," shares Meghan Koch, Nurse Manager, Emergency Department.

9. Welcome Dr. Theresa Cheng, AFED Medical Director

ZSFG announced that Dr. Theresa Cheng will assume the role of Age-Friendly Emergency Department (AFED) Medical Director beginning August 2026.

Dr. Cheng is an Assistant Clinical Professor of Emergency Medicine at UCSF, Co-Director of Social Emergency Medicine, and Director of Social Equity for the UCSF Acute Care Innovation Center. She is a recognized advocate for vulnerable populations, advancing equitable, compassionate and patient-centered care through clinical innovation, education, research and community partnerships. Her background in both medicine and law informs her work addressing the medical, social and systemic factors that affect patient well-being. She has been honored with the 2025 Society for Academic Emergency Medicine Gold Humanism Award and the UCSF School of Medicine Excellence in Teaching Award.



Dr. Cheng's commitment to dignity, respect and whole person care makes her ideally suited to lead ZSFG's AFED program and look forward to her continuing to strengthen the care for older adults and their caregivers.

10. Dr. Antonio Gomez Appointed Program Director of the UCSF Pulmonary and Critical Care Medicine Fellowship

Dr. Gabe Ortiz shared that Dr. Antonio Gomez, ZSFG ACMO for Critical Care, has been appointed Program Director of the UCSF Pulmonary and Critical Care Medicine Fellowship, effective July 1, 2026.

This appointment reflects Dr. Gomez's longstanding commitment to clinical excellence, education, mentorship, and training. In this new role, he will lead one of the nation's premier Pulmonary and Critical Care Medicine Fellowship programs while continuing to advance UCSF's educational mission.

As he transitions into these responsibilities, Dr. Gomez will gradually shift his ACMO duties. Throughout this year, he will continue to lead the ECMO program, Donor Network West initiatives and the monthly Critical Care Committee.

Congratulations to Dr. Gomez on this well-deserved appointment and for his continued leadership and dedication to ZSFG's patients, learners and critical care community.