

Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on August 24, 2026

ZSFG Executive Team Report



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Capital

1. Capital Improvement Update



ZSFG's Capital team is making steady progress across multiple improvement projects, including lobby security upgrades, specialty clinic renovations, wayfinding enhancements and equipment replacements throughout BLDG 5 and 25. Major infrastructure work is underway, including the chiller and cooling tower replacement project which has reached 72% overall completion with new chilled-water piping in place and key equipment deliveries scheduled for early fall and anticipated project completion in October 2027. This project replaces the failing, old steam-driven equipment with modern electric units. Its purpose is to restore reliable climate control, protect critical care and trauma services during heat waves and advance the city's carbon reduction goals. The campus is also advancing seismic retrofit work in Building 5, where 95% of locations have already been completed and outpatient clinics are scheduled to return to their spaces between September and late October.

Several major renovation and relocation projects are also moving forward. Construction on the Building 25 Security Mag-Lock installation is slated to begin in September 2026 and the 3rd-Floor Dialysis Relocation project is tracking toward completion in late October. The Public Health Lab Relocation continues with installation of electrical, ductwork and equipment anchoring and with anticipated completion in December 2026. Psychiatric Emergency Services relocation is in active construction and is targeted for completion in early 2027.



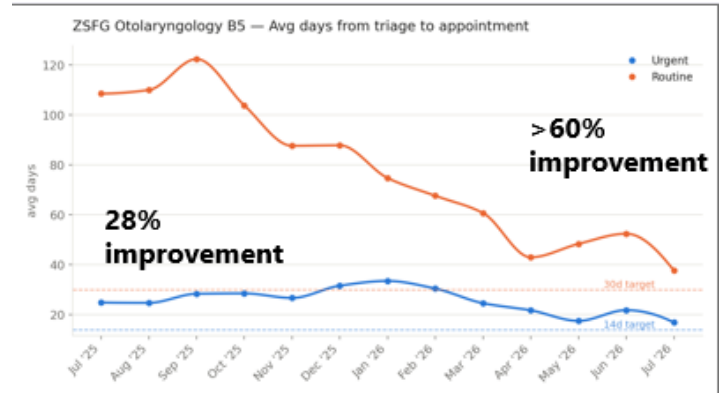
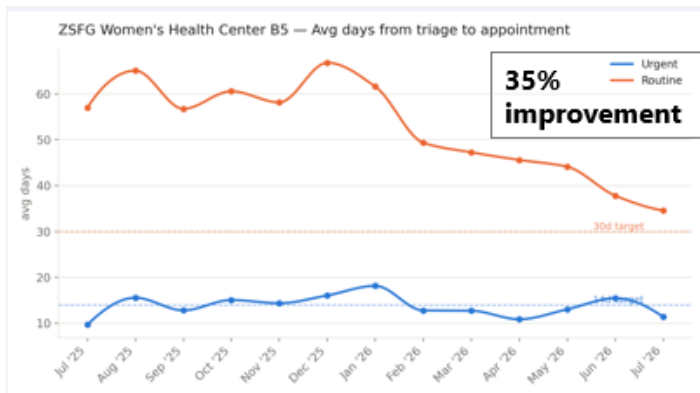
Overall, the campus is moving toward improved safety, better workflows, refreshed clinical spaces and enhanced infrastructure reliability.

Care Experience

2. Specialty Care Access Optimization

ZSFG's Specialty Care Access Optimization Project has generated major improvements in access, efficiency and patient experience across all 34 specialty care clinics. Led by Dr. Shreya Patel, ACMO for Specialty Care, Merjo Roca, Nursing Director for Specialty Care, and the entire Specialty Care Leadership Team, the initiative introduced standardized scheduling templates, Epic-based self-scheduling workflows, Fast Pass waitlist automation and expanded MyChart scheduling. This work also centers on a more equitable and patient friendly experience. Self-scheduling is authorized

through a “ticket” delivered via text message in all six threshold languages, ensuring accessibility for Limited English Proficiency patients and supporting digital scheduling outside standard business hours. These tools have enabled patients to self-schedule about 20% of new specialty care appointments, reduced work-queue backlogs and freed clinical and administrative staff to focus on higher-value patient care. The systemwide impact is reflected in improved turnaround times across specialties (28-60% improvement), reduced access-related grievances (62% decrease) and an annual estimated value of approximately \$355k through staff time savings and recovered visit revenue.



This project’s patient-centered results are equally notable. Dr. Patel shared a recent example of a patient who, while still admitted on a Saturday evening, received a text scheduling link and self-scheduled a GI follow-up before discharge – illustrating how operational innovation now translated directly into timely, reliable care. This aligns with system trends showing that more than 60% of patients prefer digital scheduling and that 34-51% of self-scheduled appointments occur outside of business hours. These advancements reflect the strong collaboration between Specialty Care, IT and informatics teams and illustrate how thoughtful operational redesign can translate directly into more timely, equitable and seamless care for patients and providers at ZSFG.

3. Celebrating the Exceptional Work of the Trauma Recovery and Rape Treatment Centers

The Trauma Recovery Center and Rape Treatment Center (TRC/RTC) are programs within the UCSF Division of Trauma Recovery Services at ZSFG. They carry forward ZSFG’s mission through an integrated, trauma informed model that brings together medical, forensic, and behavioral health expertise to support adult survivors of sexual assault and interpersonal violence.

The TRC/RTC is the only place in San Francisco where individuals can receive a forensic sexual assault exam admissible in court. Recent contributions from these programs have been exceptional.



Forensic examiners delivered expert forensic evaluations and documentation that played a pivotal role in several high-profile cases, including the District Attorney’s recently announced convictions of a serial rideshare related sexual assault offender. The meticulousness, credibility, and clinical excellence demonstrated by the teams were repeatedly noted in the DA’s press conference and follow-up media coverage. Their work has directly strengthened citywide public safety efforts and ensured that survivors’ experiences were both validated and acted upon.

Excellence in patient-centered care continues to be a hallmark of these programs. One recent case involved a survivor of a firearm-related assault who initially declined a forensic exam and police report due to fear and trauma. Through coordinated, trauma-informed support from RTC medical providers and TRC clinicians, the survivor felt safe and empowered to proceed with the exam and reporting. This patient's experience highlights how effective the integrated medical-behavioral health model is in supporting survivors through complex decisions.

The Child and Adolescent Support and Advocacy Resource Center (CASARC), ZSFG's pediatric program, also continues to set the standard for trauma-informed care for children and adolescents. The team provides 24/7 forensic coverage that adheres to national best practices, ensuring developmentally appropriate and compassionate examinations for young survivors. Their multidisciplinary coordination—spanning medical providers, behavioral health clinicians, social work, Child Protective Services, inpatient units, and community partners—ensures each child and caregiver receives the safety, stabilization, and healing support they need.

Additionally, TRC, RTC and CASARC have successfully transitioned to a secure digital forensic documentation platform. This advancement eliminates risks associated with protected health information, reduces administrative burden and enables billing to the California Office of Emergency Services for forensic exams and associated services – an area previously not reimbursable. Over the past 12 months, reimbursement requests have generated more than \$400,000 for the county.

ZSFG is grateful to every member of the TRC, RTC, and CASARC teams. Their dedication, skill, and compassion have made a profound impact on survivors, families, and the public safety of the community.

Equity

4. Appreciation for the ZSFG Summer Interns

This summer, ZSFG hosted interns that made meaningful contributions while exploring healthcare careers, building connections across disciplines, completing patient-centered projects aligned with departmental priorities, and presenting their work to department leaders and the Equity Council.



In collaboration with the DPH Office of Equity and Black2SanFrancisco.org, a program run by the San Francisco Human Rights Commission, ZSFG welcomed 5 students (Ariss Rushing, Tamara Harris, Courtney Casimere, Dariona Freeman and Aalaya Burney) from Historically Black Colleges and Universities (HBCUs). These students are part of a citywide cohort placed across DPH and are participating in six-week paid internships that include off site training and enrichment experiences.

The HBCU interns trained across a wide range of clinical and operational settings, including Psychiatry, Pharmacy, Neurology, Medicine, Nursing, Respiratory Therapy, Nutrition, Clinical Lab, Quality and Cancer Navigation. Their work included patient interviews, surveys focused on health education and diabetes coaching, motivational interviewing, observing behavioral health interventions and contributing to quality improvement efforts that support more equitable patient experiences.

This year, ZSFG once again hosted interns from the Achieve Program, an academic enrichment and scholarship program for high school and college students from underserved communities. Interns Precious Offu and Norzin Lhadon gained hands-on exposure in Neuroscience, Emergency Medicine and the 4A redwoods unit, learning about multidisciplinary teamwork, patient education, and direct patient engagement. Their projects advanced equity by improving accessibility of stroke education materials and by providing supportive, relationship-centered patient interactions. Together all the interns strengthen essential skills, built cross-departmental connections and contributed meaningfully to ZSFG's mission of advancing equitable, patient centered care.



Safety

5. HICS Basics Training for Hospital Command Center Staff



ZSFG recently hosted 2 sessions of its Hospital Incident Command System (HICS) Training, a hands-on, scenario-based session designed to prepare staff who may be activated to serve in the Hospital Command Center. Participants from across ZSFG, DPH and UCSF- representing both clinical and operational roles – strengthened their emergency response capabilities while gaining practical experience with HICS tools, forms and functional workflows used during real-world incidents. The training also supported compliance with Joint Commission, CMS and NIMS requirements, reinforced leadership readiness for disaster response and offered valuable opportunity to build cross-department connections. The continued high interest in these training sessions underscores the importance of this training in building a confident, coordinated and well-prepared emergency management workforce.