

# Hospital Operations & Patient Care Report

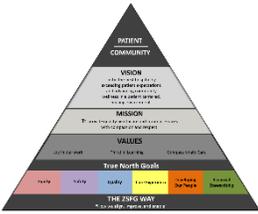
Presented to the Health Commission – ZSFG on March 23, 2026

ZSFG Executive Team Report

## Report Updates

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## FINANCIAL STEWARDSHIP

### 1. An Update on the DPH Budget and Impacts to ZSFG

In a message sent to the ZSFG team in early March, Dr. Susan Ehrlich forwarded and commented on a message from DPH Director Dan Tsai about the City's significant budget challenges — a two-year \$936 million budget deficit with \$261 million driven by federal and state Medi-Cal/Medicaid cuts. **The entire City is sharing the responsibility to protect essential health care services in light of this major challenge**, and every department—including DPH—was directed to reduce General Fund spending. In the budget already submitted to the Health Commission, DPH had identified savings that do not impact staff or programs, including \$176 million in additional revenue generation and \$50 million in operational efficiencies. More recently, DPH received further instructions from the Mayor's Office to find savings in contracted services (\$20 million and \$5 million contingency) and staffing (\$20 million or approximately 95 FTE positions of the citywide target of 500 FTEs). ZSFG and the rest of the department will be making very difficult decisions to meet the Mayor's budget requirements while maintaining our commitment to minimize impacts on staff and the healthcare safety net. Director Tsai has been holding multiple town halls to provide information, answer questions, and hear concerns. He will be joining our ZSFG Town Halls on Wednesday, March 18<sup>th</sup>, at 12:30pm and at 9:00pm to connect with ZSFG staff about the budget.

## EQUITY

### 2. Honoring 50 Years of Midwifery & Advancing Equity in Women's Health



As ZSFG Celebrates Women's History Month, the Certified Nurse Midwifery Service celebrates its 50th anniversary. This program is one of California's oldest hospital-based midwifery programs and is a leader in evidence-based, patient-centered care. The program has supported over 10,000 births since 2008 and implemented evidence-based programs such as the Centering Pregnancy model which brings pregnant people together for group prenatal care and to build

community.

Today, ZSFG is proud to offer Centering groups in Spanish and through the Black Centering program, which focuses on advancing Black maternal health and equity while welcoming all eligible patients. Preliminary 2023–2025 data shows that Black/African American (B/AA) patients who received comprehensive prenatal care through Black Centering delivered fewer preterm and low birth weight babies than those receiving traditional prenatal care.

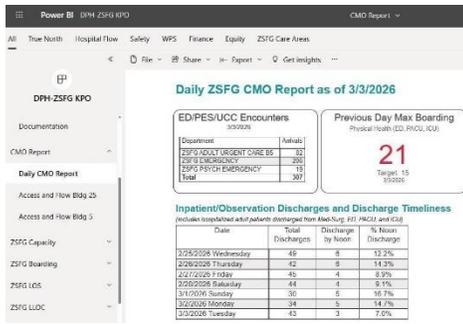
As part of our efforts to advance maternal and child health the ZSFG OB/GYN Division established a Community Accountability Board (CAB) made up of B/AA and Pacific Islander birthing people who received care at ZSFG. Over the past three years, the CAB has served as a trusted advisory partner, offering feedback that has shaped new systems, strengthened respectful care practices, and helped address gaps in cesarean rates, pre-term birth outcomes, and patient experience for birthing people in these populations that experience health disparities. Midwifery care at ZSFG has contributed to significantly lower C-section rates and enhanced maternal and neonatal outcomes. Beyond patient care, this service launched the UCSF midwifery education program, training generations of midwives.

# QUALITY

## 4. ZSFG True North Dashboard

ZSFG announced the launch of its new True North Dashboard, also known as Project Phoenix, a tool developed by the Kaizen Promotion Office (KPO) in close collaboration with the Quality Management (QM) Data Center and the Metrics, Analytics and Data Integration (MADI) teams to better support strategic planning and continuous improvement. Each year during Hoshin, the organization reviews data and priorities and for 2026, ZSFG reaffirmed the six True North goals – Equity, Safety, Quality, Care Experience, Developing Our People and Financial Stewardship supported by 12 core key performance indicators (KPIs).

The new dashboard makes these goals more visible and actionable by linking hospital-wide strategy to department and unit-level work, offering validated data, equity stratification and clear performance trends. Designed with extensive input from staff and leaders, it serves not just as a reporting tool but as infrastructure to align teams around shared aims, especially during times of financial pressure and evolving patient needs. These dashboards help us see where we are on target, where we remain off-target, and where focused countermeasures may be needed.



Staff across all roles are encouraged to use the dashboard as a guide to drive improvement and keep efforts aligned with ZSFG’s mission as changes and frontline-driven innovations can collectively move the entire organization forward.

Dr. Ehrlich shared her gratitude to the KPO, QM, MADI, and Budget teams for their thoughtful partnership in this effort, and especially to Toff Peabody, Jessica To, Sarah Maslin, and Hemal Kanzaria for their leadership and persistence in bringing this vision forward.

# CARE EXPERIENCE

## 5. ZSFG Awarded the 2025 Innovation Award by CAPH/SNI

ZSFG has received the 2025 Innovation award by the California Association of Public Hospitals and Health Systems and the California Health Care Safety Net Institute. Each year, CAPH/SNI recognize California’s public health care systems for their outstanding leadership in advancing quality, equity, and innovation in care.

This award recognized the project Sustaining Change at the Front Door: A Multidisciplinary Approach to Emergency Department Triage Design — which reimaged how patients enter and move through ZSFG’s Emergency Department triage to improve patient flow, responsiveness, and access to care. This recognition celebrates the multidisciplinary work, creativity, and equity-centered innovation ZSFG brings to patient care every day. Thank you to Dr. Christopher Peabody and the entire Emergency Department team for their dedication to continuous improvement and providing quality care!



## DEVELOPING OUR PEOPLE 6. New ZSFG Leadership: Norlissa Cooper, PhD, MSN, BSN, RN



ZSFG welcomed Dr. Norlissa M. Cooper as Administrator on Duty in the Nursing Administration Department at ZSFG. Dr. Cooper brings more than 17 years of nursing experience at ZSFG, having served as staff nurse, charge nurse, nurse educator and continuing education co-chair. She holds advanced degrees from the University of Rochester, Georgetown, and UCSF. Her leadership and research focus on health equity and dismantling structural racism in healthcare. Her extensive leadership, research expertise and commitment to health equity make her a valuable addition to ZSFG's leadership team.

## DEVELOPING OUR PEOPLE 7. Years of Service - 10, 15 and 20 Years Celebration

The annual Years of Service Celebration at ZSFG honors employees who have dedicated at least 10 years of service to ZSFG and every 5 years thereafter. This year's theme, "Resilience and Dedication: Our Foundation," highlights the strength, adaptability and compassion staff have demonstrated as the workplace and world have evolved.

At the February 27<sup>th</sup> event at the Carr Auditorium, colleagues celebrated those reaching 10, 15 and 20 years of service, acknowledging their roles in mentoring others, supporting countless patients and families and contributing to major advances in areas such as HIV care, maternal health and trauma. Leadership expressed their deep gratitude for the dedication and continuity these staff provide to ZSFG's mission and community. The celebration for the staff who have served more than 25 years will take place in mid-March.



## DEVELOPING OUR PEOPLE 8. Values in Action Award Winner: Sabrina Robinson

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 Sabrina Robinson, COO, for her courageous, collaborative, and deeply compassionate leadership.

Sabrina is known for bringing clarity to complex challenges, strengthening partnerships across DPH, and centering the well-being of both patients and staff. She approaches each day with joy, curiosity, and a strong commitment to service.

Colleagues shared:

- “Her support of the overnight MRI pilot improved access to care and patient flow.”
- “She rolls up her sleeves to fix broken processes, so systems work better for everyone.”
- “A stellar partner who brings people together.”
- “Her steady, values driven leadership strengthens the organization.”
- “She listens deeply and centers staff well-being in her decisions.”
- “She challenges the status quo when it doesn’t serve patients or staff.”
- “She leads with kindness, empathy, and accountability.”

Sabrina, thank you for the joy, compassion, and clarity you bring to ZSFG every day. We are grateful for your leadership.



## DEVELOPING OUR PEOPLE 9. Celebrate Thank a Resident Day

On Friday, February 27, ZSFG celebrated Thank a Resident Day, an opportunity to recognize the essential contributions residents and fellows make to patient care and the hospital’s mission. Through the strong ZSFG-UCSF partnership, 800 residents and 230 clinical fellows train at the hospital each year, providing around-the-clock care, mentoring medical students and shaping the next generation of physicians committed to health equity. In addition to their demanding clinical schedules, trainees are leading numerous quality and safety initiatives, from improving intra-operative temperature monitoring and dermatology patient education to expanding addiction treatment access, increasing Hepatitis C and diabetic retinal screenings, enhancing communication of critical image findings and providing language-concordant discharge instructions. Their daily work- including supporting patients with substance use disorders and reducing disparities in preventative care – demonstrates deep dedication to improving the patient experience. ZSFG expresses heartfelt gratitude for their hard work, innovation and passion.

## DEVELOPING OUR PEOPLE 9. Celebrating the Orthopaedics Trauma Institute at ZSFG



This February, the Orthopaedic Trauma Institute celebrated 17 years of service to the Bay Area, providing essential musculoskeletal and trauma care as San Francisco’s only level 1 trauma center. OTI leads nationally and internationally with the largest international outreach program and the most trauma fellowship trained specialists in North America. Since its founding, the institute has grown to 27 clinical and research faculty.

Dr. Ted Miclau praised the team’s dedication and collaborative spirit, and Dr. Susan Ehrlich joined the celebration, recognizing OTI’s continued growth and impact on the community.