



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

ZSFG FY 24-25 ANNUAL REPORT

Susan Ehrlich, MD, MPP
November 3, 2025



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco
Department of Public Health

About ZSFG

Who We Are

- Part of DPH's SF Health Network
- Only Trauma Center for SF & Northern San Mateo County
- City's only 24/7 psychiatric emergency service
- Top academic medical center partnering with UCSF

Who We Serve

- ~104,000 patients per year
- 20% of ambulance calls in the city
- A diverse patient population providing services in >20 languages



About ZSFG



Mission

To provide quality health care and trauma services with compassion and respect



Values

Joy in our Work,
Compassionate Care, and
Thirst in Learning






Vision

To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment

ZSFG By the Numbers

 Patients Served
104,598

Department of
Public Health Staff **3,501**  UCSF Staff
at ZSFG **2,570**

 Trauma
Activations **2,210**  Medical and Psychiatric
Care Emergency Visits **73,291**

 Urgent Care Visits **51,584**  Licensed Beds **397**

 Outpatient Visits **295,146**  Babies Born **1,238**

ZSFG Financials

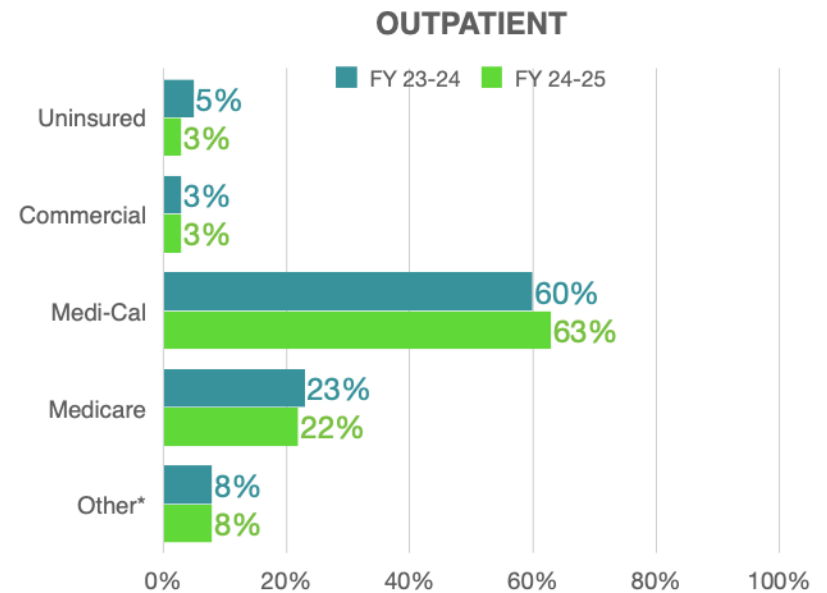
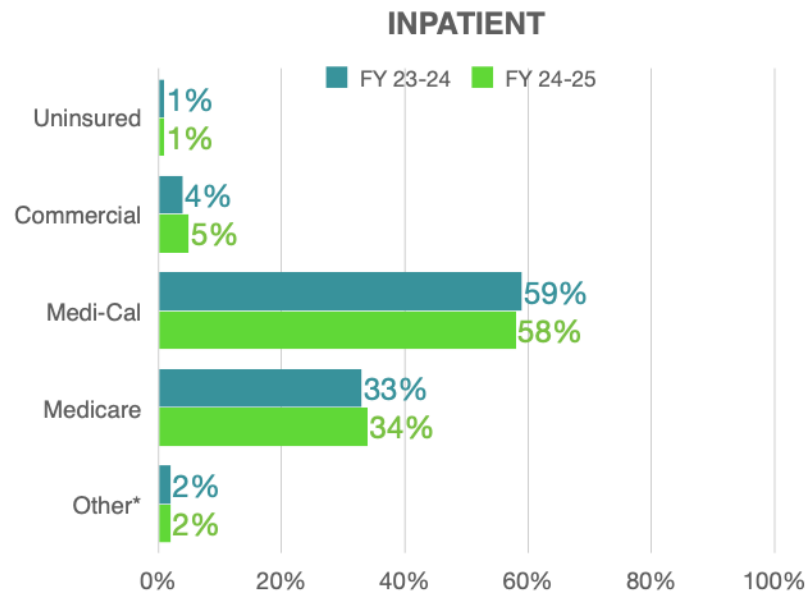
Financials

	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Total Operating Revenue	1,048,688,450	1,117,120,715	1,150,065,916	1,236,711,255	1,397,179,850
Total Operating Expenditure	1,137,390,783	1,024,981,855	1,127,205,193	1,204,037,292	1,288,651,487
General Fund Support <i>(net)</i>	88,702,333	32,170,878	105,105,133	41,734,407	39,461,006*
Salaries & Fringe Benefits	594,837,437	588,873,873	630,380,106	660,724,604	723,482,310

* Net General Fund Support varies each year due to prior year cost report settlements, unanticipated revenues, and year-end intra-departmental transfers. Does not include local funds to the State to draw down matching federal dollars.

ZSFG Payor Sources

Payor Sources



* Healthy Families, Research, Jail, Workers' Comp, Non-Medi-Cal, CHN Capitated plans

Honors and Awards



Heart Failure Equity Team Receives National Awards

The DPH, SFHN, and ZSFG collaborative team received the 2024 Bernard J. Tyson National Award from the Joint Commission & Kaiser Permanente and the 2024 Quality Leader Award from the California Association of Public Hospitals / HealthCare Safety Net Institute.



Geriatric Emergency Department Accreditation

ZSFG's Emergency Department received Level 3 accreditation in recognition of its commitment to high-quality care for older adults.



2025 NICU of the Year

The NICU received statewide recognition from the California Breastfeeding Coalition for excellence in equity-focused lactation care, with exclusive breastfeeding rates well above the state average.

Highlights



Triage Taskforce Puts Patient Needs First

This interdisciplinary team strategized new ways to reduce the number of patients who leave without being seen, including creating a family waiting room and adding two nurse practitioners.



ZSFG Expands Perioperative Services

To meet growing demand, the team increased anesthesia staffing, adding capacity for one more operating room each day.



49ers Honor Trauma and Emergency Teams

The 49ers honored ZSFG Trauma and Emergency Department teams and Dr. Lucy Kornblith during Monday Night Football for the care provided to wide receiver Ricky Pearsall.

Staff Experience and Wellness



Quarterly Town Halls

Hundreds of staff attended ZSFG's All-Staff Town Hall at two virtual sessions held in June, with DPH Director Dan Tsai and Dr. Susan Ehrlich sharing important updates and joining all staff with leadership.



Wellness Center

The ZSFG Wellness Center provided a valued space for staff to relax, recharge, and connect through popular programs like visits from the SF SPCA canine crew, massage therapy, and exercise classes.

Nursing



ZSFG Hosts Addiction Care Symposium

More than 200 ZSFG and DPH staff gathered in December for the second annual Addiction Care Symposium, cohosted by the San Francisco General Hospital Foundation, the Addiction Care Team, and DPH.



Nurse Hiring and Promotions

ZSFG and DPH HR partnered to host a successful nurse hiring event and promoted several staff to registered nurse positions.

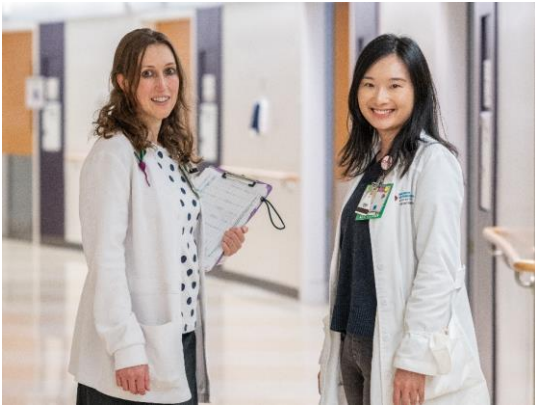


Nurses Week Research Symposium

ZSFG's Inaugural Nurses Week Research Symposium showcased innovative, evidence-based work led by our nurses.

Surveys

ZSFG's multidisciplinary teams excelled during a steady pace of survey visits in fiscal year 24-25, showcasing their strong commitment to delivering excellent patient-centered care.



The Joint Commission Biennial Recertification

Following a two-day evaluation, the Joint Commission recertified the Advanced Primary Stroke program.



4A Skilled Nursing Facility

The Centers for Medicare and Medicaid Services and California Department of Public Health recertified the facility for the year.

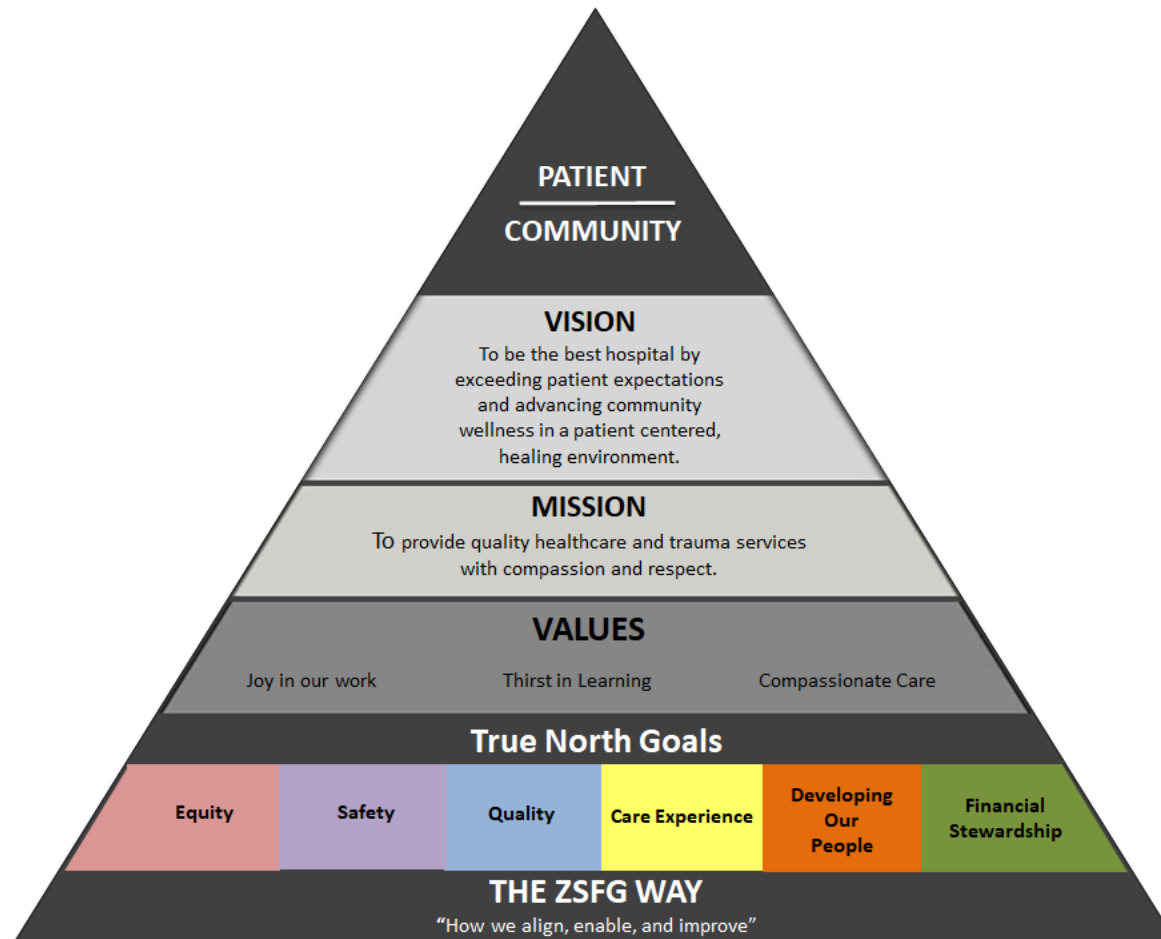


Outpatient and Office-Based Opiate Treatment

The Department of Health Care Services relicensed these programs.

True North Strategies

TRUE NORTH OVERVIEW



True North Strategies

TRUE NORTH OVERVIEW

	SELECTED METRICS	TARGET (FY 24-25)	ACTUAL (FY 24-25)
Equity	% OF DEPARTMENTS WITH ACTIVE IMPROVEMENT INITIATIVES AROUND EQUITY AND REDUCING DISPARITIES	65%	74%
Quality	ADULT HOSPITALIZED – INPATIENT LENGTH OF STAY	5.0	6
	BOARDING – MEDICAL PATIENTS (ED, PACU, ICU)	15	35
	BOARDING – PES PATIENTS	57.8	57.1
	PSYCHIATRY – % ACUTE PATIENTS	19.8%	21.8%
Safety, Care Experience	SEPSIS BUNDLE COMPLIANCE	59%	38%
	FALLS WITH MODERATE AND MAJOR INJURY	0.07	0.08
Safety, Developing Our People	REDUCE THE # OF PHYSICAL ASSAULTS THAT LEAD TO INJURY ACROSS 5 HIGH RISK AREAS	Avg of less than 4 assaults per month with injury	Avg of 6 assaults with injury, per month
Financial Stewardship	ACCOUNT RECEIVABLE DAYS	59	58
	% REALIZED REVENUE	14.25%	14%
	HOSPITAL BILLING DENIAL RATE	15.6%	15.8%

Capital Projects

BUILDING OUR FUTURE



Clinical Lab Completion

Completed project in May, this tremendous undertaking included the installation of a modern robotic clinical lab track that now processes more diagnostic tests, helping meet increasing patient demand.

ZSFG Receives Funding for Critical Capital Upgrades

With the passage of Prop B in November, ZSFG will make healthcare infrastructure improvements including seismic retrofit of Building 3, mechanical and IT systems upgrades, and climate-resilient infrastructure improvements.



Psychiatric Emergency Services

More than 40% complete, construction of the new 8,000-square-foot PES will bring in much-needed daylight for patients and expand the size of the unit for better patient care.



Dialysis Relocation

This new and modern facility for dialysis patients is on track to be substantially complete by the end of 2025.

UCSF at ZSFG



RESEARCH HIGHLIGHTS

Research Spending at ZSFG

Non-Federal **\$118.4M**

Federal **\$111.1M**

Total **\$229.5M**



Research Awards at ZSFG



1130



376 Principal Investigators at ZSFG

Neurology

An investigation on substance use-related in cardiac arrest patients found more severe outcomes for cases involving fentanyl use, which informs resuscitation education with overdose prevention groups.

Surgery

The division advanced its mission of improving outcomes for trauma and critically ill patients through impactful research, collaboration, and innovation, producing more than 90 peer-reviewed publications.

Emergency Medicine

Medical staff continue to make significant contributions to scientific advancement and patient care, with more than 150 peer-reviewed publications representing a broad spectrum of research topics.

San Francisco General Hospital Foundation



Hero & Heart Awards

Congratulations to Michael Texada, the Wraparound Project; Dr. Marlene Martin, Addiction Care Team; and Kathryn Margolis, PhD, HealthySteps.

Equity and Innovation Grants

Two grantees received a \$100,000 capacity-building grant, for new initiatives that will have a widespread impact on patient care.

Project Reach

Transforming surgical care for people experiencing housing instability or homelessness by developing care plans that meet patients where they are.

Community Outreach



ZSFG Hosts First Milk Drive in San Francisco

In August, ZSFG hosted San Francisco's first Milk Drive in partnership with the Mother's Milk Bank of California. ZSFG's Family Birth Center collected more than 3,000 ounces to support NICUs and families in need across the country.



ZSFG Raises Awareness for Colorectal Cancer

In March, ZSFG's Gastroenterology (GI) and Nutrition teams hosted community events to promote colorectal cancer prevention, offering education and healthy eating tips to encourage screenings and reduce stigma.

Community Outreach



Community Health Fair in the Western Addition

The ZSFG Stroke Team and Wraparound Project hosted their first Community Health Fair in the heart of the Western Addition. The free, family-friendly event brought together doctors, nurses, pharmacists, and staff from across DPH.



International Overdose Awareness Day

Staff encouraged open conversations and connected community members to addiction services at several tabling events on the ZSFG campus.

Staff Celebrations



Values in Action

Each month ZSFG honors a staff member who exemplifies ZSFG's core values of Joy in Work, Thirst in Learning, and Compassionate Care.



Black History Month

ZSFG hosted a powerful Black History Month celebration led by labor partners, featuring music, reflections, and remarks from DPH and community leaders.



Honoring ZSFG Social Workers

ZSFG held its first Social Workers Awards Ceremony in March to recognize the essential role they play in patient care and advocacy.

Our Patients



Roscoe Makes a Strong Recovery

After a visit to the Emergency Room, ZSFG's Age-Friendly Emergency Department team connected Roscoe with a community partner, Stepping Stone, whose staff pick up his medications and bring him food.

"The staff was wonderful. Every time I came in, I felt comfortable with the nurses and the doctors. We really got on well."



Pamela Turns Struggle into Survival

Post-heart transplant, Pamela Dorsey is building her strength, exercising regularly, and singing her heart out in the church choir.

"Dr. Davis saved my life. He really did."

Profiles

ZSFG EXECUTIVE TEAM



Susan P. Ehrlich, MD, MPP
Chief Executive Officer



Jeff Critchfield, MD
UCSF Vice Dean



Gillian Otway, MSN, RN
Chief Nursing Officer



Gabriel Ortiz, MD
Chief Medical Officer



Mary Mercer, MD, MPH
Chief of Staff



Adrian Smith, MSN, RN
Chief Quality Officer



**Sabrina Robinson,
MBA, CMPE, FACHE**
Chief Operating Officer



Hemal Kanzaria, MD
*Chief Performance
Excellence Officer*



Angelica Jourdain, JD, MHA
Chief Administrative Officer



Eric Wu, MPA
Chief Financial Officer



Christine Falvey, MPA
Chief Communications Officer



Justin Dauterman, MSN, RN
Chief Experience Officer



Angelica Almeida, PhD
Chief Integrative Officer



Laurae Pearson
*Associate Dean
Administration and Finance*

Profiles

SAN FRANCISCO HEALTH COMMISSION



Laurie Green, M.D.
Health Commission President



Tessie M. Guillermo
Vice President



Edward A. Chow, M.D.



Susan Belinda Christian, J.D.



Suzanne Giraudo, Ph.D.



Judy Guggenheim



Karim Salgado



Mark Morewitz, MSW

In Summary



Joy in our Work



Compassionate Care



Thirst in Learning



**ZUCKERBERG
SAN FRANCISCO GENERAL**
Hospital and Trauma Center

ZSFG would like to express our
deepest gratitude to our patients and
the community of San Francisco.