

ZSFG
FY25-26
ANNUAL REPORT

San Francisco
Department of Public Health

San Francisco
Health Network

ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

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

- More than 100,000 patients per year
- 20% of ambulance calls in the city
- A diverse patient population providing services in >20 languages



BY THE NUMBERS

101,453
PATIENTS SERVED

41,148
URGENT CARE VISITS

309,782
OUTPATIENT VISITS

3,579
DEPARTMENT OF PUBLIC HEALTH STAFF

2,570
UCSF STAFF AT ZSFG

397
LICENSED BEDS

TRAUMA ACTIVATIONS
2,269

MEDICAL & PSYCHIATRIC CARE EMERGENCY VISITS
77,863

1,161
BABIES BORN

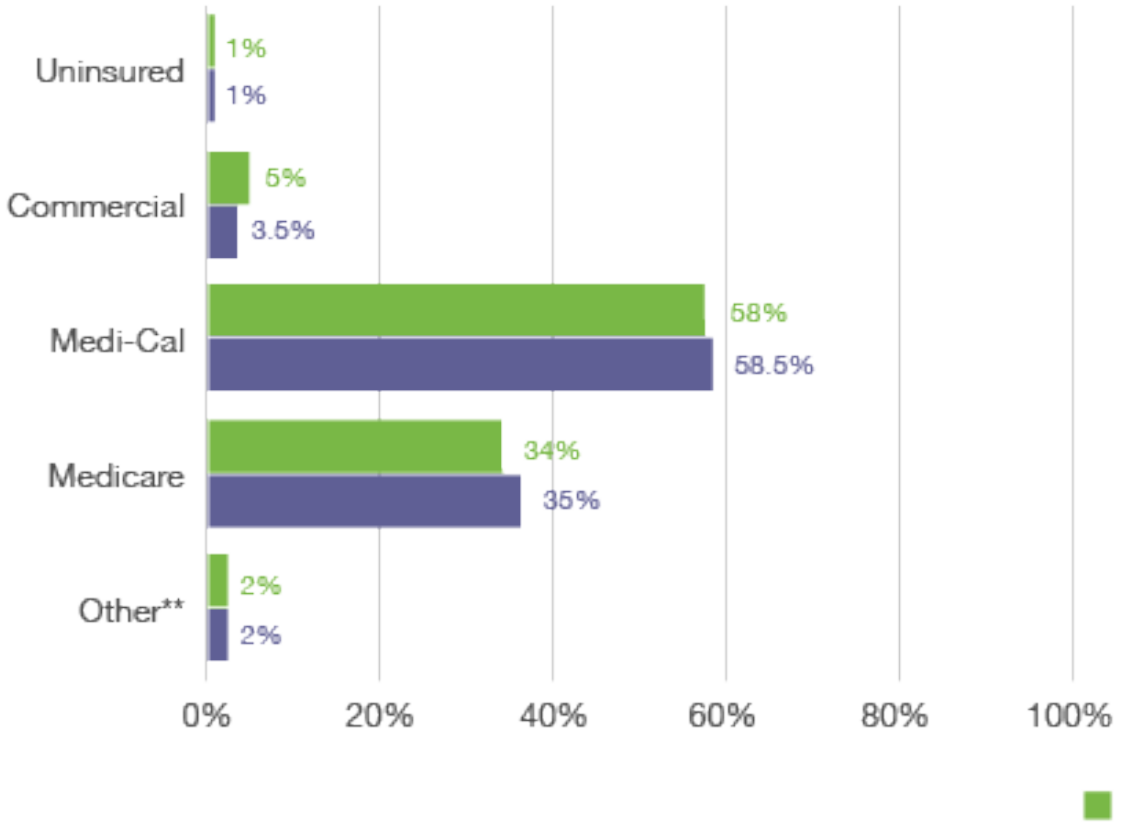
FINANCIALS

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Total Operating Revenue	1,117,120,715	1,150,065,916	1,236,711,255	1,397,179,850	1,351,765,423
Total Operating Expenditure	1,024,981,855	1,127,205,193	1,204,037,292	1,288,651,487	1,360,996,024
General Fund Support (net)	32,170,878	105,105,133	41,734,407	39,461,006	52,337,601*
Salaries & Fringe Benefits	588,873,873	630,380,106	660,724,604	723,482,310	770,931,291

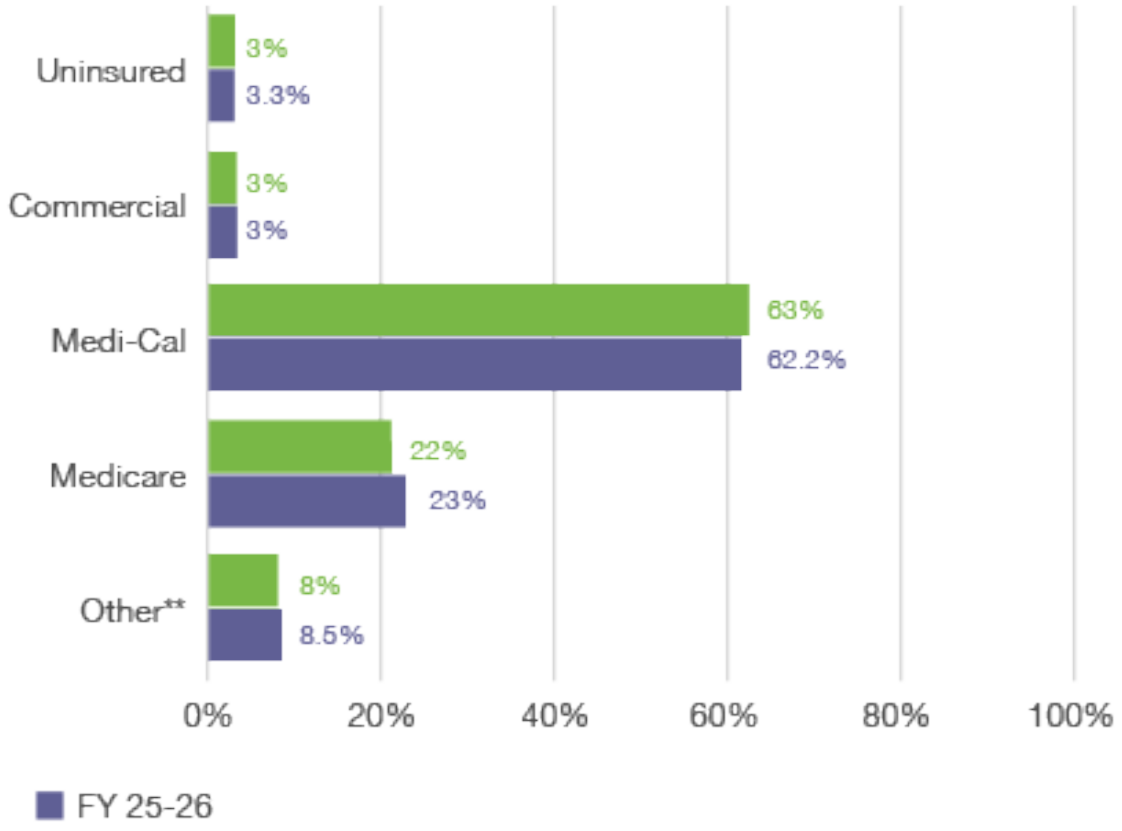
** Net General Fund Support varies each year due to prior year cost report settlements, unanticipated revenues, and year-end intra-departmental transfers.*

PAYOR SOURCES

Inpatient



Outpatient



FY 24-25 FY 25-26

IN MEMORIAM: **HONORING THE LIFE OF ALBERTO RANGEL**

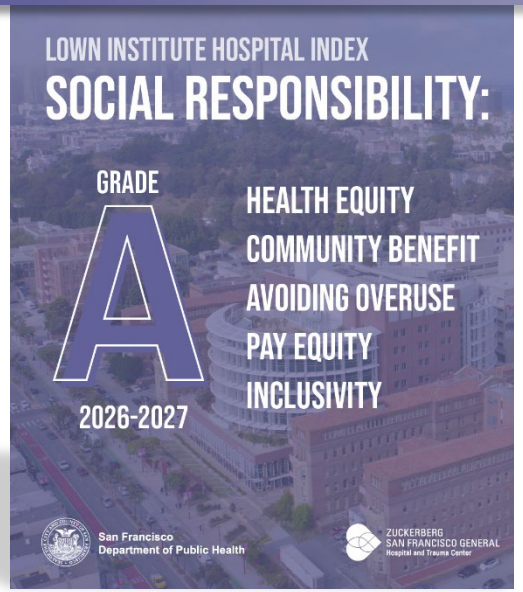


FOCUS ON SAFETY & SECURITY



- Strengthened Security Infrastructure
- Major Improvements at Buildings 80/90
- Enhanced Emergency Communication and Training
- Established Workplace Safety Committee

HONORS AND AWARDS



National Recognition from the Lown Institute Hospitals Index

ZSFG ranked tenth nationally and Top 5 in California for Health Equity in the 2026–27 Lown Institute Hospitals Index. It also placed in California's Top 5 for Community Benefit and Avoiding Overuse, earning Grade A ratings and nine badges across key measures of social responsibility.



Family Birth Center Recognized for Excellence in Maternity Care

The Family Birth Center again earned a spot on the Cal Hospital Compare and California Health and Human Services Maternity Care Honor Roll. ZSFG was one of 54 hospitals to achieve "superior" status for exceeding targets on five key obstetric outcome measures covering both birthing parents and newborns. This recognition highlights the team's dedication, expertise, and compassion.



2025 Innovation Award by California Hospital Institutes

ZSFG received the 2025 Innovation Award from the California Association of Public Hospitals and the Safety Net Institute for its project, "Sustaining Change at the Front Door," which redesigned Emergency Department triage to improve patient flow, responsiveness, and access to care.

HIGHLIGHTS



10 Years of Lifesaving Care

ZSFG celebrated ten years in its modern acute care and trauma center. Approved by voters in 2008 and completed in 2015, the new hospital was equipped through a $141 million Foundation campaign. On May 21, 2016, more than 200 patients were safely moved into the facility as care continued seamlessly, including the first birth and first ambulance arrival.



Leading the Way in Substance Use Services

ZSFG has been a leader in substance use treatment since launching the OTOP program in 1973. The hospital continues to expand services, providing evidence-based care and improving access to medications for opioid use disorder among hospitalized patients.



Successful Launch of Beaker, SoftBank, Automation Track

In October 2025, the Department of Public Health laboratory information systems (ZSFG Clinical Lab, ZSFG Pathology Lab, and Public Health Lab) successfully transitioned to the Epic Beaker application. The Blood Bank also transitioned to Soft Bank software.

NURSES





Celebrating Nurses Week

During Nurses Week in May, ZSFG celebrated the dedication and impact of nurses across the hospital. San Francisco Health Director Dan Tsai joined hospital leadership and SEIU partners to distribute sweet treats across the units.

ZSFG honored excellence at the 2026 Nurses Week Recognition and Awards Ceremony and showcased the commitment of nursing staff to advance care at the 2nd Annual Nursing Research Symposium at UCSF Pride Hall.

Nursing Research Symposium

The May 6, 2025 symposium brought together nurses, clinicians, and care teams to share research and quality improvement work shaping future patient care. Presenters from across the hospital highlighted projects focused on advancing compassionate, high-quality, and equitable care.

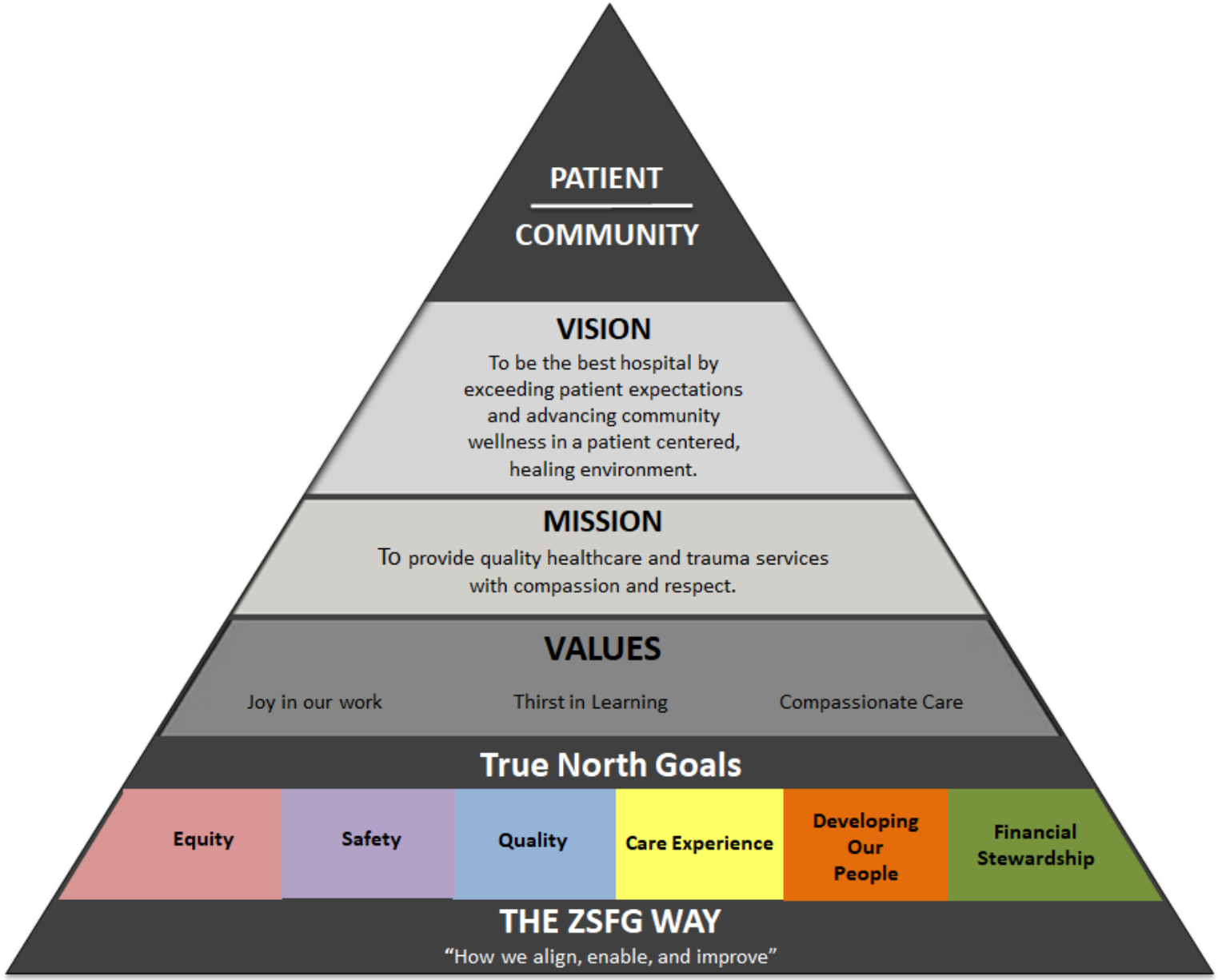
ZSFG leadership recognized the contributions of nursing teams and partners. The event strengthened collaboration and shared learning across disciplines.

SURVEYS



- **Behavioral Health Center Regulatory Activity**
  - Annual licensing survey
  - Department of Health Care Services
- **Pharmacy and Controlled Substance Oversight**
  - California State Board of Pharmacy
  - California Department of Health Care Services (DHCS)
  - Drug Enforcement Agency
- **Radiologic Health & Breast Care Services**
  - CDPH Radiologic Health Branch
  - Food and Drug Administration
- **4A Skilled Nursing Facility: "The Redwoods"**
  - Centers for Medicare & Medicaid Service annual recertification
  - CDPH triennial licensing
  - Fire life safety review
- **Joint Commission Clinical Laboratory & Point of Care Testing**
  - Biennial reaccreditation Joint Commission survey
- **Various California Department of Public Health (CDPH) Surveys**

TRUE NORTH


PATIENT
COMMUNITY
VISION
To be the best hospital by exceeding patient expectations and advancing community wellness in a patient centered, healing environment.
MISSION
To provide quality healthcare and trauma services with compassion and respect.
VALUES
Joy in our work
Thirst in Learning
Compassionate Care
True North Goals
Equity
Safety
Quality
Care Experience
Developing Our People
Financial Stewardship
THE ZSFG WAY
"How we align, enable, and improve"

TRUE NORTH

SELECTED METRICS	BASELINE (FY 24-25)	TARGET (FY 25-26)	ACTUAL (FY 25-26)
EQUITY			
% of departments with active improvement initiatives around equity and reducing disparities	74%	>65%	**74%**
QUALITY			
Adult Hospitalized – Inpatient Length of Stay	6	<5.0	**5.98**
Boarding Peak – Medical Patients (ED, PACU, ICU)	31	<15	**24**
Boarding Length of Stay – PES Patients	57.1	<57.8	**62**
Inpatient Psychiatry – % Acute Patients	21.8%	>19.8%	**25.5%**
SAFETY, CARE EXPERIENCE			
Sepsis Bundle Compliance	38.2%	>59%	**36.5%**
Unique Patients Discharged with Buprenorphine	18.5	>22	**16.58**
SAFETY, DEVELOPING OUR PEOPLE			
Total Recordable Incident Rate (per 200,000 working hours)	13.76	<12.39	**20.68**
FINANCIAL STEWARDSHIP			
Account Receivable Days	64	<59	**57.8**
% Gross Collection Ratio	12.55%	>13%	**12.31%**
Hospital Billing Denial Rate	15.9%	<15.6%	**15.4%**

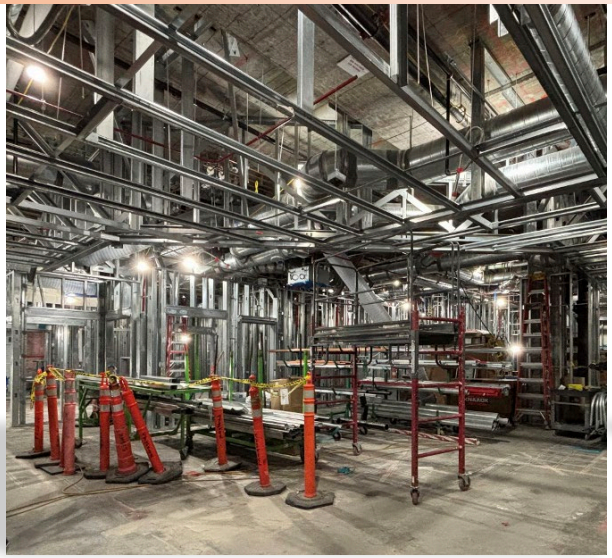
BUILDING OUR FUTURE



Building 5 Seismic Retrofit

This project is reinforcing the building to make patient care areas safer and more resilient during earthquakes. This year, major seismic upgrades were finished at all connections between the main building and its wing. Only corridor work remains, expected next fiscal year.

Construction complete:
95% across 211 locations.



Psych Emergency Services Relocation Project

This project will create larger, safer, and more functional spaces for behavioral health patients, improving safety, workflows, and adding specialized equipment.

Progress: Construction is advancing with strong focus on quality and safety; framing, systems, plumbing, HVAC, and walls are underway.

Construction complete:
65% overall.



Dialysis Relocation

This project will create a modern, efficient dialysis space with improved comfort, privacy, equipment, and isolation rooms. The new layout also streamlines staff workflow.

Progress: Patient areas are nearly complete; teams are finalizing licensing and equipment setup.

Construction complete:
~99%.



1,168

RESEARCH AWARDS @ZSFG



$204.3M

RESEARCH SPENDING @ZSFG

NON-FEDERAL:$101.6M | FEDERAL: $102.7M



358

PRINCIPAL INVESTIGATORS @ZSFG



2,570

UCSF STAFF @ZSFG











Equity and Innovation Grants

Congratulations:

- **Eye Clinic**
- **Healthy Lifestyles Clinic**

Hero & Heart Awards

Congratulations:

- **Kelly Brandon,** MSN, RNC, CNS, and ZSFG Clinical Nurse Specialist and Co-Founder of the Addiction Care Team Nurse Liaison Program
- **Melissa Pitts,** RN, BSN, and ZSFG Emergency Department Administrator on Duty
- **Pamela Dorsey,** ZSFG heart transplant recipient

Every ACT Matters

SFGHF-funded efforts are helping the Addiction Care Team support staff and reduce stigma around addiction care at ZSFG. The *Every ACT Matters* campaign features 18 videos with insights from lived experience and addiction medicine champions. The series encourages providers to show up without bias and reinforces ZSFG's commitment to high-quality addiction care.

STAFF CELEBRATIONS



Social Work Month Celebration & Awards Ceremony

In March 2026, ZSFG held its second annual Social Work Month Celebration & Awards Ceremony, honoring social workers who bridge medical care with patients' real-world needs. Health Director Dan Tsai and CEO Dr. Susan Ehrlich recognized their vital contributions. Congratulations to this year's awardees for exceptional service.



Celebrating 25 Years of the Trauma Nurse Practitioner Program

This year marks the 25th anniversary of the Trauma Nurse Practitioner Program, a cornerstone of ZSFG's trauma services. Trauma NPs play a vital role in patient care, coordination, and improving outcomes across the hospital and community. Their impact extends beyond the bedside, shaping trauma care practices and advancing clinical excellence.



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

This year marks the 50th anniversary of ZSFG's Certified Nurse Midwifery Service, one of California's longest-running 24/7 hospital-based programs. Our midwives have supported more than 10,000 births, maintained a C-section rate far below the national average, advanced midwifery education, and expanded innovative models like Centering Pregnancy. Guided by our Community Accountability Board, the program continues to promote respectful, equitable maternal care.

PROFILES: 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



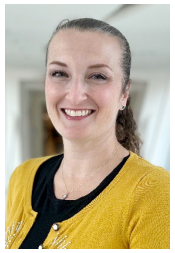
Eric Wu, MPA
Chief Financial Officer



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



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